



COMMUNITY SERVICES COMMITTEE AGENDA

Community Services Committee Meeting
Monday, July 9, 2018
Tom Davies Square

COUNCILLOR RENE LAPIERRE, CHAIR

Mike Jakubo, Vice-Chair

10:45 a.m. COMMUNITY SERVICES COMMITTEE MEETING
COUNCIL CHAMBER

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DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

COMMUNITY DELEGATIONS

1. Canada Mortgage and Housing Corporation

(ELECTRONIC PRESENTATION) (FOR INFORMATION ONLY)

- Jeffrey Kolibash, Affordable Housing Consultant – Northern Ontario, Canada
Mortgage and Housing Corporation

(The Canada Mortgage and Housing Corporation would like to address the Community Services Committee in order to provide information regarding the National Housing Co-Investment Fund Program and its relation to building affordable housing in the City of Greater Sudbury.)

PRESENTATIONS

1. Report dated June 22, 2018 from the General Manager of Community Development regarding Food System Strategy.

5 - 14

(ELECTRONIC PRESENTATION) (RESOLUTION PREPARED)

- Tyler Campbell, Director of Social Services, City of Greater Sudbury
- Vivienne Martin, Social Services Program Manager, City of Greater Sudbury

(This report provides an overview of the research that was conducted on the emergency food bank system in the City of Greater Sudbury.)

2. Flour Mill Museum Relocation Update

(ELECTRONIC PRESENTATION) (FOR INFORMATION ONLY)

- Luisa Valle, Director of Children and Citizen Services, City of Greater Sudbury
- Wendi Mannerow, Water & Wastewater Engineer, City of Greater Sudbury
- Samantha Morel, Curator

(This presentation provides an update to the Flour Mill Museum relocation.)

CONSENT AGENDA

(For the purpose of convenience and for expediting meetings, matters of business of repetitive or routine nature are included in the Consent Agenda, and all such matters of business contained in the Consent Agenda are voted on collectively.

A particular matter of business may be singled out from the Consent Agenda for debate or for a separate vote upon the request of any Councillor. In the case of a separate vote, the excluded matter of business is severed from the Consent Agenda, and only the remaining matters of business contained in the Consent Agenda are voted on collectively.

Each and every matter of business contained in the Consent Agenda is recorded separately in the minutes of the meeting.)

CORRESPONDENCE FOR INFORMATION ONLY

C-1. Report dated June 25, 2018 from the General Manager of Community Development regarding Children and Youth Program Review.

15 - 75

(FOR INFORMATION ONLY)

(This report provides current status and future options for consideration for recreation programs offered by the City of Greater Sudbury Leisure Services Division.)

- C-2. Report dated June 22, 2018 from the General Manager of Community Development regarding Age-Friendly Community Update. **76 - 83**
(FOR INFORMATION ONLY)

(This report provides an update on Age-Friendly Community activities.)

- C-3. Report dated June 14, 2018 from the General Manager of Community Development regarding Child Care Registry Update. **84 - 86**
(FOR INFORMATION ONLY)

(This report provides an update to the new Child Care Registry.)

- C-4. Report dated June 14, 2018 from the General Manager of Community Development regarding Child Care Funding Announcement for Place des Arts. **87 - 89**
(FOR INFORMATION ONLY)

(This report provides information regarding the child care funding announcement for Place des Arts.)

- C-5. Report dated June 12, 2018 from the General Manager of Community Development regarding City of Greater Sudbury Housing and Homelessness Plan Annual Update. **90 - 106**
(FOR INFORMATION ONLY)

(This report provides an annual update of 2017 actions that have taken place within Social Services, Planning and Housing Services as legislated by the Ministry of Housing.)

- C-6. Report dated June 25, 2018 from the General Manager of Community Development regarding 2017 Report Card on Homelessness. **107 - 110**
(FOR INFORMATION ONLY)

(This report provides information about the 2017 Report Card on Homelessness.)

- C-7. Report dated June 14, 2018 from the General Manager of Community Development regarding 2018 Homelessness Enumeration. **111 - 165**
(FOR INFORMATION ONLY)

(This report provides information regarding the 2018 Homelessness Enumeration.)

- C-8. Report dated June 27, 2018 from the General Manager of Community Development regarding Healthy Kids Community Challenge Program - Planning for Sustainability. **166 - 171**
(FOR INFORMATION ONLY)

(This report provides an overview of the Healthy Kids Community Challenge Program and the opportunities to continue once the final theme is completed in September 2018.)

REGULAR AGENDA

MANAGERS' REPORTS

- R-1. Report dated June 19, 2018 from the General Manager of Community Development regarding Fabio Belli Foundation Proposal for the Creation of a Multi-Use Facility. **172 - 232**
(RESOLUTION PREPARED)
(This report outlines the unsolicited proposal received by the Fabio Belli Foundation for capital and ongoing support of their proposed multi-use facility.)
- R-2. Report dated June 22, 2018 from the General Manager of Community Development regarding Valley East Twin Pad Next Steps. **233 - 238**
(RESOLUTION PREPARED)
(This report provides an overview of the proposed community consultation process and next steps with respect to a Valley East Twin Pad facility.)
- R-3. Report dated June 15, 2018 from the General Manager of Community Development regarding Health and Housing Working Group Final Report. **239 - 246**
(RESOLUTION PREPARED)
(This report provides an update on the progress made on the five (5) action items since the last report in December 2017.)
- R-4. Report dated June 25, 2018 from the General Manager of Corporate Services regarding Security at Transit Terminal. **247 - 258**
(RESOLUTION PREPARED)
(This report provides information regarding the service level of security at the Transit Terminal, with consideration for enhanced options.)

ADDENDUM

CIVIC PETITIONS

QUESTION PERIOD AND ANNOUNCEMENTS

NOTICES OF MOTION

ADJOURNMENT

Request for Decision

Food System Strategy

Presented To: Community Services Committee

Presented: Monday, Jul 09, 2018

Report Date: Friday, Jun 22, 2018

Type: Presentations

Resolution

THAT the City of Greater Sudbury approves the continuation of rent free usage by the four Food Bank locations that operate out of the municipal facilities as described and identified in the report entitled "Food System Strategy" from the General Manager of Community Development, presented at the Community Services Committee meeting on July 9, 2018.

Relationship to the Strategic Plan / Health Impact Assessment

This report supports Council's Strategic Plan in the area of Quality of Life and Place as it aligns with the Population Health Priorities of Resiliency, Families, Compassionate City, Housing and Age Friendly Strategy by making recommendations by having the emergency food system in Greater Sudbury sustainable and accessible.

Report Summary

This report provides an overview of the research that was conducted on the emergency food bank system in Greater Sudbury as well as local opportunities and challenges. The Social Services Division has contacted the Banque d'aliments Sudbury Food Bank (BDSFB) to share the key findings in the report and will continue to work on challenges identified in the report which have a municipal impact. Specifically the report recommends continued work on transportation options for food bank clients and continuing the existing practice of providing rent free facilities for food banks residing in a municipal facility.

Financial Implications

If approved, the City of Greater Sudbury (City) will continue to forgo revenues of approximately \$1,600

Signed By

Report Prepared By

Vivienne Martin
Manager of Employment Support
Digitally Signed Jun 22, 18

Health Impact Review

Vivienne Martin
Manager of Employment Support
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Manager Review

Vivienne Martin
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Division Review

Tyler Campbell
Director of Social Services
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Financial Implications

Jim Lister
Manager of Financial Planning and Budgeting
Digitally Signed Jun 22, 18

Recommended by the Department

Catherine Matheson
General Manager of Community Development
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Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
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annually from field house and community hall rentals for food bank spaces in Garson, Lively, and Onaping. It is important to note that these locations have not previously been charged rent, nor any other forms of cost recovery. In addition, the City will also incur utility costs for the Food Bank's use of these spaces. The utilities are estimated to be approximately \$450 per year per location. The Hanmer Food Bank is currently operating out of a detached garage at the building located in Lions Park. The detached garage is currently part of the Lions Club lease for this location, and therefore there would be no revenue loss.

Background

This report responds to the October 23, 2018 Report on the Review of Food Bank System to Community Services Committee, which authorized Social Services to bring back a report in the third quarter of 2018 reporting on the sustainability of the local Food Bank System.

<http://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&lang=en&id=1154&itemid=13321>)

The Social Services Division (Division) was asked to review three areas:

1. Conduct a review with the service delivery system for Emergency Food Banks across the City of Greater Sudbury (City) by engaging with the Greater Sudbury Food Policy Council and those working on a Provincial strategy;
2. Conduct an environmental scan to identify if there are any innovative approaches to help reduce the growing need for Emergency Food Banks in the community that align with other municipal strategies to address poverty reduction; and,
3. Provide recommendations to improve and advance the emergency food system and its sustainability across the City of Greater Sudbury.

The report focuses on the emergency food bank system that includes the following service delivery members: Walden, Hanmer, Onaping and Garson, Coniston, Capreol, Holy Redeemer, Grace Church, Chelmsford, Inner City (Elm Street and Dollard location), Salvation Army Notre Dame, and St Vincent d'Paul, and how this system is currently functioning, the challenges these emergency food banks are facing, and opportunities to engage in a system approach to strengthen the great work currently being done.

The City has no mandated role in the emergency food bank system but has provided several supports directly and indirectly to the system. The City does provide funding for, and works in partnership with, the emergency food system through different means including HCI, Transit, meals at the emergency shelter, and ad-hoc funding.

Several municipalities provide a mix of direct and indirect supports for food banks and nutritional programs. For example, The District of Thunder Bay Social Services Administration Board focuses on Reducing Child Poverty through nutrition grants to meal programs and food banks.

<http://www.tbdssab.ca/wpcontent/uploads/2018/01/RPT-2017-90-CLS-2018-CSRP-Allocations.pdf>

During 2015/2016, the Region of Peel invested \$1.4 million in the delivery of emergency food services across its jurisdiction. The majority of the funding came from a Community Investment Program, and a portion from the federal Homelessness Partnering Strategy.

The Community Homelessness Prevention Initiative (CHPI)

<http://www.mah.gov.on.ca/AssetFactory.aspx?did=15972> and the ability for flexibility to

address food as homelessness prevention activities allowed the City of Hamilton to use CHPI funds (\$45,000) for food hampers at Christmas.

History

Up until the late 1970's, the City had an informal network of church food pantries that would ensure parishioners in need of food would be supported through the congregation.

The early 1980's saw layoffs within the mining industry and in response, the Catholic Soup Kitchen (Blue Door Café) was established (1982). To further meet the need Father Don MacMillan established the Inner City Home (1986), which in addition to being a meeting place to provide fellowship saw the emergence of the first community food bank.

Over the course of the years as greater needs became apparent and there were increased fundraising efforts taking place, the concept of a way to ensure consistent funding resulted in the emergence of the Banque d'aliments Sudbury Food Bank (BDSFB), along with many other community emergency food banks across the City.

The City of Greater Sudbury has a mixed model of service access sites:

- Emergency Food Banks In Municipal Buildings - Walden, Hanmer, Onaping and Garson;
- Emergency Food Banks in buildings that are also Churches - Coniston, Capreol, St. Alphonsus, Grace Church, New Hope Lutheran Church, Chelmsford; and,
- Emergency Food Banks within an agency - Inner City (Elm Street and Dollard location), Salvation Army Notre Dame, and St Vincent d'Paul.

There are also emergency food banks that target specific populations (students – secondary and post secondary and infants). There are food banks that only provide non-perishable food items that are not viewed by the system as full emergency food bank service providers.

The individual emergency food banks receive some funding to purchase food along with an allocation of donated food from the main fundraising and distribution centre known as Banque d'aliments Sudbury Food Bank (BDSFB). Each food bank has arrangements for additional donations from partners and funding mechanisms that support the individual provider and not the system. Each emergency food bank must also raise funds to cover the costs associated with its independent operation, i.e., insurance, garbage disposal, internet access, freezers/fridges. Some of the food banks are integrated into services offered through allied services while others are housed in buildings owned by the municipality or by a religious order.

Role of the Banque d'aliments Sudbury Food Bank (BDSFB)

In 2000 with the purchase of the McKee-Wong Centre, the role of the BDSFB was to support the wider system by becoming the collection, distribution and coordination point for emergency food in the City of Greater Sudbury.

<http://www.thesudburystar.com/2009/10/07/what-is-banque-daliments-sudbury-food-bank>

In 2005, the City of Greater Sudbury provided \$25,000 to support the purchase of a larger space to ensure that the BDSFB could have adequate access to opportunities that included larger donations of perishable food items.

Research Methodology

The Division focused on face-to-face interviews with those who are identified as delivery providers, allies, and other municipalities that are either currently undertaking, or have also completed a system review.

Overall, there are many intrinsic reasons that the emergency food bank system remains in place beyond providing a small amount of emergency relief for those accessing the food bank. The volunteers are dedicated, energetic, and welcoming to share in fellowship and providing a connection to people who might not otherwise see anyone else throughout the month. The system would not be sustainable without these volunteers.

Additionally, a community survey was taken over a two-week period to obtain a snapshot of thoughts around knowledge, access, and use of the emergency food system within the past 12 months. The themes that emerged from the survey included difficulties with transportation to and from sites, access based on hours of operation and location, and the fear of being recognized.

Each Emergency Food Bank verbally provided an outline of what they determined was the territory that they covered. Access to the closest emergency food bank to ones address is permitted every 30 days as long as documentation is provided to the Emergency Food Bank and the individual is not listed on the Link2Feed data base.

The BDSFB developed a community map to allocate resources. The core of Sudbury has been divided among four groups while the outlying communities cover areas similar to those that were available through a parish model. Attached is a diagram roughly outlining the areas covered based on interviews and data collected from service providers. Appendix A – Food Banks – Catchment Areas. While the BDSFB provides an allocation of food donations and funding, in order to meet demand for food, each membership agency also fundraises and accepts donated food supplies.

GIS Mapping

The Division worked with the GIS Section of Planning to identify service gaps from a perspective of community level access.

The GIS mapping provided information based on catchment areas from service providers.

Food Bank	Prevalence of Low Income¹	Percentage of Total Population Within Walking Distance 800M ²	Furthest Distance to Travel	Transit Availability Full Transit (T) Limited Transit (LT) Trans Cab (TC)
Coniston Food Bank	8%	44%	23.1 km	LT and TC
Falls Food Bank	9.4%	49%	19.2 km	None
Friendship House	8.8%	25%	13.1 km	LT and TC
Garson Community Food Bank	7.8%	30%	25 km	LT and TC
Inner City (Elm Street)	19.0%	22%	8.3 km	T
Inner City (New Sudbury)	13.2%	24%	3.6 km	T
Society of St-Vincent de Paul	6.2%	30%	10 km	LT and TC
St-Alphonsus Food Bank	13.5%	70%	4.7km	T
The Salvation Army Community and Family Services Food Bank	19.9%	23%	24 km	T and TC
Trinity United Church	10.4%	71%	80 km	LT
Valley East Good Neighbor Food Bank	6.2%	28%		LT and TC
Walden Food Bank	4.9%	28%	33.8 km	LT and TC

Note Grace Church food bank in the Donavon only reopened in late May and was not part of the data review as the jurisdiction has not been finalized

¹ (based on LIM, after tax, 2016 Census of Canada, Statistics Canada)

² (based on Census dissemination areas)

Building on the concept of neighbourhoods, the GIS Section produced a table to determine possible gaps in service.

Neighbourhood	Prevalence of Low Income (%)	GAP
Copper Cliff	9.1%	High
Kingsmount-Downtown-Bell Park	19.1%	High
Minnow Lake (has 1 already)	13.5%	Possible
South End	8.6%	Possible
West End	20.3%	High

Research

Best Practices

The Division undertook a review of the Greater Sudbury Food Council strategic plan, the emerging provincial strategy, and best practices across Ontario, Canada and the world, in order to identify areas of opportunities for innovation and evolution.

Innovative Opportunities

<ol style="list-style-type: none"> 1. Increase knowledge about food system supports 2. Increase availability of community garden sites on City owned property 3. Increase options around where to purchase food 4. Explore mobile food solution 5. Increase use of the Earth Care food access map 6. Increase opportunity for clients to select items they will use and frequency 7. Increase opportunity for knowledge sharing about food safety 	<ol style="list-style-type: none"> 8. Increase connectivity of the emergency food banks service sites with main stream services 9. Consider linking with Fair Food Market and the Ontario Food Terminal to leverage individual purchase of perishables 10. Explore the viability of the grocery card model 11. Harness the expertise of the volunteers to generate a local how to run a food bank manual 12. Explore the possibilities of group insurance; shared vehicles for transporting food 13. Explore social innovation
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Opportunities from Interviews and Best Practice Reviews

1. Educating citizens on food bank drive strategies (what to give, what to look for when donating, best before dates)
2. Food banks could share information, brainstorm, and network with other food banks on a regular basis (i.e. quarterly) to share best practices, valuable insights and tips to improve service delivery, accessibility, and sustainability
3. Revisit policies and practices which have stayed static since the 1990's and have not evolved in servicing clientele with more complex needs, i.e., diet, social, anxiety
4. Create a hub environment for those with capacity to offer wrap around service (i.e. healthy food choices, breaking barriers, overcoming challenges)
5. Create consistency for those in municipal buildings by providing an assigned staff from Community Development
6. Increase awareness of other food system options for citizens
7. Explore and close the gap between what the service providers view as needed and the general public perceive as needed
8. Explore a senior's model to support food security
9. Explore how food selection options could be provided
10. Explore ways to understand why many people are continually using a service, and explore those needs beyond emergency food and if they are being met; can they can be transitioned to upstream supports
11. Explore how to align with the Greater Sudbury Food Policy Council a Strategic Plan with reducing citizens dependency on emergency food systems by navigating and supporting the coordination of activities that increase citizen self sufficiency regardless of socio-economic background
12. Explore how to create an interactive map to show where food bank territories are located to support customers and assist service providers accessing the correct food bank
13. Explore how to support the BDSFB in accessing data that will help in determining when and where to support a food bank
14. Explore innovation and modernization for the system in supporting areas identified as underserved by the system

Summary

There are key concerns around the stability and sustainability of the emergency food bank system as it relies on corporate and community members for donations (monetary and food);

- Volunteers who are willing to provide significant personal dedication including transporting of goods; and
- Availability of space within systems that are changing, i.e., churches.

At the time of writing, the Social Services Division has reached out to the Executive Director and members of the Board of BDSFB to present key findings from the research to assist with strengthening and sustaining the emergency food bank system.

Next Steps

It is recommended that the Social Service Division continue to engage with the community to develop options on how to support underserved areas of the City and look at mobile solutions and transportation options to improve access to the emergency food system.

On the issue of emergency food banks that are located in municipal facilities, it is recommended that a staff member within the Community Development Department be assigned to be the main point of contact for the emergency food banks housed within municipal infrastructure to support them with their requirements. It is also recommended that the practice of providing rent-free facilities for the emergency food banks that operate in municipal facilities continue based on an analysis of the geographical areas and the vital service that they provide.

Food Banks - Catchment Areas

APPENDIX A - Food Banks - Catchment Areas

Legend

Food Banks

Catchment Areas

Coniston Food Bank

Falls Food Bank

Friendship House

Garson Community Food Bank

Inner City

New Sudbury Food Bank (Inner City)

Society of St-Vincent de Paul

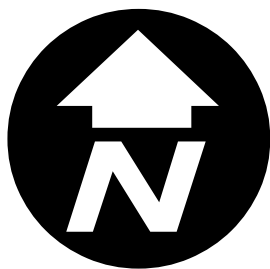
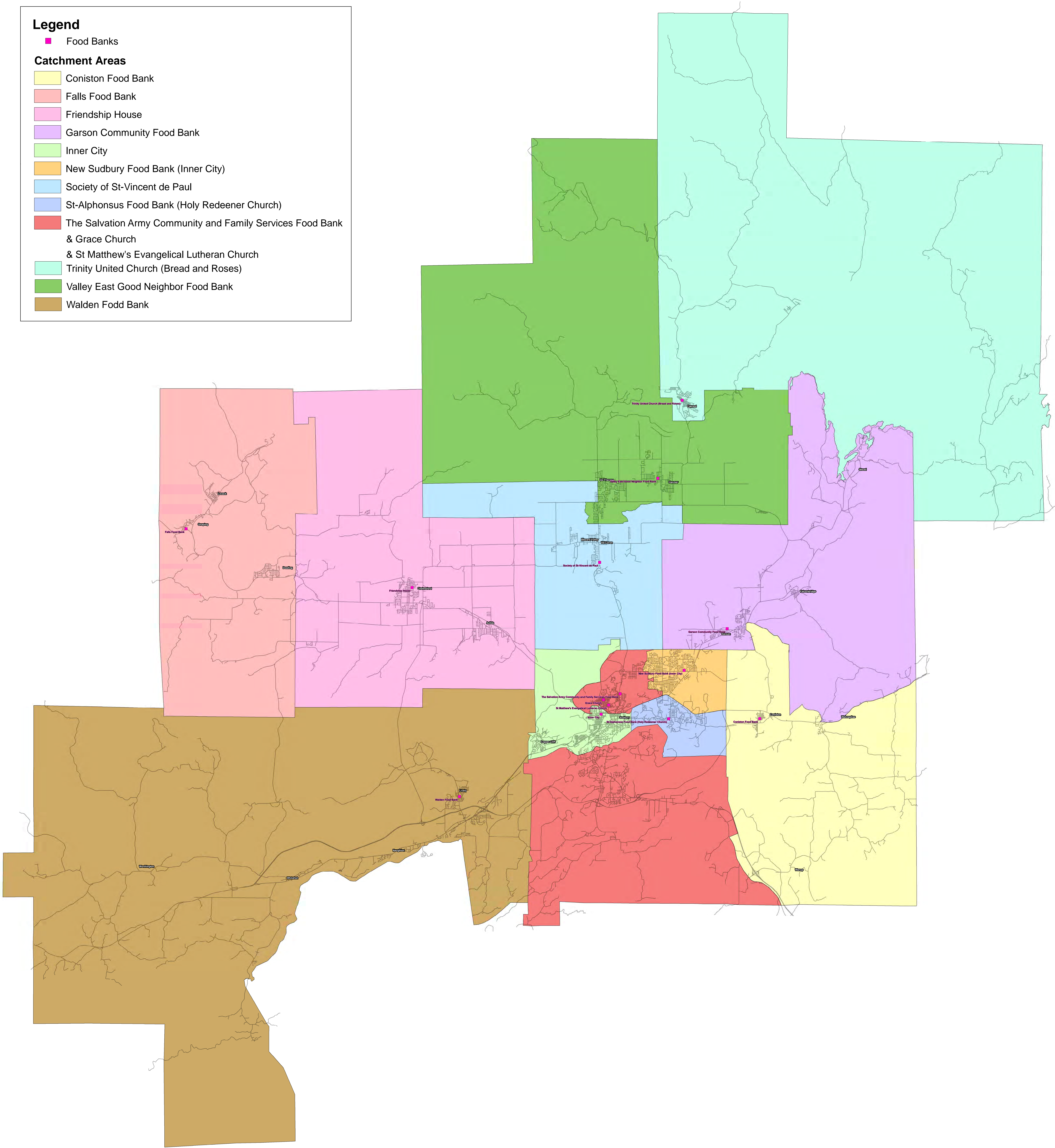
St-Alphonsus Food Bank (Holy Redeemer Church)

The Salvation Army Community and Family Services Food Bank & Grace Church & St Matthew's Evangelical Lutheran Church

Trinity United Church (Bread and Roses)

Valley East Good Neighbor Food Bank

Walden Fodd Bank



For Information Only

Children and Youth Program Review

Presented To: Community Services Committee

Presented: Monday, Jul 09, 2018

Report Date: Monday, Jun 25, 2018

Type: Correspondence for Information Only

Resolution

For Information Only

Relationship to the Strategic Plan / Health Impact Assessment

This report supports Council's Strategic Plan in the area of Quality of Life and Place as it aligns with the Population Health Priorities of Resiliency, Families, Mental Health and Play Opportunities. The report identifies a number of opportunities to enhance programs and services designed to improve the health and well-being of children and youth.

Report Summary

This report provides current status and future options for consideration for recreation programs offered by the City of Greater Sudbury Leisure Services Division.

Financial Implications

There are no financial implications associated with this report at this time. However, as opportunities for program changes present themselves there may be a requirement for additional resources. At that time, staff will prepare business cases for service level changes for consideration in the annual budget process.

Signed By

Report Prepared By

Cindy Dent
Manager of Recreation
Digitally Signed Jun 25, 18

Health Impact Review

Cindy Dent
Manager of Recreation
Digitally Signed Jun 25, 18

Manager Review

Cindy Dent
Manager of Recreation
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Division Review

Jeff Pafford
Director of Leisure Services
Digitally Signed Jun 25, 18

Financial Implications

Jim Lister
Manager of Financial Planning and Budgeting
Digitally Signed Jun 25, 18

Recommended by the Department

Catherine Matheson
General Manager of Community Development
Digitally Signed Jun 25, 18

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Jun 25, 18

Background

The City of Greater Sudbury's Parks, Open Space and Leisure Master Plan Review (2014) includes a number of action items related to children and youth programming, including:

- Evaluate the delivery of leisure services on a regular basis, including consideration to new approaches that may improve service efficiency and cost effectiveness.
- Continue to undertake program planning in coordination with community partners and in response to local needs, with an emphasis on services that promote physical activity and social inclusion.
- Maintain and/or upgrade existing youth facilities to the degree possible, with priority placed on high-use facilities. Alternative options may need to be explored for underutilized and/or deteriorating facilities, in consultation with the affected community.

At the Finance & Administration Committee meeting of January 17, 2017, Council received a report titled Annual Grants Value for Money Review. The report provided results of the value for money audit conducted on organizations receiving annual community grants from the City of Greater Sudbury (City). Two of the organizations reviewed were youth centres (Rayside Balfour Youth Action Network and the Sudbury Action Centre for Youth). The report recommended that a review be conducted of youth centres for comparison and consistency of services across the community.

A report titled Population Health Community Priorities was presented at the City Council meeting of November 22, 2017. As per the report, Council endorsed ten community priorities including Play. One of the recommended actions for the City under the Play priority was to develop strategies to encourage active living, fun and play.

Children and youth direct programs offered through the Leisure Services Division have undergone only subtle changes since the creation of the City of Greater Sudbury in 2000. Since that time there has been a significant increase in the number and variety of other service providers of child and youth programming in Greater Sudbury.

The Leisure Services Division is responsible for direct program opportunities and programming including the following:

Camp Sudaca

A municipal day camp for participants 5 to 14 years of age located on the east end of Lake Ramsey in Greater Sudbury. Campers enjoy swimming, canoeing, sailing, kayaking, nature crafts, mountain biking and other outdoor activities. Bus transportation is provided for participants. There are nine, one week sessions offered during the summer. In 2016 Camp Sudaca had approximately 650 participants.

Camp Wassakwa

A municipal day camp for participants 5 to 13 years of age located on Bass Lake in the community of Whitefish. Campers enjoy activities such as canoeing, archery, sailing, crafts, kayaking, hiking and other outdoor activities. Bus transportation is provided for participants. There are eight, one week sessions offered during the summer. In 2016, there were 225 registrations at Camp Wassakwa.

Neighborhood Summer Playground Program

Neighborhood Playgrounds offer convenient and affordable summer programs close to home for participants 5 to 12 years of age. Playground programs are offered each summer at approximately 30 locations throughout the City of Greater Sudbury. Programs are hosted at local community centres, field houses or schools. Field trips and special events add adventure to the program, bringing all playground participants together for city-wide celebrations. Participants enroll for the summer (July and August). English, French and Integrated programs are offered. In 2016 there were a total of 750 registrations in Neighbourhood Summer Playground Programs.

Creative Arts Camps

This day camp provides campers opportunities to experience visual and performing art through arts, dance and drama. The program is offered for participants 6 to 14 years of age. Six, two week sessions are offered during the summer. The camp is held at a local high school or community centre. In 2016 there were a total of 75 registrations in Creative Arts Camps.

Sports Sampler Camps

This camp teaches FUNdamental movement skills and FUNdamental sports skills along with the rules of the play and importance of playing for fun. Participants in this camp have access to a multi-sport facility and surrounding park. The program is intended for participants 6 to 14 years of age. Eight, one week sessions are offered during the summer. There were 75 registrations in Sports Sampler Camps in 2016.

Leadership Camps

The City provides opportunities for individuals to further develop leadership abilities, start building skills for part-time jobs or for those who wish to experience camps in a new way through Leader-In-Training (LIT) or Counselor-in-Training (CIT) programs. These programs are for participants 14 to 16 years of age and are held as part of Camp Sudaca, Camp Wassakwa and Neighborhood Summer Playground programs. There were 50 registrations in CIT and LIT programs in 2016.

Developmental Summer Programs

The City has recently partnered with Child and Community Resources to offer recreational summer programs for participants 8 to 18 years of age with multiple complex special needs.

Youth Drop In Centres

Youth drop-in centres offer a variety of supervised activities for participants from pre-teen to 18 years of age. Centres offer a wide range of opportunities including sports, pastimes such as billiards and video games, movie nights, chat time and guest presentations on current issues. Internet access, homework assistance, peer mentoring and educational workshops are also offered. The sites connect youth with their local community, encouraging them to volunteer and make a difference in their neighborhood. Centres pride themselves on being smoke, drug and alcohol-free venues for young people to interact in a safe and nonjudgmental environment. Centres assist youth in developing positive friendships and growing up healthy. The City operates youth drop-in centres in Capreol, Dowling, Levack/Onaping, Ryan Heights,

Valley East and Walden. Drop in centres operate from September through June. There were approximately 7,500 visits at City operated youth drop-in centres in 2016-2017.

Courses, Classes and Lessons

There are a number of other recreation programs directly offered by the Leisure Services Division for children and youth on a program registration basis. These include:

- Swimming Lessons (Preschool 1 through Swimmer 9)
- Bronze Star, Bronze Medallion, Bronze Cross, NLS Certification, NLS Instructor courses
- Junior Lifeguard Club
- Ski and snowboard lessons
- Learn to Cycle program
- Mountain biking
- Tae Kwon Do courses
- Learn to Skate and Power Skating lessons
- Gymnastics programs
- Babysitting courses

Children & Youth Recreation Programming Review

To assist with the evaluation of direct programming offered by the City as per the Parks, Open Space and Leisure Master Plan Review and to provide a review of youth centres as per Council direction, the City sought the services of a qualified supplier to conduct a review of direct programs offered for children and youth through a competitive process.

The successful proponent required sufficient and relevant expertise, experience and knowledge of municipal recreation programming and services for children and youth.

The successful proponent was expected to:

- Conduct a review of existing children and youth programming from a risk management and quality assurance perspective.
- Provide best practices related to children and youth programming.
- Conduct a market scan of other service providers in Greater Sudbury.

As part of the review, the successful proponent was expected to consider the following:

- Accessibility and affordability of programs.
- Maximizing use of existing Leisure facilities.
- Programs to address population health issues related to children and youth in the community (youth resiliency, for example).

The successful proponent, Leading Minds Inc., produced a detailed report reflective of the scope requested (Appendix A – Children & Youth Recreation Programming Review, attached).

Key Findings

The Children & Youth Recreation Programming Review report provides various options for consideration within each of the programming categories outlined above.

Common themes throughout the document centre on:

- Equitable access to Play.
- City of Greater Sudbury as a Leisure Champion.
- Introduction of a Play charter.
- Use natural resources to encourage 4 season outdoor play.
- Evolution of programs and services towards unstructured, self directed play.

Specific attention was given to:

- Summer program portfolio suggesting alternatives to potentially stagnant programs/facilities.
- Youth centres – outlining which changes would encourage youth to participate.
- Affordable access to recreation – specific recommendations will be brought before Council under separate cover, but this initiative is very much a priority throughout this report.
- Creating resilience and confidence in children through the acceptance of higher risk play.
- Foundation of Population Health priorities within all programs.

The following is a summary of key findings and options for consideration as they relate to City of Greater Sudbury children and youth recreation programming.

Play Equity

Play Equity is defined as the fundamental principle that all children and youth have equitable access to leisure programs and it should not be determined by where they live, physical or mental challenges, socioeconomic circumstance or their ability to pay. This theme provides the foundation of this report and has become internationally recognized through organizations such as IPA (International Play Association).

Greater Sudbury Play Charter

Many Canadian communities have adopted Play Charters to assist in planning and policy decisions related to programs and facilities. The Children & Youth Recreation Programming Review report includes a recommended Play Charter for the City of Greater Sudbury:

Greater Sudbury is committed to promoting play, providing play opportunities, and educating all residents of Greater Sudbury on the importance of play to our community. Play looks like children of all abilities, alone or in groups, engaged, focused, solving problems, having fun. It can look physical, imaginary, creative, dramatic, social or energetic. Play sounds like laughter, conflict, imaginative stories. It can be boisterous or silent. Play feels like excitement and challenge. It can be scary, wondrous, doubtful, hesitant and thrilling.

We believe that:

- Play develops a core set of skills for healthy well-being.
- Play is a vital component of childhood; it is freely chosen, personally directed and intrinsically motivated.

- Play is fun, uncertain, challenging and flexible.
- When children have opportunities to play they use creativity, innovation, and reflection to learn, experiment, solve problems, create new worlds, test boundaries, assess risk, and meet challenges.
- Play is a natural state for a child.

We will:

- Support play that encourages physical, emotional and social development.
- Understand and communicate that risk is a valuable component to play, and we will encourage, support and enable play that allows children to develop risk-taking skills.
- Create environments that children can control by providing flexibility in spaces and materials that promote inquiry and evoke curiosity.
- Embrace the natural environment and climate of Greater Sudbury and support children to play outdoors all year round.
- Educate and inform adults on the importance of play.
- Involve children in the decisions that affect their lives.

Recreation Program Specific Options

The report included several options for consideration as they relate to the direct programs offered by the Leisure Services Division, including:

- Overhauling the summer playground program to reflect the principles of the new play charter, offer new high-value activities, encourage self-directed learning and development, and promote creativity and free play.
- Designating summer playground staff as Play Ambassadors and provide training through such programs as PLAYLearnThink.
- Invite local providers to expand training programs for the City's staff on working with special populations.
- Continue to focus on offering affordable courses for beginners which provide fundamental skill development and consider expanding to include other sports or activities.
- Designate Camp Wassakwa as a Youth Leadership Camp and seek collaboration with community partners to design and deliver leadership programs.

Youth Drop In Centres

A review of youth centre support was included as per the previous direction of Council. The report includes the following recommendations related to youth centres:

- There were many benefits to the Rayside Balfour Youth Centre and Sudbury Action Centre for Youth operating models. Since they are driven by volunteer-based, non-profit community organizations it creates a heightened sense of ownership and commitment. An ability to access other revenue sources, are open all year round and offer extended operating hours.
- Redesign youth drop-in centre programs around civic engagement, leadership development and community development activities and engage youth directly in the process.
- Consider other City owned facilities as destinations for youth centres such as libraries, community halls located in arenas and playground facilities. As the City pursues the development of new community hubs, youth centres should be considered as a possible tenant.

- Design mobile pop up youth drop-in centres that can be setup and dismantled at various locations such as festival sites, parks and shopping mall parking lots to facilitate civic engagement.
- Review operating hours with a view of making youth drop-in centres more accessible during summer months and holidays.

Affordable Access to Recreation

The report provided a number of options for advancing the City's affordable access to recreation strategy. These options have been reviewed and incorporated under a separate report to Council. The following opportunities were noted:

- Build on the success of the skate exchange and bike exchange programs by developing a comprehensive equipment exchange program.
- Consider developing a Welcome Policy to give low income individuals and families access to leisure programs and services.

Summary

As per the Parks, Open Space and Leisure Master Plan Review (2014), a review of the current direct children and youth programs offered by the City has been completed. The review includes support provided to youth centres and supports the City's efforts in the population health priority of Play as it identifies opportunities for active living, fun and play.

Next Steps

Consideration will be given to the various program options contained within the report. As opportunities arise, through budget processes or program demand, these options will help to form the rationale for future decisions regarding leisure programs.

References

Annual Grants Value for Money Review, Finance and Administration Committee
(January 17, 2017)

<http://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&id=1167&itemid=12444&lang=en>

Population Health – Community Priorities, City Council (November 22, 2017)

<http://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=30&id=1137>

Parks, Open Space & Leisure Master Plan Review (June, 2014)

<https://www.greatersudbury.ca/play/parks-and-playgrounds1/parks-open-space-and-leisure-master-plan-review-2014/>



CHILDREN & YOUTH RECREATION PROGRAMMING REVIEW

June 2018

Prepared by Leading Minds Inc

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EXECUTIVE SUMMARY

Executive Summary

The City of Greater Sudbury's Leisure Services Division is conducting a review of programs offered for children and youth which have remained mostly unchanged since the creation of the City of Greater Sudbury in 2000.

Information regarding industry norms, best practices and leisure trends came from several sources including leisure services program managers, local community leisure organizations as well as masterplans and reports from other communities. A series of principles have guided this review and the subsequent opportunities and options for consideration.

The concept of Play forms the premise for this report and refers to the fundamental principle that all children and youth should have access to leisure programs despite where they live, physical or mental, challenges, socioeconomic circumstances or their ability to pay. This report builds on the recommendations of the City of Greater Sudbury's Parks, Open Space and Leisure Master Plan. This review takes into consideration current and emerging trends that could potentially impact leisure services in Greater Sudbury. It considers trends in demographics, participation, leisure, facility and service delivery.

The opportunities and options for consideration are grounded in five strategic directions, as follows:

- 1) All children and youth have access to play and leisure opportunities.
- 2) That the City of Greater Sudbury champions the evolution of the local leisure industry as a collaborative partner, community developer and capacity builder.
- 3) That a new Play Charter will be the lens by which all local leisure providers are invited to think about Play programs, facilities and partnerships.
- 4) Natural resources are seen as an outdoor leisure facility.
- 5) That leisure programs and services evolve towards the provision of unstructured, self-directed play experiences.

It identifies potential opportunities in the areas of play equity, Greater Sudbury's uniqueness, the role of the municipality, staff and volunteerism, youth engagement, leadership development, communications & registrations, affordability and assessing programs and services. It also provides options for consideration in the areas of accessibility, day camps, neighbourhood summer playground programs, program specific camps, youth drop-in centres, courses, classes and lessons.

INTRODUCTION

Introduction

PURPOSE OF REPORT

The City of Greater Sudbury's Leisure Services Division has engaged Leading Minds Inc to conduct a review of programs offered for children and youth and assess the City's capacity to support the public's desires for leisure services. The consultant was asked to do the following:

- conduct a review of existing programming from a risk management and quality assurance perspective;
- provide best practices related to children and youth programming; and,
- conduct a market scan of other service providers in Greater Sudbury including public, non-profit and commercial sectors.

As part of the review, consideration was given to the following:

- accessibility and affordability of programs;
- opportunities to enhance user experiences and satisfaction;
- maximizing use of existing leisure facilities; and
- programs to address population health issues

Generally speaking, children and youth direct programs offered through the Leisure Services Division have remained mostly unchanged since the creation of the City of Greater Sudbury in 2000. Since that time there has been a significant increase in the number and variety of other service providers of child and youth programming in Greater Sudbury. The review seeks to validate the continuation of existing programs, recommend changes, identify new opportunities, as well as provide a framework for leisure program planning into the future. It also seeks to provide clarity on the City's role in the leisure sector going forward and to brand that role within the minds of the public. The outcomes of this review are intended to be budget neutral. An analysis of leisure facilities is considered outside the scope of this review; however, many programs are dependent on the availability, design and capacity of the leisure infrastructure. The review seeks to understand where there is need and where there is value in the current system. Children and youth between the ages 0 to 19 represent approximately 22% of Sudbury's population (2011). (City of Greater Sudbury, 2014) For purposes of this review youth are identified as follows: "Youth starts at around 12 or 13 years of age, and ends either at the end of, or soon after, the teen years (19, 20 or 21 years old)." (Zizys, 2005)

The author of this report views it as a starting point for engaging the community in a consultation. It offers a menu of options for consideration whose viability and popularity should be measured within the context of a broader community dialogue, especially with local youth.

INTRODUCTION

CONSULTATION PROCESS

The consultant interviewed several leisure services program managers as well as local community leisure organizations. These were informal discussions guided by the following questions: Could you offer any guiding principles? What are the key issues, challenges, opportunities? What are the opportunities? Could you recommend any reports or municipalities for best practices? Who else should we contact? The interviews with key informants provided valuable insights that reflected a front-line perspective on such issues as youth engagement, program outcomes relevant to youth and other practical considerations. Relevant municipal reports and plans were also reviewed. Finally, reports and masterplans from other communities were cited. All these inquiries sought to identify industry norms and best practices, as well as leisure programming trends. A list of individuals interviewed as well as key documents is provided in the Appendices.

GUIDING PRINCIPLES

The following principles have guided this review and the subsequent opportunities and options for consideration. All children and youth leisure programs and services should:

- Promote children's right to play
- Provide equitable and affordable access to leisure
- Align with upstream population health principles
- Be consistent with the values of the social determinants of health
- Be sustainable and resilient
- Seek to accept and reasonably manage risk and promote public safety
- Increase access for low-income families and marginalized populations
- Promote physical, social and emotional well-being
- Seek to positively impact the epidemic of childhood obesity
- Provide a sense of belonging within a diverse environment
- Prioritize gaps not provided by other community groups and businesses
- Compliment rather than compete with other leisure service providers
- Seek strategic partnerships with community groups and businesses as appropriate
- Recognize that youth involvement is vital to the success of youth leisure programs
- Anticipate the shifting demographics of an aging population
- View our natural resources as an outdoor leisure facility
- Responsibly leverage local natural resources to provide leisure opportunities
- Design and plan leisure services and programs to change, not necessarily to last
- Continually refresh leisure facilities as leisure trends and demographics change

INTRODUCTION

WHY PLAY EQUITY?

In 2015, the Interprovincial Sport and Recreation Council and the Canadian Parks and Recreation Association published a Framework for Recreation in Canada. It proposed an updated definition of ‘recreation’ as *“the experience that results from freely chosen participation in physical, social, intellectual, creative and spiritual pursuits that enhance individual and community wellbeing”*. (Interprovincial Sport and Recreation Council, 2015) The framework aims to revitalize the community-centric approach to developing services that enhance the well-being of all who participate. Unfortunately, not all citizens have equitable access to leisure opportunities because of such factors as low income, physical challenges, distance from leisure facilities and lack of resiliency. For example, within the educational system there can be disparities with regards to the quality of school yards depending on where a child lives. *“Experts say that playgrounds are a key area of the school experience that affects student engagement and social development and they question if their quality should be determined by the wealth of a neighbourhood”*. (Farooqui, 2017)

The United Nations’ Convention on the Rights of the Child states that the child has a right to leisure, play, and participation in cultural and artistic activities. The International Play Association (IPA) Declaration of the Child’s Right to Play states the following:

- PLAY, along with the basic needs of nutrition, health, shelter and education, is vital to develop the potential of all children.
- PLAY is instinctive, voluntary, and spontaneous.
- PLAY helps children develop physically, mentally, emotionally and socially.
- PLAY is a means of learning to live, not a mere passing of time.

IPA is concerned by a number of alarming trends and their negative impact on children’s development, including:

- Society’s indifference to the importance of play
- Over-emphasis on unhealthy competition and “winning at all costs” in children’s sports. (International Play Association, 2018)

Play equity refers to the fundamental principle that access to children and youth leisure programs is not determined by where they live, physical or mental challenges, socioeconomic circumstances or their ability to pay. This statement forms the premise for this report.

CURRENT STATE

Current State

PROFILE OF GREATER SUDBURY

The City of Greater Sudbury (CGS) is centrally located in Northeastern Ontario at the convergence of three major highways. It is situated on the Canadian Shield in the Great Lakes Basin and is composed of a rich mix of urban, suburban, rural and wilderness environments. Greater Sudbury is 3,627 square kilometres in area, making it the geographically largest municipality in Ontario and second largest in Canada. Greater Sudbury has an abundance of natural resources and is recognized as the ‘*city of lakes*’, containing 330 lakes. In 2011 the city's population was 160,274. It is a multicultural and truly bilingual community with over 27% of people reporting French as their mother tongue and almost 39% of people identify themselves as being bilingual. And many more francophone immigrants are settling in Sudbury. (Reseau du Nord, n.d.) More than 6% of people living in the City are First Nations. Greater Sudbury is a regional hub for many Ontario residents who live in nearby communities. (City of Greater Sudbury, 2018). The City's geographic location makes it a four-season community providing a variety of leisure opportunities in the spring, summer, fall and winter. In 2000, the City of Greater Sudbury was formed through the amalgamation of eight municipal governments.

LEISURE PROGRAMS AND SERVICES

The Parks, Open Space and Leisure Master Plan states that, “*the City will generally offer direct leisure programming when there are identified benefits to core markets and the community at large. The City may also be the preferred provider due to reasons of accessibility, affordability, safety, and/or mandate alignment. It is vital for the City to continue to evaluate the delivery of leisure services on a regular basis and to consider new approaches that may improve the efficiency and cost effectiveness of existing services. Support to volunteers, community engagement, and capacity building will also continue to be key roles for the City in ensuring a well-rounded and sustainable leisure delivery system. A complex network of municipal departments, agencies, institutions, private business, community organizations, volunteers, and residents play vital roles in the delivery of leisure services. Much like the adage “it takes a village to raise a child”, it takes a shared effort to provide accessible and affordable leisure services to the complete range of Greater Sudbury residents.*” (City of Greater Sudbury, 2014) The City of Greater Sudbury's Leisure Service Division has many strengths, including: skilled and experienced staff; high quality programs; strong community connections; effective leadership; and a diverse leisure infrastructure. It is also facing several challenges, including: an aging leisure infrastructure; limited operational funds; demand for subsidies and low users fees; high public expectations for affordable and accessible services; and a declining volunteer sector.

CURRENT STATE

A wide range of leisure opportunities currently exist in Greater Sudbury provided by a network of community organizations, volunteers, and the private sector. The City of Greater Sudbury's Leisure Services Division provides opportunities for citizens to access physical recreation and leisure activities through direct provision and support to volunteers. The Division provides both management and coordination to the community's leisure and recreation system, as well as fostering and developing community partnerships and engagement. Leisure Services manages the operation of community arenas, community centres and halls, recreational facilities, playing fields, parks and aquatics, all of which are community resources that support both direct and indirect program delivery. The Division is organized into three sections: Arenas; Parks Services; and Recreation. The Recreation Section is responsible for direct program opportunities including programming including the following: day camp programs, summer playground programs, program specific camps such as creative arts, sports & leadership, programs for specific populations such as the developmental summer program, activities at youth drop-in centres and a variety of course classes and lessons such as swimming, skiing, cycling and gymnastics. Generally speaking, children and youth direct programs offered through the Leisure Services Division have remained mainly unchanged since the creation of the CGS in 2000. Since that time there has been a significant increase in the number and variety of other service providers of child and youth programming in Greater Sudbury.

Many leisure services are also provided by other public sector institutions as well as the non-profit and private sectors. Given the anticipated continued demand for leisure services and limited financial resources, the municipality may, in some cases, prefer a community group provide the service. However, in situations where there is no group interested in providing a service, the municipality may need to provide the program or activity. Greater Sudbury is fortunate to have such a breadth and depth of organizations that provide leisure services to children and youth.

CGS REPORTS AND MASTERPLANS

In 2015 City Council approved the 2015-2018 Corporate Strategic Plan- Greater Together. One of its main priorities is Quality of Life and Place in which it identifies four objectives, as follows: create programs and services designed to improve the health and well-being of our youth, families and seniors; maintain great public spaces and facilities to provide opportunities for everyone to enjoy; promote a quality of life that attracts and retains youth and professionals, and encourages seniors to relocate to our community, taking into consideration all of Greater Sudbury; focus on clean, green living and the environment, by investing in our future and celebrating how far we've come. (City of Greater Sudbury, 2015)

CURRENT STATE

The City of Greater Sudbury's Leisure Services Division is guided by several key policy documents, as follows:

- Accessibility Plan (2012)
- Constellation City Report (2007)
- Greater Sudbury Corporate Strategic Plan (2018)
- Greater Sudbury Official Plan (2017)
- Greater Sudbury's Children First Charter (2002)
- Greater Together- 2015-2018 Corporate Strategic Plan
- Healthy Communities Strategy (2010)
- Population Health – Moving Upstream (2017)
- The Parks, Open Space and Leisure Master Plan (2014)
- The Playground Revitalization Project (2018)
- The Youth Centres Program Review (2014)

The Parks, Open Space and Leisure Master Plan articulates the City's vision as, "Exceeding the leisure needs of Greater Sudbury through programs, partnerships and equitable access to facilities, programs and open space. This report builds on that vision."

TRENDS & BEST PRACTICES

Trends & Best Practices

This review takes into consideration current and emerging trends that could potentially impact leisure services in Greater Sudbury. In addition to local socio-demographic changes, a review of trends in participation and service delivery is also helpful. This review identifies a few trends and best practices in leisure services relevant to Greater Sudbury.

DEMOGRAPHIC TRENDS

Population Growth

According to City of Greater Sudbury Outlook for Growth to 2046 Report, “*Greater Sudbury is expected to grow over the next 30 years by between 6,900 to 15,000 people*”. The report also states that “*the most predominant demographic consideration continues to be the age-structure of the population. The aging population trend has resulted in an increasingly high proportion of older-aged adults in Greater Sudbury.*” (HEMSON Consulting Ltd, 2018) This is consistent with a prevalent demographic trend across Canada. As of 2011, this age cohort represents 28% of the country’s population (in contrast to only 9% in 1991) and is expected to increase as the boomer population (currently ages 52 to 70) continues to age and experience longer life expectancies. This shift should influence the type of leisure services that Greater Sudbury will need in the future as children and youth may see decreased usage rates.

Low Income Populations

Poverty and economic inequality is another major barrier to participation in recreation, leisure, and culture activities. For instance, the Canadian Parks and Recreation Association reported that family after-tax income inequality rose by 41% between 1995 and 2011. This indicates that opportunities to experience recreational experiences are decreasing due to financial constraints such as the cost of transportation, equipment, lessons for organized sports and activities, and facility rental. (Monteith Brown Planning Consultants, 2016) According to the 2010 *Everyone Plays-Access to Recreation for Low-Income Families* in Ontario, five themes emerged that contributed to the success of these initiatives:

- 1) Community partnerships and inter-sectoral collaboration help ensure a holistic approach that maximizes resources and increases access to recreational, social and educational programming.
- 2) Funding partnerships are key as many initiatives are dependent on additional funding to ensure financial viability and long-term sustainability.
- 3) Fee subsidy programs that minimize or eliminate user fees, transportation costs and equipment costs enable low-income families to access recreational programs that they would otherwise not be able to afford.

TRENDS & BEST PRACTICES

4) A written access policy that is approved by a municipal council formalizes the commitment of the organization and helps ensure the viability and long-term sustainability of the policy.

5) Child and youth development programs foster leadership and self-esteem, which enhances physical and emotional health and increases social skills, resulting in healthier, more resilient adults who are able to effectively contribute to society. (Low-Income, 2010)

The Charter for Recreation and Parks in Ontario states that *“everyone in Ontario has a right to quality, accessible and inclusive recreation and parks services in their communities – services that are essential for the health of Ontarians, the quality of life in our communities and the sustainability of our environment.”* Affordability can be a significant barrier to participation, particularly in higher cost sports, as studies have correlated higher household income to higher participation rates due to a greater ability to pay. For hockey, costs can be intensive, particularly for rep level play (i.e., “representative” travel teams) where household expenditures on registration fees, equipment, and travel are much higher than at the house league level. Recently in Nova Scotia, the minor hockey league is trying to fight off a decline in membership by waiving the cost of registration for new players next season. (CTV News, 2018) This concern is especially prevalent in rural communities. (Monteith Brown Planning Consultants, 2016) Participation levels are found to be lower among youth living in low income households. Some municipalities are responding to these needs by providing affordable drop-in programs as well as assistance programs which provides financial assistance subsidies to low income families. (City of Vaughan, 2013)

PARTICIPATION TRENDS

Declining Physical Activity

Over the last 20 years, Canadians have become less active. This trend mirrors a reduced participation in sports. A recent Canadian survey shows a 17 per cent decline in sport participation among Canadians, due in part to the aging population, but also due to lack of free time and lack of interest. Canadians are becoming more sedentary because of lifestyles that include more desk jobs, transportation by car, and more screen time during leisure hours. (Toronto Parks, Forests and Recreation, 2012)

The Canadian Health Measures Survey (2014 and 2015) found that only 8% of children and youth ages 5 to 17 met the current guidelines for physical activity of at least 60 minutes of moderate to vigorous physical activity a day. (Monteith and Brown Planning Consultants, 2017) The decline of physical activity rates continues to be a concern across the country. In a survey undertaken by ParticipACTION, teens identified that socializing (97%), entertainment (96%), and the internet (93%) were the most important aspects of

TRENDS & BEST PRACTICES

their daily lives, more so than physical activity (84%). Similarly, recent research conducted by the Human Environments Analysis Laboratory in 2013 found that among 851 participants aged 9 to 13, nearly half (47.5%) reported spending more than 4 hours of screen time per day. This is twice the amount recommended by the Canadian Pediatric Society (2013) and is an indication that children and teens are spending too much of their free time engaged in passive forms of pastime. While the Canadian Physical Activity Guidelines recommend that teens achieve a minimum of 60 minutes of physical activity each day, a report by Active Healthy Kids Canada on physical activity levels among the Country's younger population reports that only 7% of children (between the ages of 5 and 11) and 4% of youth (between the ages of 15 and 17) are meeting this target, resulting in a physical activity grade of "D-" for 2015. (Monteith Brown Planning Consultants, 2016)

Childhood Obesity

Between 1981 and 2009, measures of fitness declined for Canadians of all ages and both genders, while measures of body fat increased. The prevalence of overweight and obese Canadians has also increased. A recent report on obesity completed by the Public Health Agency of Canada found that nearly 6% of children ages (2-5) and 9% of children (ages 6-17) in Canada are obese. The risk of obesity increases with age where nearly one in four Canadian adults are considered to be obese, while over 60% of all Canadians are obese or overweight. (City of Vaughan, 2013) Cases of obesity are also more commonly found among residents with lower socio-economic status (14%), compared to residents with higher incomes (11%), reinforcing the need to provide opportunities for parks and recreation activities to lower-income households. (City of Vaughan, 2013)

Accessibility

The City of Greater Sudbury has an Accessibility Advisory Panel, an Accessibility Plan for 2012-2017, as well as a Policy of Universal Access. (City of Greater Sudbury, 2003) Priority is given to complying with the Accessibility for Ontarians with Disabilities Act (AODA). It is estimated that nearly one-quarter of Ontarians are living with a physical disability. Municipalities across Ontario are removing barriers for people with physical and mental disabilities in compliance with the AODA. A best practice in accessibility includes an established set of policies which facilitate and promote inclusive and accessible programs, and facilities, in the delivery of recreation and leisure services. (Voight, 2008) A best practice in accessibility promotes the delivery of integrated recreation programs and activities for persons with and without disabilities if applicable, feasible, or desirable. (Voight, 2008) It is important to consider opportunities that support more isolated young people in rural areas and to adopt a strategic and inclusive approach to planning leisure activities. (Pacific Leadership Design, 2010) Care needs to be taken in recreational planning to ensure that programs and services remain affordable and accessible to low income residents and young families. (Pacific Leadership Design, 2010)

TRENDS & BEST PRACTICES

LEISURE TRENDS

Play Research

A large body of research substantiates the health, social and economic benefits of broad participation in play programs by participants, such as:

- Enhanced physical and psycho-social health of individuals and families
- Increased attendance and achievement at school
- Decreased behavioural and emotional problems
- Increased self-reliance and ability to manage
- Decreased use of medical services or emergency services
- Reduced future costs
- More efficient use of existing resources (Lashley & Associates)

The National Recreation and Park Association reports that there are many positive outcomes of participating in leisure programs, as follows:

- contribute to reducing juvenile delinquency
- contribute to increasing positive and reducing negative behaviors
- expose youth to less violence
- improve children's educational performance and thus impact the quality of the future work force and the national economy
- help decrease health care costs related to childhood obesity
- increase the economic contributions of young people to society when they become adults
- help youth develop self-confidence, optimism, and initiative (National Recreation and Park Association, 2010)

The International Play Association (IPA) Declaration of the Child's Right to Play states the following: PLAY, along with the basic needs of nutrition, health, shelter and education, is vital to develop the potential of all children. PLAY is instinctive, voluntary, and spontaneous. PLAY helps children develop physically, mentally, emotionally and socially. PLAY is a means of learning to live, not a mere passing of time. (International Play Association, 2018) Quality programs that are affordable and accessible are essential for fostering a healthy, active community. Activities that are convenient, accessible, affordable, and relevant will be the most successful.

CGS is a registered organization with HIGH FIVE®- Canada's quality standard for children's programs. Before HIGH FIVE, no standard existed and there was a clear need for an innovative approach to help organizations enhance program quality and provide positive experiences for children, which would remain with them for a lifetime. HIGH FIVE holds true to the five Principles of healthy child development that the research indicates are essential for quality programs:

TRENDS & BEST PRACTICES

- A Caring Adult,
- The opportunity to make Friends,
- The opportunity to Play,
- The opportunity to Master Skills and
- The opportunity to Participate. (Parks and Recreation Ontario, 2018)

Self-Directed Recreation

The traditional conception of youth recreation that was based in sports and other forms of highly structured physical engagement represented only a part of what is considered youth recreation. Recreation is now redefined to include cultural activities such as music and fine arts- events that are generally less structured. (Pacific Leadership Design, 2010) Parks are increasingly viewed as an opportunity for non-programmed recreation and cultural activities and can accommodate facilities targeted for all ages. (Monteith & Brown Planning Consultants, 2010)

Because of busy lifestyles and careers, as well as competing time constraints, many people cannot make time for physical activity. Trends in leisure services include a growing emphasis on non-programmed and unstructured activities and away from organized sports. Also, the proportion of children and youth that participate in organized physical activity or sport decreases significantly with age. The cost of enrollment remains the largest barrier to sport participation. (Monteith and Brown Planning Consultants, 2017) Although lack of free time can be a barrier to participation, there are things that Leisure Services can do to promote activity. For instance, unstructured play times allow for individuals and families to participate in activities at their leisure. Also, leisure programs that do not require registration allow opportunities for users to participate at their convenience with no commitment. Flexible and affordable recreation options provide opportunities to further engage residents in physical activity. (Monteith and Brown Planning Consultants, 2017) Spontaneous and non-programmed activities are becoming more popular because they adapt to people's busy lifestyles. Drop-in programs and facilities such as the Skate Path on Ramsey Lake attract people of all ages. Providing flexible opportunities to participate is also an increasing trend among youth. Recreation activities typically compete with other time commitments such as homework, part-time jobs, and socializing with friends, leaving limited availability for structured recreation activities. As a result, self-structured and drop-in programs provide recreation opportunities that fit their schedule. (City of Vaughan, 2013)

Charter of Rights

In 2009, Parks and Recreation Ontario published a charter that identifies the recreation and parks rights of Ontarians, the rationale for leisure services, goals for communities and the role of recreation and park leaders. The Charter states that: *"Everyone in Ontario has a right to quality, accessible and inclusive recreation and parks services in their communities—services that are essential for the health of Ontarians, the quality of life in our communities,*

TRENDS & BEST PRACTICES

and the sustainability of our environment.” Every citizen in Ontario has the right and freedom to:

- Participation – in safe, affordable and quality recreation programs that are in harmony with the diversity of the community.
- Active Living – be physically active through participation in both organized and informal sport and recreation activities.
- Access to Nature and the Outdoors – experience nature and access open spaces within their communities.
- Enriching Experiences – experience the arts, cultural, heritage, sport and recreation activities in their communities.
- A Welcoming and Inclusive Community - be included in activities that build strong communities, engaged citizens and a healthy family life.
- Engagement – be engaged in the planning of recreation and parks in their communities and to participate in volunteer activities.
- Recreation and parks can help us to overcome the significant challenges facing our communities today, including physical inactivity and the rising cost of health care, a rise in youth violence and the protection of our environment. (Parks and Recreation Ontario, 2009)

Emerging & New Activities

The CGS has made investments in new facilities in recent years including the James Jerome Sport Complex’s artificial turf field, several splash pads, trails, parks, and pickle ball courts. Community organizations such as the YMCA continually add new programs to their menu of public offerings. And new parks such as Kivi Park and Rotary Park are being developed because of local volunteer and fund-raising efforts. The private sector has also added new facilities and programs such as the Gym Zone, the Urban Air Adventure Park and the ARC Climbing Centre. Many new leisure activities are emerging beyond the traditional programs, such as fat-tire winter cycling, pocket pads and other activities. The popularity of such activities is driven by many factors, including a shift in demographics and leisure preferences. The municipality should be cognizant of them and proactively plan to accommodate them where demand is expected in the next ten years. The repurposing of underutilized facilities and the provision of flexible facility spaces are two effective ways to meet changing needs. (Monteith Brown Planning Consultants, 2016) The popularity of emerging passive outdoor activities such as hiking, tai chi, community gardening, and casual cycling also generates demand for passive parks and open spaces. Extreme/non-traditional sports such as skateboarding and BMX biking are also expected to experience continued support and strong participation rates among youth and children. (City of Vaughan, 2013)

TRENDS & BEST PRACTICES

Active Transportation

Active transportation is defined by the Public Health Agency of Canada as any form of human-powered transportation (i.e., walking, cycling, etc.) for utilitarian and leisure purposes. It is effective in combating physical inactivity and obesity and can increase social vitality by encouraging more livable communities where people are more likely to have personal contact with each other. Research has shown that residents in rural areas are less likely to use active transportation methods given the spatial distribution of destinations and the lack of supporting infrastructure (e.g., sidewalks), resulting in a greater reliance of automobiles. (Monteith Brown Planning Consultants, 2016) Providing an interconnected system of parks and open spaces is an important component of human health and ecological function. As many parks are destinations, ensuring that they are accessible can go a long way in encouraging people to visit them. Linking parks with trails, sidewalks, bicycle paths and roads provides choices for people to travel to these areas while creating infrastructure for commuter, utilitarian and recreational uses. (City of Vaughan, 2013) The CGS Official Plan contains a section dedicated to Active Transportation.

FACILITY TRENDS

Rural Access to Facilities

Accessibility of leisure facilities can affect whether people lead an active lifestyle, and these accessibility challenges are more prevalent in rural communities. This may be due to a variety of factors, including a dispersed rural population and a lack of resources and market size to support major leisure complexes.

Aging Leisure Infrastructure

The municipal leisure industry across Canada is coping with aging infrastructure. In 2006, Parks and Recreation Ontario estimated that 30-50% of recreation facilities were nearing the end of their useful lifecycle. (Monteith Brown Planning Consultants, 2016) This presents a major challenge for municipalities which face pressures to provide newer and better facilities while maintaining standards at existing facilities, many of which were built with provincial assistance in the 1960s and 1970s. Many of these now require significant repairs and renovations and are costlier to maintain due to operational inefficiencies. (Monteith and Brown Planning Consultants, 2017)

Multi-purpose facilities

Many municipalities are centralizing multiple recreational facilities on individual sites. And there is a growing public expectation that facilities be designed as multi-purpose. Such facilities can provide convenient, centralized centres as well as generate operational efficiencies. However, one drawback of multi-purpose facilities is that they tend to be centralized located and can be difficult to access by rural residents. (Monteith and Brown Planning Consultants, 2017) Communities are also moving away from single-purpose,

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stand-alone facilities in favour of multi-use facilities that integrate numerous activities and offer economies of scale with respect to construction, maintenance, staffing, and scheduling. Multi-use facilities are often designed with flexible spaces (e.g., activity rooms, gymnasiums, etc.) that have the potential to expand and easily respond to changing trends and demands of future users. (City of Vaughan, 2013) Future leisure programs and services within the CGS will be directly affected by the design of recreational facilities.

SERVICE DELIVERY TRENDS

Community Development

The Parks, Open Space and Leisure Master Plan identifies the following principle, “*The City will continue to implement a community development approach to leisure service delivery through the support of volunteers, community engagement and capacity building.*” (City of Greater Sudbury, 2014) Community development builds the capacity of the broader community by supporting volunteers and seeking community partners in the delivery of recreation, leisure, and culture services. The CGS should undertake community development and capacity building with non-profit organizations and user groups to increase indirect programming; and enhance volunteer engagement in leisure programming. It is through a collaborative approach that issues can be addressed by engaging local stakeholders. This largely consists of service clubs, athletic associations and volunteers, along with all the resources they possess.

As a coordinator of facility-based community development, municipalities can support organizations and serve as a provider of space by offering the community access to facilities and parks. This coordination role involves understanding the leisure needs of the community and mobilizing staff, volunteers and other service providers to collectively respond to these needs. This approach will encourage organizations and volunteers to mature to a point where they can function with minimal support from the municipality. Examples of facilitating community development may include:

- Continuing to support organizing committees in the provision of special events;
- Helping groups to generate awareness of their services through marketing/promotion efforts;
- Assisting local groups to maintain their services through access to grant programs;
- Assisting groups with volunteer recruitment, training and succession planning;
- Upgrading municipal parks and facilities through capital investment; and
- Facilitating partnership arrangements to provide programs and access to parks and facilities.

Partnerships

There is a growing trend in Canadian municipalities towards integrated service delivery—that is, delivering community-based programming through partnerships, especially with

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community based, not-for-profit organizations and volunteer groups. (Toronto Parks, Forests and Recreation, 2012) Community partners are critical contributors to the local leisure service system. Across Ontario, many municipalities are seeking ways to collaborate with outside organizations in the funding of facility projects and/or management of facility components. Private and community partners can also be engaged to provide leisure programming to the City. For example, partnership opportunities exist with private sector businesses through sponsorships, project funding, donations, and volunteerism. The most successful partnerships are derived from common objectives (e.g., environmental conservation, community improvement, physical activity, trail development, etc.), utilizing the skills and strengths of each group in delivering access while sharing responsibilities and minimizing risks (e.g., costs and liabilities). (Monteith Brown Planning Consultants, 2016) While there are many benefits to sharing risks and liabilities through partnerships, there are also some potential risks that the Municipality should be aware of. For example, the residents of Greater Sudbury will expect the Municipality to ultimately be responsible for the services provided, even if they are delivered under a partnership agreement with another organization. The success of Leisure Services division is directly related to their ability to work in partnership with the community to provide residents and visitors with high quality programs and events.

As the demand for leisure programming increases, the ability of the Municipality to keep pace through direct programming will be increasingly challenged. While the Division could continue to be a direct provider for many leisure opportunities, in some areas it will be more appropriate to be a partner or facilitator for leisure programs, activities and events; therefore, the role of other public, non-profit and commercial service providers will become increasingly important. Partnerships allow communities to efficiently and effectively utilize resources while taking advantage of the expertise found within the community, whether through private corporations, volunteers, other municipalities, or government partners. Community partners such as service clubs, private organizations, school boards, and related agencies are critical contributors to the local leisure services system and should be actively engaged to maximize benefits for residents. The advantages of a collaborative approach to service delivery are many and include the efficient allocation of community resources, comparative advantage in program and services provided by specialized community groups, and the sharing of data among different stakeholders to help identify emerging challenges and opportunities. Resource-sharing helps to ensure the long-term viability of facilities and programs. (Monteith and Brown Planning Consultants, 2017)

Volunteerism and Youth Involvement

Volunteers are essential to the operation and delivery of many parks and recreation services, and they are particularly vital in smaller communities where resources tend to be more limited. Although older adults currently represent the most active volunteer

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group, it is anticipated that this group will soon move on from the volunteer workforce because of a decline in service club and church memberships, resulting in greater pressures on the delivery of services and impact programming capacity. Some key issues facing volunteers are a lack of recognition and burn-out. Engaging youth as volunteers and “community leaders in training” is also important. This approach can be effective as it maximizes the strengths of volunteers and local organizations, while minimizing financial obligations. (Monteith and Brown Planning Consultants, 2017) Community development requires a continued reliance on the volunteer sector for program delivery. Should volunteer involvement decline, residents will look to the City to assume many of these responsibilities. Due to the importance of volunteers, it is essential that priority be placed upon the recruitment, selection, training, supervision and recognition of volunteers. (Monteith and Brown Planning Consultants, 2017) To reach out and attract the interest of tech-savvy youth, effective utilization of social media will be an important factor of a volunteer recruitment strategy. Understanding which social media platform works best for different youth segments, establishment of a social media policy at the municipal level, and ensuring a coherent message is being delivered across multiple platforms will go a long way in creating interest in volunteering among the Municipality’s youth population. (Monteith Brown Planning Consultants, 2016) *“It is evident that if we want to bring about changes in leisure habits moving toward other habits that are more sustainable and healthy, it is imperative to start from processes advocating youth participation that favour the involvement of this group in decision making to improve their quality of life”.* (María de Fátima Poza-Vilches, 2016)

Increased Regulations in Day Care

Many leisure programs and services involve students and adolescents who are responsible for supervising the participating children. In recent years, there has been an increase in the various regulatory frameworks that oversee daycare such as the 2014 Child Care and Early Years Act. And various Ontario Ministries have implemented new guidelines such as How Does Learning Happen? Ontario’s Pedagogy for the Early Years (Ontario Ministry of Education). Programs such as playground programs and day camps have greater restrictions and requirements that make it more challenging for municipal leisure programs that employ students and adolescents.

Gaps in the Leisure Service Sector

There is a general sense locally that youth between the ages of 13-19 do not have sufficient leisure programs that are designed and targeted to their specific demographic. And many organizations have expressed a desire to engage youth in leadership development programs that could be aligned with leisure services.

In terms of infrastructure, there is a need to connect the local trail system so that a more comprehensive and integrated non-motorized infrastructure would increase the opportunity for self-directed leisure activities such as cycling and walking. Local groups

TRENDS & BEST PRACTICES

such as the Sudbury Cyclists Union and Rainbow Routes have advocated and led the development of more connected trail systems.

The Leisure Services Division does not currently offer a comprehensive menu of arts and culture programs per se; however, it does support more local arts organizations as well as local festivals and events such as the Sudbury Art Gallery, the Carrefour Francophone, the Sudbury Theatre Centre, Cinéfest, the Up Here festival and the Northern lights Festival Boreal. While this may be viewed as a gap in terms of programs offered by the City, it does demonstrate that the City can support local leisure agencies without having to provide all the desired direct programming.

Some would also see an opportunity to increase the amount of leisure programming provided with the natural environment such as lakefronts and parks. For example, while the City offers lifeguard programs for some beaches, there are very few other aquatic programs such as swimming lessons, offered at these locations.

STRATEGIC DIRECTIONS

Strategic Directions

The *Opportunities* and *Options for Consideration* are grounded in five strategic directions.

1. That all children and youth have equitable access to play and leisure opportunities.
2. That the City of Greater Sudbury champions the evolution of the local leisure industry as a collaborative partner, community developer and capacity builder.
3. That a new Play Charter will be the lens by which all local leisure providers are invited to think about Play programs, facilities and partnerships.
4. That our unique and abundant natural resources are seen as 4-season outdoor leisure facilities.
5. That leisure programs and services evolve towards the provision of unstructured, self-directed play experiences.

POTENTIAL OPPORTUNITIES

Potential Opportunities

This section draws from interviews conducted with Greater Sudbury Leisure Services Division staff as well as community leaders in the leisure sector. It factors in trends and best practices and findings from leisure service plans of other municipalities. Finally, it respects the guiding principles identified earlier in the report.

PLAY EQUITY

Play equity refers to the fundamental principle that all children and youth should have equitable access to leisure programs is not determined by where they live, physical or mental, challenges, socioeconomic circumstances or their ability to pay.

Population Health

In January 1997, the Federal, Provincial and Territorial Advisory Committee on Population Health (ACPH) defined population health as follows: *“Population health refers to the health of a population as measured by health status indicators and as influenced by social, economic and physical environments, personal health practices, individual capacity and coping skills, human biology, early childhood development, and health services. As an approach, population health focuses on the interrelated conditions and factors that influence the health of populations over the life course, identifies systematic variations in their patterns of occurrence, and applies the resulting knowledge to develop and implement policies and actions to improve the health and well-being of those populations.”* (Government of Canada, 2018)

In 2017-18 the City of Greater Sudbury engaged the community in an extensive consultation process that led to the development of a Population Health report entitled- Moving Forward with an Upstream Approach- A Call to Action on Community Priorities. (City of Greater Sudbury, 2017) These priorities included the following:

- Indigenous Youth
- Resiliency
- Families
- Mental Health
- Compassionate City
- Play Opportunities
- Housing
- Holistic Health
- Age Friendly Strategy
- Healthy Streets

POTENTIAL OPPORTUNITIES

The Population Report provides the foundation for many of the options and opportunities contained in this report. For example, several actions identified in the Population Health report are relevant to Children and Youth Leisure Services such as: providing equal and accessible play opportunities; connecting youth and children to the community; providing skill-based learning opportunities; broadening partnerships to enhance play opportunities for all ages; providing affordable access to recreation and transit; supporting community participation, volunteerism and engagement; expanding 4-season play opportunities at parks and recreational sites; apply standards, principles and recommendations from Parks & Recreation's High Five for all programs; promote health and active living opportunities through the Open Space Master Plan; and create neighborhoods that are safe, connected, accessible, green and playful.

OPPORTUNITY: that the Leisure Services Division lead or facilitate the implementation, where appropriate, of the priorities of the Population Health report

Municipal Play Charter

We need to redefine the way we understand play. It should be more self-directed and led by children and youth. We need to move away from the antiquated idea that adults need to develop structured, risk-free opportunities for play and let kids create, design and develop their own play experiences. After all, recreation is really an experience of re-creating through playing and learning. The City could enshrine its commitment to the rights of children and youth to equitable access to leisure opportunities by developing and approving a Play Charter similar to Calgary, Alberta. (City of Calgary, 2018) Such a charter would affect planning and policy decisions across all departments.

OPPORTUNITY: that the CGS adopts a Children and Youth Play Charter and invite local stakeholders to endorse the Charter

POTENTIAL OPPORTUNITIES

GREATER SUDBURY PLAY CHARTER

Greater Sudbury is committed to promoting play, providing PLAY OPPORTUNITIES, AND EDUCATING ALL SUDBURIANS OF THE IMPORTANCE OF PLAY TO OUR COMMUNITY. PLAY LOOKS LIKE- CHILDREN OF ALL ABILITIES, ALONE OR IN GROUPS, ENGAGED, FOCUSED, SOLVING PROBLEMS, HAVING FUN. IT CAN LOOK PHYSICAL, IMAGINARY, CREATIVE, DRAMATIC, SOCIAL OR ENERGETIC. PLAY SOUNDS LIKE- LAUGHTER, CONFLICT, IMAGINATIVE STORIES. IT CAN BE BOISTEROUS OR SILENT. PLAY FEELS LIKE- EXCITEMENT AND CHALLENGE. IT CAN BE SCARY, WONDROUS, DOUBTFUL, HESITANT AND THRILLING.

WE BELIEVE THAT

- *PLAY DEVELOPS A CORE SET OF SKILLS FOR HEALTHY WELL-BEING.*
- *PLAY IS A VITAL COMPONENT OF CHILDHOOD; IT IS FREELY CHOSEN, PERSONALLY DIRECTED AND INTRINSICALLY MOTIVATED.*
- *PLAY IS FUN, UNCERTAIN, CHALLENGING AND FLEXIBLE.*
- *WHEN CHILDREN HAVE OPPORTUNITIES TO PLAY THEY USE CREATIVITY, INNOVATION, AND REFLECTION TO LEARN, EXPERIMENT, SOLVE PROBLEMS, CREATE NEW WORLDS, TEST BOUNDARIES, ASSESS RISK, AND MEET CHALLENGES.*
- *PLAY IS A NATURAL STATE FOR A CHILD.*

WE WILL

- *SUPPORT PLAY THAT ENCOURAGES PHYSICAL, EMOTIONAL AND SOCIAL DEVELOPMENT.*
- *UNDERSTAND AND COMMUNICATE THAT RISK IS A VALUABLE COMPONENT TO PLAY, AND WE WILL ENCOURAGE, SUPPORT AND ENABLE PLAY THAT ALLOWS CHILDREN TO DEVELOP RISK-TAKING SKILLS.*
- *CREATE ENVIRONMENTS THAT CHILDREN CAN CONTROL BY PROVIDING FLEXIBILITY IN SPACES AND MATERIALS THAT PROMOTE INQUIRY AND EVOKE CURIOSITY.*
- *EMBRACE THE NATURAL ENVIRONMENT AND CLIMATE OF SUDBURY AND SUPPORT CHILDREN TO PLAY OUTDOORS ALL YEAR-ROUND.*
- *EDUCATE AND INFORM ADULTS ON THE IMPORTANCE OF PLAY.*
- *INVOLVE CHILDREN IN THE DECISIONS THAT AFFECT THEIR LIVES.*

Youth Friendly Community

There is a general feeling locally that youth aged 13-19 have fewer leisure programs available to them. A community that makes sure that youth (ages 13 - 19) have access to as many opportunities as possible and continuous access to a diversity of 'play' are designated as a Youth Friendly Community. (Playworks Partnership, 2018) Youthful Cities, based in Toronto, measures just how youth-friendly in many cities across Canada. *"To many, infrastructure means roads and bridges. To youth, it's a more holistic view of the attributes of cities that help them live, work, play and thrive. We have surveyed more than 30,000 youth globally to help define a youthful infrastructure based on what's important to them."* (Youthful Cities, 2018) In 2013, the City was awarded the Silver Youth Community Builder Award by Play Works; Greater Sudbury is one of 42 communities from across Ontario to be recognized as a "Youth Friendly Community". (City of Greater Sudbury, 2014)

POTENTIAL OPPORTUNITIES

OPPORTUNITY: Honour the City's commitment and designation as a Youth Friendly Community

Accessible Programs

The ability and capacity of children and youth to access leisure programs can be affected by many factors including: location, physical challenges and time constraints.

Municipalities are required to have a plan in place to meet the accessibility standards of the Accessibility for Ontarians with Disabilities Act (2005). The City of Greater Sudbury does have a Multi Year Accessibility Plan (2012) which states that: The City of Greater Sudbury is a community of communities that respects the rights and dignity of persons with disabilities and endeavours to facilitate inclusive access to municipal programs, services and facilities. The City of Greater Sudbury recognizes that while much work has been done to enhance access to municipal programs, services and facilities, there is more work ahead. The plan, which identifies key themes and opportunities for improving accessibility, provides focus and assist in guiding the organization as we work together to ensure that all citizens can participate in the community's great northern lifestyle. This plan, like the City's Strategic Plan, is *"a promise from the past and a vision of our future"*. (City of Greater Sudbury, 2012)

OPPORTUNITY: That the City continues to implement the priorities identified in its Accessibility Plan, to ensure the individual's right of access to municipal facilities, programs and services in accordance with provincial legislation and municipal policies and by-laws

For many families, accessing leisure programs is challenging because of competing priorities and busy work schedules. Leisure programs should seek to accommodate these challenges by offering times that are aligned with work schedules and/or offered at times when parents are available to bring their children such as evenings and weekends.

OPPORTUNITY: that the municipality explore ways to offer more programming and access to facilities on weekends and possibly via earlier and later weekday hours for some programs and leisure opportunities

Play Risk Management

In Great Britain, the Play Wales organization works to raise awareness of children and young people's need and right to play and to promote good practice at every level of decision making and, in every place, where children might play. They are part of The Play Safety Forum, a group of national organisations involved in play safety. They produced guide called Managing Risk in Play Provision. The guide shows how play providers can develop an approach to risk management that considers the benefits to children and young people of challenging play experiences, as well as the risks. It builds on the Play Safety Forum's position statement Managing risk in play provision (2002)." Robin

POTENTIAL OPPORTUNITIES

Sutcliffe, Chair of the Play Safety Forum said: *“Children need and choose exciting places to play, which inevitably means managing situations that are inherently risky. This publication recognizes this and gives guidance to providers about how this can be reconciled with a natural desire for children’s safety.”* (Play Wales, 2018)

OPPORTUNITY: develop a Play Risk policy that provides a balanced approach to children’s safety and the benefits that come from providing challenging play experiences

GREATER SUDBURY’S UNIQUENESS

The City of Greater Sudbury has several features and characteristics that make it somewhat unique within the context of leisure services, such as: it is the largest geographic municipality in Ontario; it is an amalgamated municipality; it has a significant francophone population as well as indigenous communities; it has a vast array of natural resources including 330 lakes; an abundance of parks, trails and green spaces; opportunities for 4-season leisure activities; and it is considered the northern centre for health, tourism and post-secondary education. The Parks, Open Space and Leisure Master Plan identifies the following principle, *“The City’s natural environment is a key contributor to a healthy community and this asset will be protected and integrated into the leisure system where possible.”* (City of Greater Sudbury, 2014)

OPPORTUNITY: that the Leisure Services Division look for opportunities to provide leisure programs within the natural environment and that Laurentian University’s McEwen School of Architecture be approached to engage students in the design of outdoor leisure spaces that leverage the opportunities of our seasonal and natural resources

ROLE OF THE MUNICIPALITY

It is important for both the municipality and the community that it serves to have a common understanding of their respective roles and relationships as it pertains to leisure services. Having finite resources, the municipalities do not have the resources nor the capacity to provide an infinite array of direct leisure services to all its citizens. And there are many other organizations in the public, non-profit and private sectors that plan, develop and deliver leisure services as well. Historically, CGS has built and operated leisure facilities as well as developed and delivered leisure programs and events. It is critical going forward that the municipality identify its core purpose to ensure that adequate leisure services are available throughout the community.

Oftentimes public expectations exceed the City’s ability. For example, some parents may expect playgrounds and recreation centres to provide the same level of service as a

POTENTIAL OPPORTUNITIES

daycare facility or that adolescent staff will have the experience and credentials to provide a level of supervision that they receive at school. Also, the relationship of the municipality and community can take many forms- provider, partner, facilitator, regulator or funder. While the Leisure Services Division is generally viewed as a collaborative and committed department, oftentimes community groups deal with other departments at City Hall. Some departments may not always be holding the same knowledge or attitude towards leisure services that community groups appreciate. Also, some groups feel that they must deal with several siloed departments instead of accessing City Hall through one point of contact.

OPPORTUNITY: Develop a streamlined mechanism for community leisure groups to easily navigate and engage all municipal departments

There is a general trend within the municipal leisure services sector to move toward a more community development role in which the municipality serves as a facilitator, broker and capacity builder of leisure services. To truly act as a facilitator of services, municipalities must solidify and strengthen its community development approach. This model relies on the support of volunteers and the community at large to continue to be the main providers of programming, while the municipality fills gaps. This approach recognizes that the City will not be the sole provider and facilitator of recreation programming and spaces. (Monteith and Brown Planning Consultants, 2017)

OPPORTUNITY: That CGS increase its community development approach to leisure programming and coordination

There is general agreement that the Leisure Services Division should be the strongest and most vocal ambassador for the leisure industry. Their sphere of influence throughout the community and within City Hall positions the Leisure Services Division to lead and inspire the development of the local leisure industry. That does not mean that it should endeavour to develop and deliver all leisure programs; and, in fact, may be quite the opposite. While ensuring that the local leisure infrastructure is designed and managed in a manner that promotes and supports an exhaustive number of recreational opportunities, and ensures its long-term viability, the City's relationship with other leisure providers can take many forms including partner, collaborator, supporter, promoter, broker and facilitator.

OPPORTUNITY: leverage the profile and reputation of Leisure Services to engage the community and promote all leisure services and programs

POTENTIAL OPPORTUNITIES

Partnerships

The Parks, Open Space and Leisure Master Plan identifies the following principle, *“Partnerships and collaboration with outside parties in the provision and delivery of parks and leisure facilities and services are desired where there is sufficient benefit to the City and community.”* (City of Greater Sudbury, 2014) Community partnerships are a critical aspect of community development. Partnerships can build community ownership and leverage the strengths and resources of multiple agencies. For example, co-locating facilities and programs with those offered by community partners is a useful way of optimizing space within leisure facilities. School board partnerships are critical to the planning and delivery of leisure services within an existing network of youth-oriented facilities. And school yards present excellent opportunities for leisure infrastructure such as playgrounds, parks and community gardens. The CGS Leisure Services Division has built strong partnerships across the community.

OPPORTUNITY: Enhance the City’s partnership with community agencies to improve sector coordination and develop a strategic partnership framework for monitoring partnership effectiveness

OPPORTUNITY: work with local school boards to identify opportunities for the expansion of leisure service program delivery and achieve a joint use agreement for all leisure facilities

OPPORTUNITY: Partner with post-secondary institutions to involve students in the delivery of leisure service programs

STAFF AND VOLUNTEERS

Human resources are the driving force behind leisure services. A combination of staff and volunteers provide the bulk of the human energy within the municipality as well as local public institutions, non-profit organizations and local businesses. Staff and volunteers need to possess the proper skills and credentials to effectively participate. Within the leisure services sector, many of the staff positions are seasonal. For example, during the summer months, students are often employed to work at beaches, day camps and playgrounds. Retaining those students for employments in subsequent summer seasons can be a challenge. Also, local organizations are concerned that they cannot compete with the wages being offered by the City to seasonal employees.

OPPORTUNITY: develop a leisure volunteer strategy to facilitate volunteerism across the community

POTENTIAL OPPORTUNITIES

OPPORTUNITY: Develop a training program specific to creating ‘play’ ambassadors

OPPORTUNITY: review the current hiring process for summer students as well as the current wage levels for seasonal student workers compared to the private and non-profit sectors

YOUTH ENGAGEMENT

Youth engagement is necessary to ensure that programs and spaces are responsive to the needs of local youth and to provide opportunities for youth to gain confidence and skills in decision-making and public participation. *“Upon reviewing academic literature, ... engaging the youth in all processes of leisure program planning—not only created a meaningful experience for both the youth and the programmer, but also helped youth develop skills like leadership, teamwork and organization.”* (University of Alberta, 2018) YouthfulCities recommends that communities take the following steps to measure just how youth-friendly they are: first, measure the city’s youthful infrastructure through the YouthfulCities Index; second, gather youth opinions about the city’s youthful attitude and performance through the Urban Youth Survey; third, set the city’s youthful priorities with youth; fourth, unleash the inventiveness of youth through the YouthfulCities pop-up innovation lab. (Youthful Cities, 2018) In 2007, the Constellation City Report identified the need to engage citizens through the creation of Community Action Networks (CANs). (City of Greater Sudbury, 2007) Since that time, over a dozen CANs have been established across Greater Sudbury. This represents an effective network for youth engagement as well.

OPPORTUNITY: invite youth representatives to review and provide feedback on this report and invite the public to provide feedback on the report on the *Over to You* webpage

OPPORTUNITY: establish a Youth Leisure Advisory committee to provide the municipality with ongoing advice on the development of leisure programs and services

OPPORTUNITY: Organize a Youth Summit every four years to engage youth in a discussion about local leisure activities, needs and trends

OPPORTUNITY: encourage local CANs to establish Youth Community Action Networks (YouCAN) for their respective areas

POTENTIAL OPPORTUNITIES

LEADERSHIP DEVELOPMENT

Leadership development for youth is a thread that runs through several of the themes- civic engagement, volunteerism and staff development. It is also central to the concept of learning and play as well as the role of program facilitators. The International Play Association advocates for the development of play leadership as a supporting aspect of a Play Charter. (International Play Association, 2018) Some organizations, such as the YMCA, already employ leadership development in their programs. *“At YMCA John Island Camp, we view leadership development as a corner stone of our program. Becoming a future camp staff member often begins within our leadership training programs. We believe good camp leaders possess a high degree of skill and confidence in the outdoors and sensitivity to the needs of young people. Our leadership progression is designed to help young people develop greater self-confidence, and ability to work in group settings, a wide variety of outdoor skills, and an appreciation for the needs of younger campers.”* (YMCA, 2018)

OPPORTUNITY: Identify a youth leadership development model to encourage personal development, civic engagement and volunteerism within leisure programs and services

OPPORTUNITY: re-purpose Camp Wassakwa as a leadership development camp for youth. Partner with the YMCA or other local organizations to deliver the leadership development content

COMMUNICATIONS & REGISTRATIONS

Many leisure services and programs are dependent on a high level of public awareness to attract participants. Municipalities require an effective communication system to connect with the public and promote its many leisure programs as those offered by other public institutions and non-profit organizations. The City of Greater Sudbury used to deliver its Leisure services guide to all households; however, that service was discontinued years ago. Many people feel that there is a lack of effective promotion currently for leisure services. Moreover, an effective social media strategy is virtually non-existent.

The Parks, Open Space and Leisure Master Plan recommends the following, *“Review the Communication and Marketing Strategy to ensure that it is effective in creating awareness and engaging all members of the community. The Strategy should reflect the continued development of new technologies, including social media, and explore new means to reach younger demographics.”* (City of Greater Sudbury, 2014) It also recommends upgrading the City’s recreation management software to improve customer service, customer intelligence, trend tracking, and performance indicators. Furthermore, there is a need to promote all leisure programs across the community and make it easy for participants to find the programs they are looking for; view a schedule and register for the programs.

POTENTIAL OPPORTUNITIES

Many of the smaller local leisure organizations do not have the capacity to effectively offer such a comprehensive online service. For example, online software helps municipalities connect with the public via email and online booking as well handling all registrations, marketing and scheduling.

OPPORTUNITY: Adopt an online portal to promote, communicate, schedule, register and purchase leisure services across the City of Greater Sudbury

OPPORTUNITY: Develop a dynamic communications plan and a robust social media strategy to promote leisure services

OPPORTUNITY: develop an email database of families and individuals who have participated at specific programs to proactively promote upcoming programs

OPPORTUNITY: Partner with local Francophone groups to proactively ensure that marketing and communications is bilingual and reaching francophone audiences

AFFORDABILITY

Leisure Services Division is currently reviewing the issue of affordability and a staff report to City Council is being prepared under separate cover.

The Parks, Open Space and Leisure Master Plan identifies the following principle, “*The City will strive to provide an affordable, accessible and equitable distribution of parks and leisure facilities, recognizing the City’s large geographic area and the unique local values of Greater Sudbury’s distinct ethnic, cultural and geographic communities.*” (City of Greater Sudbury, 2014) Delivering effective programs and services to the public within an environment of fiscal constraints can be a challenge. Greater Sudbury is a competitive market for the public’s finite leisure dollars. While Greater Sudbury’s leisure user fees are generally lower than in many other municipalities, not everyone can afford to access specific leisure programs because of personal income constraints. While the City does offer many affordable courses and programs for beginners, other organizations may offer more elite level programs which can have higher costs associated. Also, though there are various subsidies available, those sources have diminished over the years. Many groups recruit sponsors to try and offset costs and keep fees to a minimum. Some groups are concerned that the City provides subsidized transportation, such as bussing to camp Sudaca which creates an uneven playing field. With its vast geography, it can be difficult, especially for people living in rural areas to reasonably access leisure programs located in the core of the City. The City currently runs the Feel Free to have a Ball and Feel Free to

POTENTIAL OPPORTUNITIES

Feel Fit programs that provide children and youth with opportunities to access leisure facilities and public transit.

In Toronto, City Council established the Welcome Policy to provide a fee subsidy to help low-income individuals and families access Recreation programs. To be eligible for the Welcome Policy, applicants must be City of Toronto residents and have a before tax family income of less than Statistics Canada's Low Income Cut Off (LICO). Social assistance recipients automatically qualify for Welcome Policy and can be approved by their caseworker. (Toronto Parks, Forests and Recreation, 2012)

OPPORTUNITY: Formalize the Affordable Access to Recreation policy to bolster universal access to physical activity and recreation opportunities

OPPORTUNITY: build on the success of the Feel Free programs develop a leisure pass that gives youth access to many leisure programs at no cost or a reduced fee as well as provide access to public transit at a reduced rate

OPPORTUNITY: build on the success of the skate exchange and bike exchange programs by developing a comprehensive equipment exchange program

OPPORTUNITY: consider developing a Welcome Policy to give low income individuals and families access to leisure programs and services

ASSESSING PROGRAMS AND SERVICES

With every passing year, municipal operations become more complex. A focus should be placed on creating and/or updating policies and procedures to guide matters related to risk and liability management, health and safety, legislative compliance, fiscal responsibility, inter-departmental coordination, operating performance, and customer service. And facilitate a coordinated delivery system through the creation and clarification of policies and practices that emphasize accessibility, equity, consistency, and proactive management. Key questions for ongoing monitoring include: what are the participation rates? What is the minimum participation benchmark for underutilized programs? What are the future leisure trends? Does the City have the resources and capacity to deliver the program? The outcome of such an assessment could be one of the following: continue, expand, discontinue or change/improve programs offered directly by Leisure Services.

OPTION FOR CONSIDERATION: actively involve local stakeholders in leisure service planning and track emerging leisure trends

POTENTIAL OPPORTUNITIES

OPTION FOR CONSIDERATION: Maintain an up-to-date inventory of recreation, leisure, and culture opportunities within the community

OPTION FOR CONSIDERATION: Only develop new programs that are non-competitive with other providers, introductory in nature, able to achieve realistic program objectives, and are feasible within available resources

Cost Benefits

Program participation and utilization rates, as well as annual costs provide a helpful perspective from a cost benefits analysis and should be factored into planning decisions. Below are examples of recent data regarding leisure program performance.

2017 Leisure Program Statistics				
Program	Utilization	Participation	5-year Variance	Deficit/(Surplus)
Camp Sudaca	57%	628	23% decline	\$ (27,320)
Camp Wassakwa	24%	217	52% decline	\$ 5,472
Summer Playgrounds	n/a	763	18% decline	\$157,465
Program Specific Camps	17%	86	71% decline	\$ 58,267

PROGRAM SPECIFIC OPTIONS FOR CONSIDERATION

Program Specific Options for Consideration

DAY CAMPS- SUDACA AND WASSAKWA

Camp Sudaca is a municipal day camp for 5 to 14-year olds located on the east end of Lake Ramsey. Campers enjoy swimming canoeing, sailing, kayaking, nature crafts, mountain biking and other outdoor activities. Bus pick up is provided for participants. There are 9 one-week sessions offered during the summer. In 2017 Camp Sudaca had approximately 628 participants. Camp Wassakwa is also a municipal day camp for 5 to 13-year olds located in the community of Whitefish. Campers enjoy activities such as canoeing, archery, sailing, crafts, kayaking, hiking and other outdoor activities. Transportation is offered in the form of bus service. There are 8 one-week sessions offered during the summer. In 2017, there were 217 registrations at Camp Wassakwa. In the past five years overall enrolment has declined 33% from 1,269 down to 845. Utilization in 2017 for Camp Sudaca was 57% and Camp Wassakwa was 24%.

Other local organizations such as the YMCA, Science North and Carrefour Francophone offer day camp experiences. Competition for day campers can be competitive and there have been some recent closures, such as Camp Falcona, as a result. It could be argued that the municipality should not be in competition with local, non-profit organizations who are providing a similar service. A key question is- does Greater Sudbury need two separate municipal day camps? Given Camp Sudaca is central and provides bussing from across the municipality, it seems reasonable that it should continue as a municipal day camp. Camp Wassakwa is an older camp ground and is in the extreme west end of the municipality. However, it does present opportunities for re-purposing.

In recent years, a few new parks have been developed. Rotary Park, located in New Sudbury, was led by the local Rotary and Rotary Sunrisers Clubs in partnership with the City. Kivi Park is being developed because of a significant donation from a private donor and other local sponsors. And other parks, such as the new Second Avenue park, have been developed by the Morel Foundation. Kivi Park provides many amenities such as walking trails, cross country skiing, canoeing, fat tire cycling trails, skate paths and a playground structure, among other features. Various lessons are offered as well as equipment rentals. And they partner with local groups such as Greater Sudbury police services to offer programs such as biking program for youth at risk. Kivi Park was recently identified as the Ontario Training Facility for paranordic athletes.

Day camp trends across North America are seeing a shift from offering just traditional day camp experiences. Specialty camps, the integration of technology, new leisure activities, etc. (USA Camp Association, 2017) For example, many day camps are offering day camp experiences that are designed for specific interests and audiences. The next big trend in

PROGRAM SPECIFIC OPTIONS FOR CONSIDERATION

summer camp culture will include activities that teach kids how to cope with stress, express themselves in healthy ways, and how to wind down.

Day camps outside of Greater Sudbury have taken on a specific focus such as leadership development to distinguish themselves from other camps. Hidden Bay Leadership Camp in Carling, Ontario has developed a model for a leadership camp where all children can attend camp regardless of circumstance. (Hidden Bay Leadership Camp, 2018)

OPTION FOR CONSIDERATION: Designate Camp Wassakwa as a Youth Leadership Camp. Partner with a post-secondary program such as Laurentian University's Outdoor Leadership Program to design and deliver the leadership program using students

OPTION FOR CONSIDERATION: Introduce new programs and facilities at the day camps such a zip lines, high rope courses, rappelling platform and skateboard parks as well as year-round, 4-season activities such as snowboarding, fat-tire cycling, etc

OPTION FOR CONSIDERATION: Partner with other day camps to provide community outreach opportunities. For example, Science North may be interested in exploring a natural science program in an outdoor day camp setting

OPTION FOR CONSIDERATION: Create specialized camps for kids with specific passions or needs such as music- themed or mindful camp that includes mindfulness training, yoga and gardening to help kids learn how to relax

NEIGHBOURHOOD SUMMER PLAYGROUND PROGRAM

Neighbourhood Playgrounds offer convenient and affordable summer programs close to home for participants' ages 5 to 12. Playground programs are offered at approximately 30 locations throughout the City of Greater Sudbury each summer. Programs are hosted at local community centres, field houses or schools. Field trips and special events add adventure to the program, bringing all playground participants together for citywide celebrations. Participants sign up for the summer (July and August). English, French and Integrated programs are offered. In 2017 there was a total of 763 registrations in Summer Playground programs. In the past five years overall enrolment has declined 18% from 931 down to 763.

The design of playgrounds has evolved over time. Traditional playgrounds consisted of simple features such as slides, swings and other basic elements. Modern playgrounds are uniquely designed for creative play that allows children to use their imagination to create

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enjoyable play environments. And new amenities, such as splash pads, are finding their way onto playgrounds. Playgrounds represent a significant portion of the local leisure infrastructure; however, playground enrolment has experienced a decline in recent years. And issues such as physical accessibility, present challenges for older playgrounds. In 2017 the City embarked on a Playground Revitalization Project that will result in the revitalization of up to 58 playgrounds over the next several years. *“Playgrounds contribute to the health and well-being of residents. Playgrounds provide opportunities for active and passive recreation and act as community gathering places. The proposed recommendations for playground revitalization enhance play spaces with priority considerations for neighbourhoods based on socioeconomic factors.”* (City of Greater Sudbury, 2018)

There are several emerging trends in playgrounds around the world. In New Zealand, there are developing Destination Playgrounds which combine adventure, variety, ‘out of the box’ design and a social atmosphere: and you have a destination playground. Often themed and usually embracing all ages and abilities, destination playgrounds draw local community and tourists alike. (Playground Centre, 2018) Other trends are theme-based such as music playgrounds. *“Music is a universal language that any can play. Our Rhapsody outdoor music line is tuned to Major C so any prodigy or novice can start jamming to help release stress with a drum, xylophone or chimes.”* (RecWeest, 2018) Create environments that children can control by providing flexibility in materials and spaces that promote inquiry and evoke curiosity. (City of Calgary, 2018) In Calgary, they offer Mobile Adventure Playground which is not a registered program, but a playground that offers a different way to play. Onsite play ambassadors are there to inspire play and keep the playground safe, but not directly supervise the children. Parents are encouraged to stay and watch their children play and see how their imaginations soar in this new adventure space. (City of Calgary, 2018)

PLAYLearnThink is a local organization that offers training for recreation leaders and anyone who directly or indirectly impacts children's play. They are committed to helping children learn, to nurture their sense of wonder for the world and guide them on their path to life-long learning, self-resilience and social, emotional and physical well-being. PLAYLearnThink also offers playful professional development and training sessions such as Children as Scientists, Learning Through Play and Creating a PLAYspace. (Harrison, 2018)

There is a tremendous opportunity to fundamentally transform the summer playground program from its current status by integrating the principles of a new Play Charter. For example, *“When children have opportunities to play they use creativity, innovation, and reflection to learn, experiment, solve problems, create new worlds, test boundaries, assess risk, and meet challenges.”* (City of Calgary, 2018). New and diverse high-quality programs

PROGRAM SPECIFIC OPTIONS FOR CONSIDERATION

could add value to the playground experience for children and youth such that playgrounds are not viewed just as places for parents to drop off their children for the day, but destinations for play that encourage physical, emotional and social development and grounded in the principles of population health such as resiliency learning and holistic health.

OPTION FOR CONSIDERATION: overhaul the summer playground program to reflect the principles of the new play charter, offer new high-value activities, encourage self-directed learning and development, and promote creativity and free play

OPTION FOR CONSIDERATION: re-designate summer playground staff as Play Ambassadors and provide training through such programs as PLAYLearnThink

OPTION FOR CONSIDERATION: Invite the McEwen School of Architecture to engage their students in a project to re-design playground spaces incorporating specific themes utilizing as well as the principles of Play Wales (Play Wales, 2018)

PROGRAM SPECIFIC CAMPS

The municipality offers several camps that are topics specific including: creative arts, sports sampler and leadership camps. The camps are offered at several different locations including day camps, schools, community centres and playgrounds. Utilization for Creative Arts Camps and Sports Samplers has declined from 50% in 2013 down to 17% in 2017.

Creative Arts Camps

This day camp explores provides campers opportunities to experience visual and performing art through arts, dance and drama. The program is offered for participants' ages 6 to 14. Six two-week sessions are offered during the summer. The camp is held at a local high school or community centre. In 2016, 75 participants were registered in creative arts camps.

OPTION FOR CONSIDERATION: Partner with local arts organizations, such as the Sudbury Art Gallery, Place des Arts and the Sudbury Theatre Centre, to design and deliver programs at municipally-owned facilities

Sports Sampler Camps

This camp teaches FUNdamental movement skills and FUNdamental sports skills, the rules of the play and importance of playing for fun. Participants in this camp have access to a multi-sport facility and surrounding park. The program is intended for participants 6 to 14 years of age. Eight one-week sessions are offered during the summer. There were only 75 participants in sports sampler camps in 2016.

PROGRAM SPECIFIC OPTIONS FOR CONSIDERATION

OPTION FOR CONSIDERATION: Integrate Sport Sampler programs into the summer playground program

Leadership Camps

The City provides opportunities for individuals to further develop leadership abilities, start building skills for part-time jobs or for those who wish to experience camps in a new way through Leader-In-Training or Counsellor-in-Training programs. These programs are for 14 to 16-year olds and held as part of Camp Sudaca, Camp Wassakwa and Neighbourhood Summer Playground programs. A total of 50 individuals registered for CIT and LIT programs in 2016.

OPTION FOR CONSIDERATION: Partner with a post-secondary program such as Laurentian University's Outdoor Leadership Program to design and deliver the leadership program using students

Developmental Summer Programs

The City has collaborated with Child and Community Resources (CCR) to offer recreational summer program for children ages 8 to 18 with multiple complex special needs. CCR is a charitable organization that provides services and community supports to parents, children and professionals to enhance and support the inclusion, integration, and wellbeing of children across the north region of Ontario. (Child & Community Resources, 2018) The integration of special populations within children and youth programming can be a challenge. Adolescent staff don't usually have the necessary experience or skills to manage these populations. Parents of these youth have expectations that their child will be supervised by qualified staff.

OPTION FOR CONSIDERATION: Invite the CCR and other local providers to expand training programs for the City's leisure staff on working with special populations

YOUTH DROP-IN CENTRES

Youth drop-in centres operate primarily on a drop in basis and offer a variety of supervised activities for participants from pre-teen to age 18 including sports; pastimes such as billiards and video games, movie nights, chat time and guest presentations on current issues. Internet access, homework assistance, peer mentoring and educational workshops are also offered. The sites connect youth with their local community, encouraging them to volunteer and make a difference in their neighbourhood. Centres pride themselves on being smoke, drug and alcohol-free venues for young people to interact in a safe and nonjudgmental environment. Centres assist youth in developing positive friendships and developing resiliency. The City operates youth drop in centres in Capreol, Dowling, Levack/Onaping, Ryan Heights, Valley East and Walden. Drop in centres

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run from September through June. These six centres are funded by the City, with a Provincial grant specifically available for the Ryan Heights program. There were approximately 7,500 visits at City operated youth drop-in centres in 2016-2017. Youth centres do face some challenges as well. There is some question as to their long-term viability. For some people, there is a stigma attached to participating at youth centres. The location of some of the existing centres makes it difficult for many young people to access them. There may be a need to expand the hours of operation during holidays and weekends. Some parents view youth centres as ‘daycare’ facilities and expect a high level of supervision. Finally, youth centres can be costly to operate given the number of participants that use them.

A couple of bright spots in the local youth centre infrastructure are the Rayside-Balfour Youth Centre and the Sudbury Youth Action Centre. These centres are associated with non-profit groups that raise funds, operate the centres and manage volunteers. They do receive subsidies from the City. The two organizations operating these youth centres receive annual funding for programming and staffing from the City of Greater Sudbury through an annual community grant allocation: Rayside-Balfour Youth Action Network (\$60,000) and Sudbury Action Centre for Youth SACY (\$89,120). A report entitled “Annual Grants Value for Money Review” showed that both Youth Centre grants scored above 70 on the value for Money framework. (City of Greater Sudbury, 2017) Both Centres run through the summer whereas the six that are operated by the City only offer programming from September to June. The operating hours and number of days vary by location. Both Youth Centres scored well in the majority of the tool, however lacked points in the volunteer category as full time paid staff are in place. The Rayside-Balfour Youth Centre operates out of Cote Park, which is a Municipally-owned facility at no cost. Both centres also receive additional grants through other sources such as the United Way. There appears to be many benefits to this model, such as: they are driven by volunteer-based, non-profit community organizations which create a heightened sense of ownership and commitment; their ability to access other revenue sources; they are open all year round; and they offer extended operating hours.

The Parks, Open Space and Leisure Master Plan Review (2014) calls for youth centres to be located near schools, in parks or community centres, and on transit and active transportation routes. The Master Plan’s online survey and open houses found considerable interest in expanded program opportunities for teens, including keeping youth centres open during the summer. It recommends that, as opportunities arise, existing leisure facilities should be retrofitted to ensure that spaces are welcoming for youth. Any new youth space should be co-located with community centres rather than creating new stand-alone facilities. In considering how to revitalize and energize youth centres, there needs to be a combination of both drop-in as well as integration with

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existing facilities that are under-utilized such as community halls, day camp facilities, and playground field houses. This combination may allow youth more choices to engage and participate without the perceived “stigma” of attending a youth centre drop in site. Community partnerships are critical to the viability of youth centres. Agreements with school boards: includes various relationships developed between municipalities and school boards to maximize the benefits and use of public infrastructure for the community, and to minimize the operational costs of maintaining the public infrastructure. (Parks and Recreation Ontario, 2009)

There are several youth centres around the world that take a more innovative approach to their raison d’être. For example, the Heartwood Community Centre for Youth Development in Halifax *“uses an integrated approach in our community youth development practices. We provide direct leadership training for youth by supporting and working with youth in their communities. We also offer capacity building, professional development, and research for anyone else who is interested in meaningfully engaging youth. Our direct work with young people keeps us relevant and connected to issues and approaches critical to youth, while our capacity-building and consulting work increases the ability of organizations and government to reach a diversity of young people across the province.”* Their slogan is *“Imagine if all youth were viewed as community leaders... and all youth knew of this to be true!”*. (Heartwood Centre for Community Youth Development, 2018). Another example is the Drop Inn independent Youth Organisation in the UK. Their mission is to *“encourage good social skills, help improve self-esteem and promote mutual respect. Social sessions are in a safe space designed and run by young people, there is no entry fee or registration to ensure full inclusion. We welcome young people to use our award-winning youth venue to express their creativity, build confidence and develop new skills. We believe in community cohesion and take any opportunity to link our young members with other areas of the community.”* (The Drop Inn, 2018) Another innovative centre is the Youth Spaces for Creation in Spain, which *“encourages the creative, innovative, entrepreneurial and artistic thinking of young people. These centres are always open to the proposals from their own users; therefore, their agenda are built up daily and updated with the new needs of the youth.”* (Portalul european pentru tineret)

The City is currently developing a Community Hub strategy. This strategy presents opportunities for aligning and consolidating leisure facilities for children and youth programs and services such as those offered at youth centres. And contemporary community centre designs now place a greater emphasis on multi-use spaces that can be used for a wider variety of activities, often in conjunction with other facility components that create a destination with broader appeal. (Monteith and Brown Planning Consultants, 2017).

PROGRAM SPECIFIC OPTIONS FOR CONSIDERATION

There is an opportunity to rethink what drop-in youth centres should be moving forward. Instead of being facility-centric, they could be staging areas for connecting youth to the broader community. Many Ontario communities have started 'pop up' youth centres that are mobile in nature and connected to other local events such as OHL hockey games. Thinking outside of the four walls, youth could participate in civic engagement activities; visit other areas of the city such as the Grace Hartman Amphitheater or the Greater Sudbury Police Services; help out at local festivals and events; or volunteer in spring clean ups. The youth drop-in centres could become very much focussed on youth leadership development within the context of community development and civic engagement and their direct involvement in program development would drive the youth centre activities.

OPTION FOR CONSIDERATION: redesign youth drop-in centre programs around civic engagement, leadership development and community development activities and engage youth directly in the process

OPTION FOR CONSIDERATION: Collaborate with local groups such as the YMCA, Science North and the Carrefour Francophone to encourage community outreach program delivery at existing youth centres

OPTION FOR CONSIDERATION: Consider other city-owned facilities as destinations for youth centres such as libraries, community halls located in arenas and playground facilities. As the City pursues the development of new community hubs, youth centres should be considered as a possible tenant

OPTION FOR CONSIDERATION: Design mobile 'pop up' youth drop-in centres that can be setup and dismantled at various locations such as festival sites, parks and shopping mall parking lots to facilitate civic engagement

OPTION FOR CONSIDERATION: review operating hours with a view of making Youth Drop-in Centres more accessible during summer months and holidays.

COURSES, CLASSES AND LESSONS

There are several other recreation programs directly offered by the Leisure Services Division for children and youth on a program registration basis. These include:

- Swimming Lessons (Preschool 1 through Swimmer 9)
- Bronze Star, Bronze Medallion, Bronze Cross, NLS Certification, NLS Instructor courses
- Junior Lifeguard Club
- Ski and snowboarding lessons
- Learn to Cycle program

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- Mountain biking
- Tae Kwon Do courses
- Learn to Skate and Power Skating lessons
- Gymnastics programs
- Babysitting courses

Participation rates vary from course to course. It can be a challenge to find certified instructors. And other organizations in the community already offer some of these courses and classes. The City maintains a strong focus on introductory programs for beginners and learning the fundamentals such as the “*Learn to*” programs. Elite level programs tend to be offered by other non-profit and private sector organizations. The City’s fundamental level programs provide a foundation for participants to access higher level programs in the future.

OPTION FOR CONSIDERATION: Continue to focus on offering affordable courses for beginners which provide fundamental skill development and consider expanding to include other sports or activities

OPTION FOR CONSIDERATION: Reconsider the delivery of programs that offered by other non-profit or for-profit organizations such as Tai Kwan Do, Yoga and Babysitting courses

The City provides fitness facilities, especially among smaller communities where there are typically fewer private fitness offerings. Some municipalities aim to bridge the gap and supply turnkey fitness facilities, while others refrain from offering this level of service to avoid competition with private business. It is typical for most communities to provide activities (e.g. fitness classes, yoga, etc.) within some type of multi-purpose space in community centres. The desire for programming focused on physical health and wellbeing has resulted in growing participation in physical fitness activities across Ontario. This demand is resulting in strong levels of use of private and public-sector fitness services, including active living programming centred on general health and wellness, cardiovascular training and stretching activities (e.g. aerobics, yoga, pilates, etc.). Fitness programs that require specialized equipment are traditionally provided by the private sector given their ability to offer a premium level of service and higher quality facilities. For example, a new fitness facility, the Lively Athletic Centre recently opened. (Lively Athletic Centre, 2018)

OPTION FOR CONSIDERATION: Review the need for fitness programs at municipally-owned fitness facilities. Consider partnering with local

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organizations or businesses who may be interested in offering programs at these sites

Municipal pools are one of the most expensive recreational facilities to operate and can challenge the ability of smaller communities to fund their operation due to smaller tax bases. For this reason, indoor pools are seldom provided in small rural communities and aging outdoor pools are increasingly being closed to avoid capital renewal costs. Splash pads are becoming increasingly common park features but need to be properly justified due to their cost. They tend to be free, drop-in facilities that appeal mostly to families with young children. They are also more cost effective to build and operate than outdoor pools as they do not require lifeguards, and generally have longer operating seasons. Recently, there are local businesses that are contributing to new facilities such as Lopes Ltd, *“Lopes’ contribution to the project will total approximately 80 per cent of the cost, with the City of Greater Sudbury contributing \$50,000 from the Healthy Community Initiatives funds.”* (Sudbury Star, 2018) Recent trends also include wave pools, fun pools and water trampolines. In Greater Sudbury, the design of some aquatic facilities limits the diversity of programs offered.

OPTION FOR CONSIDERATION: expand waterfront front programs to include swimming lessons, kayaking and canoeing, etc. at various beaches throughout Greater Sudbury

Greater Sudbury runs two municipally-owned ski hills- Adanac and Lively where ski and snow boarding lessons are offered. Adanac provides several amenities such as washrooms, equipment rentals, a BMX park, and a canteen; and is located adjacent to Rotary Park. Off season activities include obstacle mud runs, miner’s mayhem and women’s leadership courses. The facilities can be rented for various activities such as weddings or school field trips. Cite Blue Mountain amenities

OPTION FOR CONSIDERATION: provide access to seasonal leisure equipment such snow shoes and fat-tire bikes in the wintertime

OPTION FOR CONSIDERATION: Partner with Rotary and Rotary Sunshine Clubs to expand 4-season leisure opportunities such as mountain biking, cross country skiing and snowshoeing at Rotary Park

OPTION FOR CONSIDERATION: Plan for the re-purposing of the Northern Ontario Film Studios (formerly Barrydowne Arena) to become an indoor leisure venue to support outdoor leisure activities at Rotary Park

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Appendices

LIST OF INTERVIEWEES

We would like to thank all of those who contributed to this review. This report is a product of the shared vision and dedication of the City of Greater Sudbury Leisure Services Division as well as the many people who provided valuable insights and feedback.

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 Rod Laroque- The Human League
 Nancy Gareh- Sudbury Art Gallery
 Sherry Fournier- Child Community Resources
 Melissa Sheridan- Kivi Park
 Tom Coon, Kendra McIssac, Nicole D'Avirro-Beattie - YMCA
 Stéphane Gauthier- Carrefour francophone
 Brian Smith- Rotary Park
 Anne Salter- Sudbury Manitoulin Children's Foundation

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SUMMARY OF OPPORTUNITIES

Topic	Opportunity
Population Health	That the Leisure Services Division lead or facilitate the implementation, where appropriate, of the priorities of the Population Health report
Play Charter	That the CGS adopt a Children and Youth Play Charter and invite local stakeholders to endorse the Charter
Youth Friendly Community	Honour the City's commitment and designation as a Youth Friendly Community
Accessible Programs	That the City continue to implement the priorities identified in its Accessibility Plan, to ensure the individual's right of access to municipal facilities, programs and services in accordance with provincial legislation and municipal policies and by-laws
	That the municipality explore ways to offer more programming and access to facilities on weekends and possibly via earlier and later weekday hours for some programs and leisure opportunities
Play Risk Management	Develop a Play Risk policy that provides a balanced approach to children's safety and the benefits that come from providing challenging play experiences
Greater Sudbury's Uniqueness	That the Leisure Services Division look for opportunities to provide leisure programs within the natural environment and that Laurentian University's McEwen School of Architecture be approached to engage students in the design of outdoor leisure spaces that leverage the opportunities of our seasonal and natural resources
Role of Municipality	Develop a streamlined mechanism for community leisure groups to easily navigate and engage all municipal departments
	Increase CGS's community development approach to leisure programming and coordination
	Leverage the profile and reputation of Leisure Services to engage the community and promote all leisure services and programs
Partnerships	Enhance the City's partnership with community agencies to improve sector coordination and develop a strategic partnership framework for monitoring partnership effectiveness
	Work with local school boards to identify opportunities for the expansion of leisure service program delivery and achieve a joint use agreement for all leisure facilities
	Partner with post-secondary institutions to involve students in the

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	delivery of leisure service programs
Staff and Volunteers	Develop a leisure volunteer strategy to facilitate volunteerism across the community
	Develop a training program specific to creating 'play' ambassadors
	Review the current hiring process for summer students as well as the current wage levels for seasonal student workers compared to the private and non-profit sectors
Youth Engagement	Invite youth representatives to review and provide feedback on this report and invite the public to provide feedback on the report on the Over to You webpage
	Establish a Youth Leisure Advisory committee to provide the municipality with ongoing advice on the development of leisure programs and services
	Organize a Youth Summit every four years to engage youth in a discussion about local leisure activities, needs and trends
	Encourage local CANs to establish Youth Community Action Networks (YouCAN) for their respective areas
Leadership Development	Identify a youth leadership development model to encourage personal development, civic engagement and volunteerism within leisure programs and services
	Re-purpose Camp Wassakwa as a leadership development camp for youth. Partner with the YMCA or other local organizations to deliver the leadership development content
Communications and Registrations	Adopt an online portal to promote, communicate, schedule, register and purchase leisure services across the City of Greater Sudbury
	Develop a dynamic communications plan and a robust social media strategy to promote leisure services
	Develop an email database of families and individuals who have participated at specific programs to proactively promote upcoming programs
	Partner with local Francophone groups to proactively ensure that marketing and communications is bilingual and reaching francophone audiences
Affordability	Formalize the Affordable Access to Recreation policy to bolster universal access to physical activity and recreation opportunities
	Build on the success of the Feel Free programs develop a leisure pass that gives youth access to many leisure programs at no cost or a reduced fee as well as provide access to public transit at a reduced rate
	Build on the success of the skate exchange and bike exchange

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Assessing Programs and Services	programs by developing a comprehensive equipment exchange program
	Consider developing a Welcome Policy to give low income individuals and families access to leisure programs and services
	Actively involve local stakeholders in leisure service planning and track emerging leisure trends
	Maintain an up-to-date inventory of recreation, leisure, and culture opportunities within the community
	Only develop new programs that are non-competitive with other providers, introductory in nature, able to achieve realistic program objectives, and are feasible within available resources

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SUMMARY OF OPTIONS FOR CONSIDERATION

Program or Service	Program Specific Options for Consideration
Day Camps	Designate Camp Wassakwa as a Youth Leadership Camp. Partner with a post-secondary program such as Laurentian University's Outdoor Leadership Program to design and deliver the leadership program using students
	Introduce new programs and facilities at the day camps such as zip lines, high rope courses, rappelling platform and skateboard parks as well as year-round, 4-season activities such as snowboarding, fat tire cycling, etc.
	Partner with other day camps to provide community outreach opportunities. For example, Science North may be interested in exploring a natural science program in an outdoor day camp setting
	Create specialized camps for kids with specific passions or needs such as music- themed or mindful camps that includes mindfulness training, yoga and gardening to help kids learn how to relax
Summer Playground Program	Overhaul the summer playground program to reflect the principles of the new play charter, offer new high-value activities, encourage self-directed learning and development, and promote creativity and free play
	Re-designate summer playground staff as Play Ambassadors and provide training through such programs as PLAYLearnThink
	Invite the McEwen School of Architecture to engage their students in a project to re-design playground spaces incorporating specific themes utilizing as well as the principles of Play Wales
Creative Arts Camps	Partner with local arts organizations, such as the Sudbury Art Gallery, Place des Arts and the Sudbury Theatre Centre, to design and deliver programs at municipally-owned facilities
Sports Sampler	Integrate Sport Sampler programs into the summer playground program
Leadership Camps	Partner with a post-secondary program such as Laurentian University's Outdoor Leadership Program to design and deliver the leadership program using students
Developmental Summer Programs	Invite the CCR and other local providers to expand training programs for the City's leisure staff on working with special

	populations
Youth Drop In Centres	Redesign youth drop-in centre programs around civic engagement, leadership development and community development activities and engage youth directly in the process
	Collaborate with local groups such as the YMCA, Science North and the Carrefour Francophone to encourage community outreach program delivery at existing youth centres
	Consider other city-owned facilities as destinations for youth centres such as libraries, community halls located in arenas and playground facilities. As the City pursues the development of new community hubs, youth centres should be considered as a possible tenant
	Design mobile 'pop up' youth drop-in centres that can be setup and dismantled at various locations such as festival sites, parks and shopping mall parking lots to facilitate civic engagement
	Review operating hours with a view of making Youth Drop-in Centres more accessible during summer months and holidays.
Courses, Classes and Lessons	Continue to focus on offering affordable courses for beginners which provide fundamental skill development and consider expanding to include other sports or activities
	Reconsider the delivery of programs that offered by other non-profit or for-profit organizations such as Tai Kwan Do, Yoga and Babysitting courses
Fitness Programs	Review the need for fitness programs at municipally-owned fitness facilities. Consider partnering with local organizations or businesses who may be interested in offering programs at these sites
Pool and Waterfront Programs	Expand waterfront front programs to include swimming lessons, kayaking and canoeing, etc. at various beaches throughout Greater Sudbury
Ski Hills	Provide access to seasonal leisure equipment such as snow shoes and fat-tire bikes in the wintertime
	Partner with Rotary and Rotary Sunshine Clubs to expand 4-season leisure opportunities such as mountain biking, cross country skiing and snowshoeing at Rotary Park
	Plan for the re-purposing of the Northern Ontario Film Studios (formerly Barrydowne Arena) to become an indoor leisure venue to support outdoor leisure activities at Rotary Park

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For Information Only

Age-Friendly Community Update

Presented To: Community Services Committee

Presented: Monday, Jul 09, 2018

Report Date: Friday, Jun 22, 2018

Type: Correspondence for Information Only

Resolution

For Information Only

Relationship to the Strategic Plan / Health Impact Assessment

This report support Council's Strategic Plan in the area of Quality of Life and Place and it aligns with the Population Health Priority of Age-Friendly Strategy. An Age-Friendly Community Action Plan will positively impact the quality of life and place for all residents.

Report Summary

This report is an update on the Age-Friendly Community Action Plan which was presented to Council on November 22, 2017.

Financial Implications

There are no direct financial implications associated with this report. However, as prioritization continues on the short and long term considerations detailed in the report there may be a requirement for additional resources. At that time, staff will prepare business cases for service level changes for consideration in annual budgets.

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Background

An Age-Friendly Community is defined as a Community that; recognizes that older adults have a wide range of skills/abilities; understands and meets age-related needs of older adults; respects the decisions and lifestyle choices of older adults; protects those whom are vulnerable; recognizes that older adults contribute value to the community; and recognizes the importance of inclusion of older adults in all areas of community life.

Age-Friendly Communities develop policies and maintain infrastructure to be safe and affordable for older adults. This is accomplished by providing - accessible outdoor spaces and public buildings, housing options, accessible roads/walkways, accessible public transportation, health and support services, opportunities to be socially active, volunteer and participate in the community.

The Age-Friendly Steering Committee (Committee) of the Seniors Advisory Panel, conducted a community survey and held public forums. The results were developed into an Age-Friendly Community Action Plan which was presented to Council on November 22, 2017.

<http://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&id=1137&itemid=13269&lang=en>

Age-Friendly Community Action Plan Movement

This report is an update on the Age-Friendly activities undertaken since November 2017. The Age-Friendly Steering Committee meets monthly to further the Community's Action Plan. On January 24, 2018, the Committee invited community partners, local businesses, Community Action Networks (CANs) and individual older adults to participate in an Age-Friendly Community Planning Session. Over 60 participants provided information and feedback on the kind of actions that the City of Greater Sudbury (City) and other community partners could undertake in order to further the Age-Friendly Community Action Plan. Appendix A - Summary of Considerations provides some short term and long term considerations that were developed during the session.

Official Provincial Recognition from the Ministry of Senior Affairs

On March 26, 2018, the City of Greater Sudbury was recognized by The Honourable Kathleen Wynne, Premier of Ontario and The Honourable Dipika Dameria, Minister of Senior Affairs with a Category 1- Age-Friendly Community Recognition Award. The inaugural Provincial award recognized the City's leadership in creating a welcoming community that enables seniors to live independent, active and healthy lives. Opportunities for further Category Awards are also available as the City moves through the various actions in obtaining formal Age-Friendly Community Designation.

Age-Friendly Presentation to City leadership

On May 31st, 2018, Ms. Barbara Nott, Chairperson of Seniors' Advisory Panel along with Dr. Birgit Pianosi, Gerontology Professor, Huntington/Laurentian University, and Seniors' Advisory Panel Member, presented the summary of short and long term considerations to the City's Business Leadership Group.

City leaders were encouraged to disseminate the age-friendly information back to respective teams for review and consideration within departmental/sectional individual work plans.

Presenters were engaged by the event dialogue and have invited the Directors from Information Technology and Children and Citizen Services to attend a Seniors Advisory Panel meeting this fall to discuss possible opportunities to action the considerations developed by the Committee.

Population Health Community Forum

On June 20, 2018, a community consultation session was held that included two facilitated World Café visioning sessions for an Age Friendly Strategy. The participants were invited to provide ideas on how ten years forward, Greater Sudbury has become a welcoming City for all ages. The outcomes of the Population Health Forum will be included in a report for Council in the Fall.

Next Steps

Age-Friendly Community Designation and Action Plan status requires the continued support of Council. Through the collaboration of the City, community partners and older adults, the Age-Friendly Community Action Plan will move from a vision to a reality.

The following are the next steps which the City of Greater Sudbury could make towards the formal recognition of Age-Friendliness:

- Where feasible, take steps to seek Age-Friendly Status for the City of Greater Sudbury through implementation of short term considerations identified by the Seniors' Advisory Panel;
- Review of World Health Organization's Age-Friendly Checklist , attached as Appendix B to identify other areas of opportunity for possible implementation;
- Continue working towards actions required to obtain formal Age-Friendly Community Designation, and next level of recognition from the Province ; and
- Seniors' Advisory Panel will continue with community presentations to partners, local businesses and CANs in order to create community awareness of work being done.

Appendix A – Summary of Considerations

Pillar	Short-Term Considerations	Long Term Considerations
Outdoor Spaces and Building	<ol style="list-style-type: none"> 1. Identify and install portable ramps where needed. 2. Install washrooms in public areas (i.e. trails, outdoor fields, etc...) 3. Seniors Panel to collaborate with Accessibility Panel on working towards making infrastructure and public buildings accessible. 4. Utilize youth centres for older adult activities during day time. 5. Assessment & Mapping of All Outdoor Spaces that are accessible (i.e. washrooms, resting area, shade, equipment, signage). 6. Build on findings from Age Friendly Business Survey conducted by Laurentian University. 	<ol style="list-style-type: none"> 1. Remove and discontinue use of interlock/cobble stones for sidewalks. Uneven surfaces cause tripping hazards and safety should always trump aesthetics. 2. Improve snow removal on sidewalks for those with mobility issues. 3. Install sidewalks in new subdivisions to work towards a walkable community. 4. Educate residents on how to use cross walk buttons and increase the time on pedestrian crosswalks to allow those with mobility issues enough time to cross. 5. Create apps for public facilities along with free wifi. 6. Review unused public space to offer programs to community (ie. quilting, technology, intergenerational initiatives, stand up programs, etc., or partner with community services).
Transportation	<ol style="list-style-type: none"> 1. Increase the subsidies that are available to older adults (i.e. give 12 free bus passes per year). 2. Improve communication in print and electronically on transit services (i.e. how to use conventional transit, Handi-transit services, subsidies, etc...) 3. Clear snow from sidewalks & bus stops for better access 4. Improve employee education on older adult needs. 	<ol style="list-style-type: none"> 1. Support Healthy Roads Initiative. 2. Revisit Seniors Ride Free option. 3. Review transportation options in outlying areas. 4. Ensure buses have cameras for safety 5. Enhance Handi-Transit Services (accessibility, user-friendliness, staff training)
Housing	<ol style="list-style-type: none"> 1. Increase awareness of grants/subsidies for aging in place (e.g. Home Weatherization Program). 2. Provide administrative assistance to older adults with grant applications, subsidies, etc... 3. Educate residents on affordable housing options. 	<ol style="list-style-type: none"> 1. Encourage contractors & architectural students to build “age friendly homes” 2. Government incentives for residents buy age-friendly homes 3. Collaborate with community support services (LHIN, CMHA, ETC.) and encourage volunteers to visit those in need.
Social Participation	<ol style="list-style-type: none"> 1. Determine capacity of CGS I.T. Dept. to funnel content (ex. Phone cable, internet) to individual households 2. Develop “Quick Reference Guide” and “Activity Calendar” 3. School board(s) involvement in Intergenerational Programming= student volunteers 4. Celebrate senior friendliness activities. 5. Offer free/affordable programs to older adults in their neighbourhoods. 	<ol style="list-style-type: none"> 1. Social dining program for “isolated persons” 2. Eliminate registration “fee” barriers to participate (ex. Parking, library card, bus passes, etc). 3. Senior volunteer program that is <u>MUNICIPALLY</u> driven. 4. Provide incentives to get older adults out of house.
Respect and Social Inclusion	<ol style="list-style-type: none"> 1. Create opportunities for intergenerational activities, as well as, peer to peer. 2. Promote successes 3. Perform environmental scan to identify gaps and opportunities. 4. Work with CANs to improve action plan. 	<ol style="list-style-type: none"> 1. Change stigma surrounding seniors as most are healthy. 2. Community hubs via using playground buildings for social gatherings and activities. 3. Free transportation to community activities and events for older adults. 4. Create friendly and welcoming environments.
Civic Participation and Employment	<ol style="list-style-type: none"> 1. Host a volunteer forum to identify barriers, common threats, look at volunteerism as a system. 2. Offer mentorship opportunities. 3. Build on Volunteer Sudbury’ model to increase service and provide sustainability. 	<ol style="list-style-type: none"> 1. Recognition & Planning for Intergenerational volunteering & work force. 2. Engage local school boards to expand volunteer hours to include intergenerational opportunities (ex. Mandatory 40 hours for students). 3. Develop outreach programs through Employment Services, YMCA, etc.. 4. Provide incentives for older adults to volunteer.
Communication and Information	<ol style="list-style-type: none"> 1. Develop e-contact list to distribute information to stakeholders, residents and organizations. 2. Promote technology training through libraries, Science North, etc... 3. Test/evaluate communication distribution methods. 4. Work with CANs, Chamber of Commerce, and other organizations to present Action Plan. 	<ol style="list-style-type: none"> 1. Develop and distribution of community guide. 2. Create older adult page on City website. 3. Develop a communication strategy specific to older adults.
Community Support and Health Services	<ol style="list-style-type: none"> 1. Promote/educate community on 211, 311, 911.Ensure communication is bilingual. 2. Create a mobile hub for outlying areas to include a variety of services. 3. Continue to support/expand Paramedicine Programs. 	<ol style="list-style-type: none"> 1. Create community hubs (based on mobile hub outcome). 2. Enhance transportation services to community services. 3. Educate older adults on financial literacy and other supports.



Checklist of Essential Features of Age-friendly Cities

This checklist of essential age-friendly city features is based on the results of the WHO Global Age-Friendly Cities project consultation in 33 cities in 22 countries. The checklist is a tool for a city's self-assessment and a map for charting progress. More detailed checklists of age-friendly city features are to be found in the WHO Global Age-Friendly Cities Guide.

This checklist is intended to be used by individuals and groups interested in making their city more age-friendly. For the checklist to be effective, older people must be involved as full partners. In assessing a city's strengths and deficiencies, older people will describe how the checklist of features matches their own experience of the city's positive characteristics and barriers. They should play a role in suggesting changes and in implementing and monitoring improvements.

Outdoor spaces and buildings

- ☐ Public areas are clean and pleasant.
- ☐ Green spaces and outdoor seating are sufficient in number, well-maintained and safe.
- ☐ Pavements are well-maintained, free of obstructions and reserved for pedestrians.
- ☐ Pavements are non-slip, are wide enough for wheelchairs and have dropped curbs to road level.
- ☐ Pedestrian crossings are sufficient in number and safe for people with different levels and types of disability, with non-slip markings, visual and audio cues and adequate crossing times.
- ☐ Drivers give way to pedestrians at intersections and pedestrian crossings.
- ☐ Cycle paths are separate from pavements and other pedestrian walkways.
- ☐ Outdoor safety is promoted by good street lighting, police patrols and community education.

- ☐ Services are situated together and are accessible.
- ☐ Special customer service arrangements are provided, such as separate queues or service counters for older people.
- ☐ Buildings are well-signed outside and inside, with sufficient seating and toilets, accessible elevators, ramps, railings and stairs, and non-slip floors.
- ☐ Public toilets outdoors and indoors are sufficient in number, clean, well-maintained and accessible.

Transportation

- ☐ Public transportation costs are consistent, clearly displayed and affordable.
- ☐ Public transportation is reliable and frequent, including at night and on weekends and holidays.
- ☐ All city areas and services are accessible by public transport, with good connections and well-marked routes and vehicles.

- ☐ Vehicles are clean, well-maintained, accessible, not overcrowded and have priority seating that is respected.
- ☐ Specialized transportation is available for disabled people.
- ☐ Drivers stop at designated stops and beside the curb to facilitate boarding and wait for passengers to be seated before driving off.
- ☐ Transport stops and stations are conveniently located, accessible, safe, clean, well-lit and well-marked, with adequate seating and shelter.
- ☐ Complete and accessible information is provided to users about routes, schedules and special needs facilities.
- ☐ A voluntary transport service is available where public transportation is too limited.
- ☐ Taxis are accessible and affordable, and drivers are courteous and helpful.
- ☐ Roads are well-maintained, with covered drains and good lighting.
- ☐ Traffic flow is well-regulated.
- ☐ Roadways are free of obstructions that block drivers' vision.
- ☐ Traffic signs and intersections are visible and well-placed.
- ☐ Driver education and refresher courses are promoted for all drivers.
- ☐ Parking and drop-off areas are safe, sufficient in number and conveniently located.
- ☐ Priority parking and drop-off spots for people with special needs are available and respected.

Housing

- ☐ Sufficient, affordable housing is available in areas that are safe and close to services and the rest of the community.
- ☐ Sufficient and affordable home maintenance and support services are available.
- ☐ Housing is well-constructed and provides safe and comfortable shelter from the weather.
- ☐ Interior spaces and level surfaces allow freedom of movement in all rooms and passageways.
- ☐ Home modification options and supplies are available and affordable, and providers understand the needs of older people.
- ☐ Public and commercial rental housing is clean, well-maintained and safe.
- ☐ Sufficient and affordable housing for frail and disabled older people, with appropriate services, is provided locally.

Social participation

- ☐ Venues for events and activities are conveniently located, accessible, well-lit and easily reached by public transport.
- ☐ Events are held at times convenient for older people.
- ☐ Activities and events can be attended alone or with a companion.
- ☐ Activities and attractions are affordable, with no hidden or additional participation costs.

- ☐ Good information about activities and events is provided, including details about accessibility of facilities and transportation options for older people.
- ☐ A wide variety of activities is offered to appeal to a diverse population of older people.
- ☐ Gatherings including older people are held in various local community spots, such as recreation centres, schools, libraries, community centres and parks.
- ☐ There is consistent outreach to include people at risk of social isolation.

Respect and social inclusion

- ☐ Older people are regularly consulted by public, voluntary and commercial services on how to serve them better.
- ☐ Services and products to suit varying needs and preferences are provided by public and commercial services.
- ☐ Service staff are courteous and helpful.
- ☐ Older people are visible in the media, and are depicted positively and without stereotyping.
- ☐ Community-wide settings, activities and events attract all generations by accommodating age-specific needs and preferences.
- ☐ Older people are specifically included in community activities for "families".
- ☐ Schools provide opportunities to learn about ageing and older people, and involve older people in school activities.

- ☐ Older people are recognized by the community for their past as well as their present contributions.

- ☐ Older people who are less well-off have good access to public, voluntary and private services.

Civic participation and employment

- ☐ A range of flexible options for older volunteers is available, with training, recognition, guidance and compensation for personal costs.
- ☐ The qualities of older employees are well-promoted.
- ☐ A range of flexible and appropriately paid opportunities for older people to work is promoted.
- ☐ Discrimination on the basis of age alone is forbidden in the hiring, retention, promotion and training of employees.
- ☐ Workplaces are adapted to meet the needs of disabled people.
- ☐ Self-employment options for older people are promoted and supported.
- ☐ Training in post-retirement options is provided for older workers.
- ☐ Decision-making bodies in public, private and voluntary sectors encourage and facilitate membership of older people.

Communication and information

- ☐ A basic, effective communication system reaches community residents of all ages.
- ☐ Regular and widespread distribution of information is assured and a coordinated, centralized access is provided.

- ☐ Regular information and broadcasts of interest to older people are offered.
- ☐ Oral communication accessible to older people is promoted.
- ☐ People at risk of social isolation get one-to-one information from trusted individuals.
- ☐ Public and commercial services provide friendly, person-to-person service on request.
- ☐ Printed information – including official forms, television captions and text on visual displays – has large lettering and the main ideas are shown by clear headings and bold-face type.
- ☐ Print and spoken communication uses simple, familiar words in short, straightforward sentences.
- ☐ Telephone answering services give instructions slowly and clearly and tell callers how to repeat the message at any time.
- ☐ Electronic equipment, such as mobile telephones, radios, televisions, and bank and ticket machines, has large buttons and big lettering.
- ☐ There is wide public access to computers and the Internet, at no or minimal charge, in public places such as government offices, community centres and libraries.

Community and health services

- ☐ An adequate range of health and community support services is offered for promoting, maintaining and restoring health.
- ☐ Home care services include health and personal care and housekeeping.
- ☐ Health and social services are conveniently located and accessible by all means of transport.
- ☐ Residential care facilities and designated older people's housing are located close to services and the rest of the community.
- ☐ Health and community service facilities are safely constructed and fully accessible.
- ☐ Clear and accessible information is provided about health and social services for older people.
- ☐ Delivery of services is coordinated and administratively simple.
- ☐ All staff are respectful, helpful and trained to serve older people.
- ☐ Economic barriers impeding access to health and community support services are minimized.
- ☐ Voluntary services by people of all ages are encouraged and supported.
- ☐ There are sufficient and accessible burial sites.
- ☐ Community emergency planning takes into account the vulnerabilities and capacities of older people.

For Information Only

Child Care Registry Update

Presented To:	Community Services Committee
Presented:	Monday, Jul 09, 2018
Report Date	Thursday, Jun 14, 2018
Type:	Correspondence for Information Only

Resolution

For Information Only

Relationship to the Strategic Plan / Health Impact Assessment

This report supports Council's Strategic Plan in the area of Quality of Life and Place as it aligns with the Population Health Priorities of Resiliency, Families and Compassionate City, by facilitating and coordinating access to quality licensed child care programs across the City of Greater Sudbury for all parents and guardians.

Report Summary

The Children Services Section successfully launched a new child care registry in January 2018, available to parents and guardians requesting access to licensed child care in the City of Greater Sudbury. This new system called OneHSN, replaced the previous child care registry called OnPath.

Financial Implications

The costs for migration, implementation and annual support are funded with 100% provincial funding.

Signed By

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Background

In 2008 the Children Services Section implemented an online child care registry called OnPath to ensure fair access to available licensed child care spaces within the City of Greater Sudbury. The registry allows families to register their child(ren) online and select from a group of available child care programs in the neighborhood of their choice. Families also indicate the type of care they require based on:

- the age of the child
- number of days/hours per week required
- special needs of the child
- start date required

The City of Greater Sudbury was the only remaining user of the OnPath system in the province and updates were no longer being provided by the software designer. The system was not mobile-friendly and difficult to access for parents.

In 2017, Children Services contracted with a local consulting firm to conduct an assessment of OnPath's capacity for improvements and upgrades, along with an environmental scan of current systems in other Ontario municipalities. The consultant's recommendations suggested the replacement of OnPath with the implementation of OneHSN, which is currently in use by 22 other municipalities.

Implementation

In December 2017, Children Services Section purchased the OneHSN child care registry module called Child Care Connect. Data migration began in December 2017 and culminated into the official launch of the new registry in January 2018. The child care registry can be accessed at <https://onehsn.com/Sudbury>.

Training for all licensed child care operators was provided in partnership by Children Services, IT and OneHSN. Parents who had historical data within the former OnPath system received an email notification that their data was transitioning securely to a new system.

OneHSN also provides reporting capabilities, allowing the Children Services Section to analyze placement and utilization data more readily. The one-time cost of transition and implementation, as well as the ongoing annual support is being funded with 100% provincial dollars.

Next Steps

The Children Services Section will continue to support child care operators and parents as they acclimatize to the new child care registry and will also mine the data available through enhanced reporting and content management features, ensuring community needs regarding licensed child care are addressed.

For Information Only

Child Care Funding Announcement for Place des Arts

Presented To:	Community Services Committee
Presented:	Monday, Jul 09, 2018
Report Date	Thursday, Jun 14, 2018
Type:	Correspondence for Information Only

Resolution

For Information Only

Relationship to the Strategic Plan / Health Impact Assessment

This report supports Council's Strategic Plan in the area of Quality of Life and Place as it aligns with the Population Health Priorities of Resiliency, Families and a Compassionate City.

This funding will create quality licensed francophone child care spaces, to support parents and guardians with work, education and early childhood development, in a unique cultural and artistic francophone setting.

Report Summary

The Children Services Section was successful in receiving \$750,000 in capital funding from the Ministry of Education, to contribute to the construction costs of a licensed child care program within the new Place des Arts project in downtown Greater Sudbury.

Financial Implications

This funding approval is 100% provincial, and has no municipal impact. Ongoing operational costs will be provided by families accessing the program, and through parental fee subsidies and grants from Children Services, from within existing operational budgets.

Signed By

Report Prepared By

Monique Poirier
Manager of Children Services
Digitally Signed Jun 14, 18

Health Impact Review

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Manager of Children Services
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Division Review

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Financial Implications

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Recommended by the Department

Catherine Matheson
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Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
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Background

In January 2018, the Children Services Section submitted a funding application for the Community-Based Early Years and Child Care Capital Program (CBCP) to the Ministry of Education, on behalf of Le Carrefour francophone and the Place des Arts project currently under development in the City of Greater Sudbury.

This funding opportunity is a result of the provincial government's vision for child care and early years under the Renewed Early Years and Child Care Policy Framework, as well as the commitments made in Ontario's Action Plan under the Canada-Ontario Early Learning and Child Care Agreement

The Children Services Section was successful in receiving capital funding in the amount of \$750,000 from the CBCP. The amount received is based on a provincially determined calculation that supports the creation of a licensed child care program for 6 infants, 10 toddlers and 8 preschoolers within the Place des Arts project.

Le Carrefour francophone, is the agency that will be operating this new program as part of Place des Arts, and currently operates 9 francophone licensed child care programs in the City of Greater Sudbury.

The Place des Arts is a \$30 million, 60,000 sq ft multi-disciplinary arts and culture centre - a gathering place for francophones and for the whole community, in the downtown core of Greater Sudbury. All three levels of government have contributed to the Place des Arts which will be the permanent home of eight francophone organizations, including the francophone licensed child care program. Construction is scheduled to start in 2018.

This child care expansion is supported by a needs assessment that was conducted by the Children Services Section indicating that more licensed child care spaces are required in the downtown/central area.

The Children Services Section will be providing operational funding to Le Carrefour francophone, with parental fee subsidies and a general operating grant, to support the financial viability of the program through the existing operational budget.

Next Steps

A funding agreement will be completed for this capital project.

Beginning in 2018, the Children Services Section will administer the \$750,000 capital funding to Le Carrefour francophone, up to the end of the project completion in September 2020.

Le Carrefour francophone will be required to provide a financial reconciliation of the project funds upon completion of the project.

For Information Only

City of Greater Sudbury Housing and Homelessness Plan Annual Update

Presented To:	Community Services Committee
Presented:	Monday, Jul 09, 2018
Report Date	Tuesday, Jun 12, 2018
Type:	Correspondence for Information Only

Resolution

For Information Only

Relationship to the Strategic Plan / Health Impact Assessment

This report supports Council's Strategic Plan in the area of Quality of Life and Place as it aligns with the Population Health Priorities of Families, Resiliency and Housing. The Housing and Homelessness Plan Update provides actions that have taken place in 2017 that address homelessness, and affordable housing initiatives taking place in the community.

Report Summary

This report provides an update on actions taken in 2017 as they relate to Homelessness, Planning and Social Housing within the Housing and Homelessness Annual Update.

Financial Implications

There are no financial implications associated with this update report.

Signed By

Report Prepared By

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Health Impact Review

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Manager Review

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Background

The Long Term Affordable Housing Strategy developed by the Ministry of Municipal Affairs and Ministry of Housing recognized that local Service Managers across the Province are best positioned to understand and respond to the changing housing and homelessness needs of their respective communities. The Housing Services Act (HSA), 2011 and the Long Term Affordable Housing Strategy Update required Service Managers to create comprehensive, multi-year plans for local housing and homelessness services to be in place by January 1, 2014.

The Housing and Homelessness Plan (the Plan) is intended to address areas of provincial interest while guiding municipalities in creating a flexible, community centred housing and homelessness system. City of Greater Sudbury Council approved Greater Sudbury's original Housing and Homelessness Plan via resolution CS2013-53 on November 18, 2013 at the Community Services Committee Meeting. A copy of the Plan was reviewed by the Minister of Municipal Affairs and Housing to ensure that it met all legislated requirements.

Planning, Housing, and Social Services have been working together over a number of years to coordinate and harmonize local housing and homelessness programs, and have established a community network to deliver services. These Divisions will continue to collaborate with their partners and stakeholders while moving the housing and homelessness system to a more coordinated, people centred system.

The goal of the City of Greater Sudbury's Housing and Homelessness Plan is to ensure systems are in place along the full housing continuum to facilitate citizen access to affordable housing. The Plan's guiding principle is to continue to support community based delivery of housing and homelessness services.

Priorities

The City of Greater Sudbury's Housing and Homelessness Plan identified six (6) priority areas:

- Improve housing options across the housing continuum.
- Improve housing access and affordability for low income households.
- Strengthen approaches to preventing homelessness, increase the diversity of emergency shelter options and support individuals with multiple barriers in obtaining and maintaining their housing.
- Additional supportive services coupled with permanent housing (both supportive housing and supports in private homes).

- Improve coordination, collaboration, and partnerships among a broad range of stakeholders.
- Monitor and report on progress towards meeting the Housing and Homelessness Plan objectives and targets.

Planning, Housing, and Social Services along with community partners have developed actions and objectives to address the priorities. Appendix A – Housing and Homelessness Priorities Update 2017 provides detail on each priority, including the objectives, actions taken, and actions planned.

Reporting

As part of the Long Term Affordable Housing Strategy Update, the government made several commitments related to performance measures and reporting. One of the commitments requires the Service Managers to report annually to the public on the progress of their Plans based on the previous year's activities. Creating an annual reporting progress requirement is intended to enhance local transparency and accountability, while ensuring the local communities remain engaged in the Plan through regular progress updates.

Next Steps

Planning, Housing, and Social Services will continue to work in partnership with the community to meet the objectives within the priority areas identified in the Plan and will report back to the Community Services Committee annually on the measures taken and the progress made.

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#	Priority	Objectives	Completed in 2017	Planned for 2018
1	There is a need to improve housing options across the housing continuum.	<p>Improve and maintain the existing housing stock.</p> <p>Improve the accessibility of new housing and full utilization of existing housing stock.</p> <p>Increase the diversity of affordable housing options.</p> <p>Increase community acceptance of and provide consistent support for multi-residential housing.</p>	<p>The City of Greater Sudbury (CGS) participated in the Green infrastructure Funding Program. A grant was secured to retrofit a social housing complex on Bruce Avenue. The conservation measures that were completed on the property were: installation of new heating control system to regulate power input to electric baseboard heaters; installation of new windows, balcony doors and balcony storm doors; and replacement of T8 fluorescent bulbs in corridors and common areas with LED lighting.</p> <p>43.6% of all new dwelling units created were single detached, 41.9 % were semi-detached, duplex, row house, and townhouses.</p> <p>CGS approved 4 temporary zoning applications for Garden Suites.</p> <p>CGS approved 18 applications for a second unit in a single detached home, 2 in semi-detached dwellings and 2 in accessory buildings.</p> <p>CGS processed 3 Site Plan applications for Multi-Residential Buildings with a total of 65 residential units.</p> <p>CGS processed 1 Site Plan application, with a total of 117 units added to a retirement home.</p> <p>CGS processed 1 Site Plan application for alternate level of care housing, with a total of 12 units added to a congregate care home.</p>	<p>Phase 1 of the five year review of the City's Official Plan is scheduled to go before Council for adoption in the first half of 2018.</p> <p>A new Section is proposed to be added to the Official Plan as part of the Phase 1 amendment, which speaks to planning for an aging population. The proposed policies help ensure that Greater Sudbury is an elder-friendly community that facilitates "aging in place" by supporting the creation of age-friendly housing options, providing accessible, affordable and convenient public transportation; and supporting an active lifestyle for an aging population.</p> <p>A new Section is proposed to be added to the Official Plan as part of the Phase I amendment, which recognizes the vital role rental housing plays in the housing continuum and limits the conversion of rental units to condominium ownership.</p> <p>The new Downtown Community Improvement Plan (CIP) has been approved which aims to address challenges facing Downtown Sudbury by using financial mechanisms (grants and loans) to reduce the cost of development and redevelopment in the Downtown, including an incentive to increase the residential population of the downtown through a per door grant.</p> <p>Affordable housing projects are exempt from paying Development Charges, provided they remain affordable in perpetuity. Second units are exempt from Development Charges unless the unit is within an accessory structure or within a new residential building.</p>

#	Priority	Objectives	Completed in 2017	Planned for 2018
			<p>Building Services has established a Second Unit Registry to track second units which are now permitted as of right, provided they meet certain criteria. To date, 11 second units have been registered.</p> <p>Housing Services participated in the Social Housing Improvement Program funded by the Federal & Provincial Governments through the Social Infrastructure Fund (SIF). 10 Social Housing Providers as well as the LHC (Greater Sudbury Housing Corporation) were able to complete renovations related to energy efficiencies within their projects to ensure sustainability of the project.</p> <p>The Town Centre Community Improvement Plan (CIP) has been updated. The CIP aims to address challenges facing the town centres by using financial mechanisms (grants and loans) to reduce the cost of development and redevelopment in the town centres of Capreol, Chelmsford, Levack, Flour Mill, Lively, Copper Cliff and Kathleen Street, including an incentive to increase the residential population in these centres through a per door grant.</p> <p>Two RFP's were being released in the Spring of 2017 in order to increase the supply of affordable rental housing. Provincial and Federal Government funding has been provided through the Investment in Affordable Housing – extension 2014 and the Social Infrastructure Fund. The rental housing component of both funds will ensure that safe, adequate, and affordable rental housing is available to households within the</p>	<p>Options for exempting all second units will be explored in 2018.</p> <p>Approximately 76 households will have the ability to participate in the ON Renovates Program. This program assists low to moderate income homeowner households to repair their home to bring it to an acceptable standard while improving the energy efficiency of the unit and/or increase accessibility through modifications or adaptations. The funding provided will be in the form of a forgivable 10 year loan of up to \$20,000. The unforgiven portion of the loan would be repayable should the home be sold prior to the 10 year term. The Household is required to have a total income below \$85,200, and the value of the home cannot exceed \$253,068.</p> <p>An expression of interest was submitted to the Ministry of Housing in April 2018 to the Innovation, Evidence and Capacity Building (IEC) Fund that aims to increase local sector capacity, encourage an evidence-based orientation, and support sustainability of the social housing system under the key themes of the Long Term Affordable Housing Strategy update. The IEC fund will provide grants of varying amounts up to a maximum of \$100,000. This fund gives Service Managers the ability to support local system transformation regarding social housing modernization. The proposals recommended for funding should increase sector capacity to manage change, develop new skills and/or take advantage of new opportunities; encourage evidence-based orientation and/or a culture of continuous improvement within the housing and homelessness</p>

#	Priority	Objectives	Completed in 2017	Planned for 2018
			<p>community.</p> <p>93 households received funding through the ON Renovates Program. This program assists low to moderate income homeowner households to repair their home to bring it to an acceptable standard while improving the energy efficiency of the home and/or increase accessibility through modifications or adaptations. The funding provided was in the form of a forgivable 10 year loan of up to \$20,000. The unforgiven portion of the loan is repayable should the home be sold prior to the 10 year term. The Household was required to have a total income below \$85,200, and the value of the home could not exceed \$253,068.</p> <p>RFP for Social Housing Revitalization Project awarded in 2017 to develop a Portfolio Revitalization and Capital Financing Plan to identify where the social housing gaps are and develop a plan that aligns the social housing portfolio with the needs of the community.</p> <p>Housing Services purchased Asset Planner Software which will be used to identify and prioritize capital renewal needs and develop capital plans across the social housing portfolio.</p>	<p>sector. The proposal should support capacity of the system in relation to at least one of the key themes of the Long Term Affordable Housing Strategy Update which includes a sustainable supply of housing stock, a fair system of housing assistance, coordinated and accessible support services, goal of ending homelessness, indigenous housing strategy, and effective use of evidence and best practices to inform policy and program development, and to define and measure outcomes.</p> <p>The funding requested will assist with the cost of a Community Social Housing portfolio revitalization plan. The goal is to have a practical and comprehensive plan that will enable the Community to move forward with revitalization of the social housing portfolio in a fiscally prudent manner. The plan will assist in meeting the goals and objectives outlined in the CGS Corporate Strategic Plan, the Greater Sudbury Housing Corporation Strategic Plan, and the CGS Housing and Homelessness Plan. Revitalization plans are well recognized as excellent capital asset management plans in the social housing industry. Currently the social housing stock does not meet the demographic need reflected in the Social housing wait list now or as projected in the future. There is a significant mismatch between available social housing stock and the wait list demand. This fund would assist with the cost of the consultant to complete the revitalization plan.</p> <p>Housing Services provided a business case to the Ministry of Housing for the Social Housing Apartment Improvement Program (SHAIP) a program which invests</p>

#	Priority	Objectives	Completed in 2017	Planned for 2018
				<p>carbon market proceeds to fund eligible greenhouse gas reduction retrofits in social housing apartment buildings of 150 units or more. Funding was secured to retrofit an apartment building at 1960 Paris Street. The conservation measures planned include replacement of 2 make-up air units, LED lighting retrofit, underground garage heating retrofit & insulation, replacement of DHW booster pumps and new doors and windows.</p> <p>Asset Planner software training will be provided to Housing Services as well as non-profit and co-operative housing providers. This software will assist Housing Services in determining capital investment priorities across the social housing portfolio and will help housing providers develop long-term capital plans. This will help ensure the long-term viability of the social housing stock.</p> <p>Planning Services in collaboration with Housing Services, through the Fair Housing Plan, submitted an Expression of Interest to the Ministry of Housing for the Development Charges Rebate Program and was successful in obtaining funding. This program is a measure to increase supply of housing by providing development charges rebates for purpose-built market rental development.</p> <p>The Social Housing Revitalization Project Phase 1 will be development of a Strategic Asset Management Framework which is broken down into tasks including the following: Supply and Demand Analysis, Stakeholder Consultation, Portfolio Real Estate Analysis, Case Study Analysis and Best Practices, Portfolio Rationalization Analysis, Preparation of the</p>

#	Priority	Objectives	Completed in 2017	Planned for 2018
				<p>Base Case and then Final Report. Phase 2 of this project which is the Plan Development stage is scheduled to begin towards the end of 2018 and project completion expected in 2019.</p> <p>Housing Services will be participating in the GreenON Social Housing Fund Program which funds retrofits in social housing apartment building to reduce greenhouse gas emissions. 4 Social Housing Providers will complete retrofits which will help reduce greenhouse gas emissions, increase the comfort and quality of life for low-income and vulnerable tenants, decrease operating costs for social housing providers and increase long-term sustainability of existing social housing stock.</p>
2	There is a need to improve housing access and affordability for low income households.	Improve housing access and affordability for low income households.	<p>Information about subsidized housing, affordable housing and housing allowance programs was communicated to low income households through CGS Social Services, Housing Services, homelessness service providers, non-profit and cooperative housing providers, and community agencies.</p> <p>27 households were assisted through the Housing Allowance Program operated by the City of Greater Sudbury Housing Services</p> <p>57 households were assisted through the shared delivery of the Sudbury Housing Assistance Rent Program (SHARP). CGS Investment in Affordable Housing for Ontario (IAH-E) funding was allocated to the shared delivery of the Sudbury Housing Assistance Rent Program (SHARP). We are currently in Year 4 of a five</p>	<p>Through the Provincial Home For Good funding 20 Housing Allowances will be available to persons who are participating in the Housing First program through the Homelessness Network. The Housing First program provides ongoing case management supports to people who have experienced chronic homelessness and require additional supports to maintain housing, including access to affordable housing.</p> <p>In 2017 the City of Greater Sudbury (City) will be working with community partners to develop an affordable housing strategy targeting seniors and those with low incomes. It will focus on innovative affordable housing options, the removal of barriers, and consideration of incentives to their development and the utilization of surplus municipal property.</p> <p>Ministry of Housing has introduced amendments to</p>

#	Priority	Objectives	Completed in 2017	Planned for 2018
			<p>year program. CGS partners in this venture include the Ministry of Finance and the Ministry of Housing.</p> <p>503 households were housed through the CGS Housing Registry (49 Seniors (60 yrs +)). Of these, 30 households were designated Special Priority Placement status, and 78 households received Urgent Status.</p> <p>People who utilized the services of the Off The Street Low Barrier Emergency Shelter were assisted in completing applications for urgent status with the CGS Housing Registry and partnerships were developed between CMHA, Ontario Works, and Housing Services to maintain communication with these applicants.</p> <p>The Health and Housing Working Group has updated the Affordable Housing Strategy which includes 5 action items: development of an Affordable Housing Community Improvement Plan, investigating amendments to the Zoning By-law to be more flexible and encourage affordable housing development across the continuum, investigate amendments to the Parkland Disposal By-law, designate a single point of contact for affordable housing and develop a consolidated affordable housing webpage and investigate changes to the Development Charges By-law to ensure that affordable housing criteria are in line with any Federal or Provincial funding programs.</p>	<p>ON Reg. 367/11 to provide a framework for a Portable Housing Benefit (PHB). The concept of a PHB as a valuable tool could provide tenants greater choice and give Service Managers greater flexibility in meeting the diverse needs of the community. The PHB would be Service Manager funded. This fund could provide more timely access to housing assistance, provide incentives to earn income, relieve pressure on existing RGI stock, reduce wait lists, and allow for mixed income communities that address unique local needs. A portable housing benefit could empower vulnerable tenants. Service Managers have found that when a benefit is tied to a tenant instead of a unit, tenants have more choice and landlords are more likely to better maintain their properties to attract and retain tenants. A portable housing benefit may help tenants avoid unnecessary moves, allowing them to stay in their communities, close to family and places familiar to them.</p> <p>Housing Services will maintain contact with both Provincial and Federal government to ensure the community is apprised of all future program and funding opportunities.</p> <p>The Health and Housing Working Group will be undertaking public consultation on the Draft Affordable Housing Community Improvement Plan in June 2018 and adoption of a final version of the Plan in July 2018. The draft CIP includes a series of financial incentive programs to encourage the creation of affordable housing within the built boundary.</p> <p>The Health and Housing Working Group will also</p>

#	Priority	Objectives	Completed in 2017	Planned for 2018
				undertake public consultation on draft amendments to the Zoning By-law in June 2018 and approval of amendments in July 2018. The amendments would permit shared housing along certain arterial roads, reduce parking requirements for certain affordable housing projects and introduce a zone category which permits a smaller lot area.
3	There is a need to strengthen approaches to preventing homelessness, increase the diversity of emergency shelter options and support individuals with multiple barriers in obtaining and maintaining their housing.	<p>Ensure emergency accommodation is available when needed, but focus on transitioning to permanent housing.</p> <p>Address the needs of the most vulnerable populations of homeless.</p> <p>Address the need for additional education and awareness of social housing providers and landlords of available crisis services and supports for tenants with special needs.</p>	<p>Continued to work with community partners on meeting the priorities within the Harm Reduction Strategy that will address the needs of persons who are chronically homeless with active addictions, including locating a facility that will house a full time residential program.</p> <p>In 2017 Council approved the transfer of the surplus municipal facility at 200 Larch St to the Canadian Mental Health Association for use as a residential Harm Reduction Home, a permanent low barrier emergency shelter, and for other services and supports for persons experiencing homelessness.</p> <p>The Harm Reduction Home is a day program for alcohol dependent individuals who are homeless or at risk of homelessness and offers access to meals, primary care, skills development, social supports and a managed alcohol program.</p> <p>The Harm Reduction Home has demonstrated success</p>	Continue to work with community partners on meeting the priorities within the Harm Reduction Strategy that will address the needs of persons who are chronically homeless with active addictions, including locating a facility that will house a full time residential program.

#	Priority	Objectives	Completed in 2017	Planned for 2018
			<p>for the participants in:</p> <ul style="list-style-type: none"> • reduced emergency department visits, hospitalization, police involvement and EMS use • improved health and well being • transition to more stable, supportive housing <p>For the fourth full winter CGS opened a Low Barrier Emergency Shelter Program, called Off the Street which provided up to 30 additional cots per night for persons who were homeless, under the influence of drugs or alcohol, or otherwise disengaged from mainstream shelter programs.</p> <p>The program was open from November 28th 2016 to April 30th 2017. During this time 291 uniquely identified individuals stayed overnight and an average of 30 persons per night utilized the program for sleeping. Additional persons used the program as a drop in service.</p> <p>Evaluation and learning following the completion of the Client Navigator Program helped to understand best practices in working with people experiencing chronic homelessness. Existing services within the Community Outreach team, the Homelessness Network and the Off The Street Low Barrier shelter were amended and coordinated to provide better supports directly to meet people where they were located and improve access to housing support.</p> <p>In 2017, with support of funding received from the Provincial Community Homelessness Prevention Initiative (CHPI):</p>	

#	Priority	Objectives	Completed in 2017	Planned for 2018
			<ul style="list-style-type: none"> 318 households who were homeless moved to permanent housing. 155 households moved from emergency shelter to long term housing. 1,018 households who were at risk of homelessness remained housed. 	
4	There is a need for additional supportive services coupled with permanent housing (both supportive housing and supports in private homes).	<p>Ensure the supports are available for individuals to achieve and maintain housing stability.</p> <p>Ensure adequate permanent housing linked with supports.</p> <p>Reduce barriers to accessing housing, services and supports.</p>	<p>The North East Local Health Integration Network (NELHIN) formed an expert panel to create the Innovative Housing with Health Supports Strategic Plan for Northeastern Ontario, 2016-2019.</p> <p>As part of the affordable housing strategy update, a workshop was held in March 2017 during a Development Liaison Advisory Committee meeting to discuss and receive feedback from the development community regarding barriers and opportunities to the development of affordable housing and potential collaboration with service providers.</p> <p>Planning Services has worked with local developers to increase affordable housing options.</p> <p>Ministry of Housing invited Service Managers to submit an expression of interest to define the supportive housing needs in the community; to inform the Ministry about the Service Manager's ability to deliver housing assistance and support services, and identify potential community partners to deliver supportive housing services. Housing Services partnered with Canadian Mental Health Association (CMHA), Health Sciences North (HSN) and North East Local Health Integration Network (NELHIN) to complete a Home for Good</p>	<p>As part of the affordable housing strategy update, a workshop was held in February 2018 during a Development Liaison Advisory Committee meeting to discuss and receive feedback from the development community regarding barriers and opportunities to the development of affordable housing and potential collaboration with service providers. A similar consultation meeting was held with a group of Service Providers in February 2018.</p> <p>Planning Services is continuing to work with local developers to increase affordable housing options.</p> <p>Through Ministry of Housing Home for Good Program Funding Year One, 200 Larch Street will undergo a capital renovation for a 15 bed residential Harm Reduction Home with support services on site. The support workers will include an Indigenous Social Worker, a Program Coordinator, an Addiction Worker and a Cleaning Support Worker.</p> <p>A site was identified for Home For Good Capital Funding Year Two, at 291 Lourdes Street, for the construction of a four-storey, 38 unit, affordable housing apartment building targeted for people in Greater Sudbury that fall within the province's priority</p>

#	Priority	Objectives	Completed in 2017	Planned for 2018
			<p>application. The Ministry has indicated an interest in supporting Service Managers across the Province to collaborate with other sector organizations (housing, health, community services, and children and youth sectors) to develop a coordinated supportive housing system with flexible approaches to meet people's changing needs, and to assist people to obtain and retain safe, affordable, and adequate housing with the appropriate level and type of support services. This program has a direct link to the Province's Long Term Affordable Housing Strategy Update issued in 2016 and supports the Ministry's goal to end chronic homelessness by 2025. Funding will be provided to Service Managers to assist recipients who fall within one or more of the provincial priority homelessness areas: chronic homelessness, youth homelessness, indigenous homelessness, and homelessness following transitions from provincially-funded institutions and service systems (i.e. hospitals and prisons). This is the first funding opportunity provided by the Ministry of Housing that includes both capital and operating funding.</p> <p>Several housing programs linked with supports operate in the community. In 2017, 373 individuals were assisted through supportive housing operated by the Canadian Mental Health Association and Monarch Recovery Services.</p>	<p>areas. The building will provide both shared and independent living for adults.</p>
5	There is a need to improve co-ordination, collaboration and partnerships among a broad range of stakeholders.	Improve effectiveness of the local housing system by increasing coordination, collaboration and partnerships among a broad range of stakeholders involved in housing.	CGS has developed an Affordable Housing Strategy, targeted to seniors and those who have low incomes, that focuses on innovative affordable housing options, the removal of barriers and consideration of incentives to their development and the utilization of surplus municipal property. In 2017, Planning, Social and	The City of Greater Sudbury will join the 20,000 Homes campaign, which is a national change movement led by the Canadian Alliance to End Homelessness. Joining the campaign provides resources and networking opportunities to develop a coordinated access system for person experiencing homelessness and an

#	Priority	Objectives	Completed in 2017	Planned for 2018
			<p>Housing Services have held four stakeholder meetings and have undertaken surveys targeting both the service providers and the development community.</p> <p>As indicated in #4, Housing Services has partnered with several key stakeholders regarding the Ministry of Housing Home for Good expression of interest that was completed in Spring 2017.</p> <p>In 2017 The Canadian Alliance to End Homelessness provided three days of Housing First Training to the Sudbury Community. Sessions were held with front line workers, community partners and stakeholders to develop an integrated system of support. As well an open public meeting was held to broaden the community understanding of Housing First.</p> <p>A Housing First Steering committee was established in 2017 to provide leadership towards an integrated system of support under the Housing First Model. Representation from a broad range of stakeholders is participating on the committee.</p>	<p>integrated system of support with a goal to ending chronic homelessness.</p> <p>In June 2018, CGS will hold 4 open house and 2 public meetings in respect of the draft Affordable Housing Community Improvement Plan and draft amendments to the Zoning By-law as part of the Affordable Housing Strategy.</p>
6	There is a need to monitor and report on progress towards meeting the Housing and Homelessness Plan objectives and targets.	Monitor, analyze and respond to information about the local housing and homelessness situation	Housing Services is a member of the Ministry of Housing -Housing and Homelessness Data Forum to collaborate with the Ministry and 47 Service Managers on the data strategy and identify a shared vision among the group to make housing and homelessness data more useful and meaningful. The Ministry has committed to building an evidence-informed system that has the capacity to respond effectively to changing needs. The Ministry has developed a Housing and Homelessness Data Strategy that seeks to guide the collection, management and use of relevant data, facilitate the collection of outcome-	<p>The 2017 Report Card on Homelessness will be released publically in July 2018.</p> <p>In March 2018 a homelessness enumeration (count) will be conducted within the City of Greater Sudbury. This enumeration is required by the Province of Ontario and requested by the Federal government to better understand the scale and nature of homelessness across Canada, as well as inform current and future policy development and program design. The final report will be made public in July 2018.</p>

#	Priority	Objectives	Completed in 2017	Planned for 2018
			<p>based data, enable strategic partnerships, and encourage an open culture of data collection, sharing and research.</p> <p>City of Greater Sudbury Social Services is participating in Municipal Benchmarking Network of Canada and is reporting on Emergency Hostels measures and Housing Services measures. Under Emergency Hostels , social services is reporting on:</p> <ul style="list-style-type: none">• the average length of stay per admission to an emergency shelter• the average number of emergency shelter beds available per 100,000 population• Average nightly bed occupancy rate of emergency shelters• Operating cost of emergency shelter program per 100,000 population <p>Housing Services is reporting on:</p> <ul style="list-style-type: none">• the number of persons who were placed annually from the Social Housing Registry Wait List• the number of social housing units per 1,000 households• the social housing administration operating cost per social housing unit• the social housing operating cost (administration)• the total number of households receiving housing allowance• the total number of rent supplement units within the service area <p>The 2016 Report card on Homelessness was released publically in August 2017.</p>	

#	Priority	Objectives	Completed in 2017	Planned for 2018
			CGS receives funding through the Provincial Community Homelessness Prevention Initiative (CHPI) and Federal Homelessness Partnering Strategy (HPS) and reports back to both levels of government on the required measures. The goals of these funding agreements are aligned with the priorities identified in the Plan.	

For Information Only

2017 Report Card on Homelessness

Presented To: Community Services Committee

Presented: Monday, Jul 09, 2018

Report Date: Monday, Jun 25, 2018

Type: Correspondence for Information Only

Resolution

For Information Only

Relationship to the Strategic Plan / Health Impact Assessment

This report supports Council's Strategic Plan in the area of Quality of Life and Place as it aligns with the Population Health Priorities of Building Resiliency, Enabling and Promoting Mental Health, Seeking Compassionate City Characteristics and Designation, Improving Access to Housing, and Supporting Healthy Streets. This report supports the population health priorities by continuing to inform the community about the impact of homelessness and the further allocation of resources to address homelessness.

Report Summary

This report will provide information about the 2017 Report Card on Homelessness.

Financial Implications

There are no financial implications associated with this report.

Signed By

Report Prepared By

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Coordinator of Shelters and Homelessness
Digitally Signed Jun 25, 18

Health Impact Review

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Chief Administrative Officer
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Background

The 2017 Report Card on Homelessness has been completed by the Community Advisory Board on Homelessness Initiatives. A Report Card on Homelessness (Report Card), Appendix A – 2017 Report Card on Homelessness, for the City of Greater Sudbury (City) has been developed and released to the community annually since 2008.

Data from the Homelessness Enumeration that took place in March 2018 has been included in the Report Card. As part of the Province's efforts to end chronic homelessness by 2025 and the long-term goal to end homelessness, the government introduced a requirement to conduct local enumeration (counts) of people experiencing homelessness. Homeless Enumeration helps Service Managers and the Province understand the scale and nature of homelessness across Ontario, as well as inform current and future policy development and program design.

One of the priorities identified in the City of Greater Sudbury's Ten Year Housing and Homelessness Plan was "a need to monitor and report on progress towards meeting the Housing and Homelessness Plan objectives and targets". The completion of an annual Report Card on Homelessness is one way to monitor, measure, and evaluate the system in place to address homelessness. Annual reporting helps inform and engage the local community and enhance local transparency and accountability.

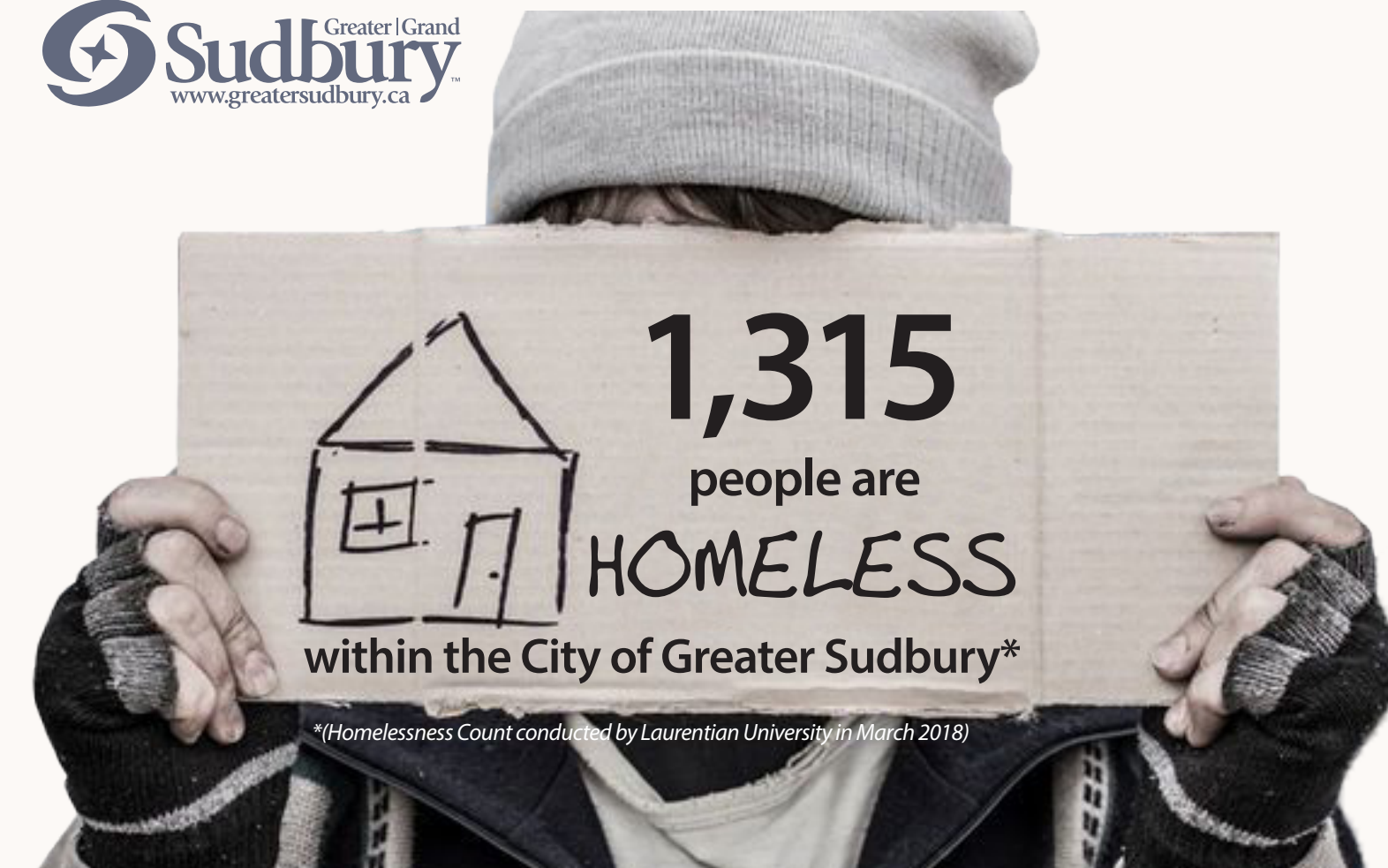
The 2017 Report Card provides information about the number of households that have been supported through homelessness prevention. The Report Card documents emergency shelter use, and outcomes of the Housing First Program that have demonstrated success with persons who have experienced chronic homelessness. The Report Card provides information about new funding initiatives that will support people locally who are experiencing homelessness and the introduction of the National Housing Strategy.

The Report Card on Homelessness is intended to provide information to all sectors of the community - business, education, health, government, social services, faith community, and members of the public. The Report Card will be available on the City's website and Citizen Service Centres, Social Services Agencies, post secondary schools, and members of the Community Advisory Committee on Homelessness.

Next Steps

The 2017 Report Card on Homelessness will be released widely within the community. Data and information from community homelessness programs will continue to be monitored and evaluated to improve system impact.

REPORT CARD on Homelessness for 2017



*(Homelessness Count conducted by Laurentian University in March 2018)

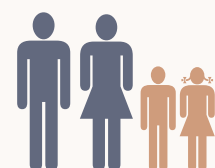
424 were chronically homeless

61 had military service

554 identified themselves to be First Nations, Inuit or Métis

207 were youth aged 16 to 24

50 were dependent children under the age of 18



The City of Greater Sudbury has a coordinated system of support to assist people who are experiencing homelessness or are at risk of homelessness

863 said they are at risk of homelessness*

Homelessness Prevention

1,789 Supported with rental arrears, utility arrears, last month's rent deposits and utility deposits.



Housing First Program

The Homelessness Network provides a coordinated access point for people experiencing chronic homelessness, and provides case management support when needed.

104 people who had experienced chronic homelessness were assisted by a Housing First case manager in 2017.

52% of these active participants had been successfully housed for over 6 months by December 2017.

Community Outreach and Emergency Shelters

64 emergency shelter beds

30 additional cots are available November 1 to April 15.

1,193 people used an emergency shelter in Greater Sudbury in 2017.

122 youth or children under the age of 18

34 were over the age of 65

227 were youth ages 18 to 24

467 identified as First Nations, Inuit or Métis

The Community Outreach Team

provides direct services to people who are living on the street and in emergency shelters.

60 contacts per night on average



Women escaping domestic violence

In 2017, YWCA Geneva House provided emergency shelter to:

195 women

230 individuals were served as community clients.

86 children

APPENDIX A - 2017 Report Card on Homelessness

Lack of affordable housing is one of the main reasons why people experience homelessness.

\$848 Average market rent for a one bedroom apartment in Greater Sudbury

\$721 Maximum monthly amount that a single person receives from Ontario Works

Subsidized Housing and Housing Supports

4,217 households received subsidized accommodations

1,003 applicants on the rent geared to income wait list as of December 31, 2017

4 yr. wait time for a one bedroom subsidized unit

Supporting people in housing:

314 people were assisted by the Canadian Mental Health Association in 2017 through supportive or transitional housing, rent supplements and transitional community support.



59 people were assisted by Monarch Recovery Services in 2017 through supportive aftercare programs.

New in 2017



200 Larch Street a permanent residential Harm Reduction Home and a seasonal low-barrier emergency shelter.

Home For Good

The City of Greater Sudbury was the successful recipient of approximately

\$8.5 million

through the Provincial Home For Good fund which will provide:

- 15 bed residential Harm Reduction Home
- 38 unit affordable housing apartment building
- Housing allowances and new support positions



Canada released its first ever National Housing Strategy, which is a:



10 year, \$40 billion plan to assist **530,000 families**

Données de 2017 sur le Sans-abrisme

pour la Ville du Grand Sudbury



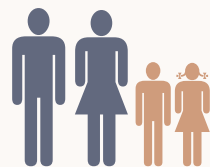
*(Recensement des sans-abri mené par l'Université Laurentienne en mars 2018)

424 étaient sans abri de façon chronique

61 sont d'anciens militaires

554 s'identifiaient comme Amérindiens, Inuits ou Métis

207 étaient des jeunes de 16 à 24 ans



50 étaient des enfants à charge de moins de 18 ans

La Ville du Grand Sudbury a mis en place un système de mesures de soutien coordonnées pour aider les personnes qui sont actuellement sans abri ou qui sont à risque de sans-abrisme.

863 personnes ont déclaré qu'elles sont à risque de sans-abrisme*

Prévention du sans-abrisme

1 789 personnes ont reçu du soutien sous forme d'aide financière aux ménages à faible revenu pour le paiement d'arriérés de loyer, de services publics, d'acomptes pour le dernier mois de loyer et d'acomptes pour l'accès aux services publics.

Programme Logement d'abord

104 personnes en situation de sans-abrisme chronique ont reçu de l'aide d'un agent de programme de Logement d'abord en 2017.

52 % de ces participants actifs au programme avaient réussi à conserver un logement pendant plus de 6 mois en décembre 2017.

Le Réseau des sans-abri fournit un point d'accès centralisé pour les personnes en situation de sans-abrisme chronique, ainsi que du soutien par gestion de cas et par la recherche de logement, aux personnes qui en ont le plus besoin.

Approche communautaire et refuges d'urgence

64  lits en refuge d'urgence

30 lits pliants de plus sont disponibles du 1^{er} novembre au 15 avril.

1 193 personnes ont utilisé un refuge d'urgence dans le Grand Sudbury en 2017.

122 étaient des jeunes ou des enfants de moins de 18 ans

34 étaient des personnes de plus de 65 ans

227 étaient des jeunes de 18 à 24 ans

467 s'identifiaient comme Amérindiens, Inuits ou Métis

Service d'approche communautaire

L'équipe du Service d'approche communautaire fournit des services directement aux personnes sans abri dans la rue ou dans les refuges d'urgence.

60 contacts par nuit en moyenne



Femmes qui fuient la violence familiale

En 2017 la maison Geneva YMCA a fourni un refuge d'urgence à :

195  femmes

230 personnes de plus à titre de clients dans la communauté.

86  enfants

APPENDIX A - 2017 Report Card on Homelessness
Le manque de logements abordables est une des principales causes du sans-abrisme.

848 \$ Moyenne des loyers pour les appartements à une chambre à coucher dans le Grand Sudbury



721 \$ Montant mensuel maximal qu'une personne célibataire reçoit d'Ontario au travail

Logements subventionnés et services de soutien au logement

4 217  ménages ont accédé à un logement subventionné

demandes figuraient dans la liste d'attente pour l'aide sous forme de loyer indexé sur le revenu le 31 décembre 2017

1 003 

d'attente pour un logement subventionné à une chambre à coucher

4 ans

d'attente pour un logement subventionné à une chambre à coucher

Aide aux bénéficiaires de logement social

314 personnes ont reçu de l'aide de l'Association canadienne pour la santé mentale en 2017 stable grâce aux programmes de logement avec services de soutien, de logement de transition, de suppléments de loyer ou d'appui transitoire.



59 personnes ont reçu de l'aide des Services de rétablissement Monarch en 2017 grâce aux programmes de soutien post-traitement.

Nouveautés en 2017



Le 200, rue Larch deviendra en permanence une maison de réduction des méfaits et un refuge saisonnier à conditions d'accès minimales.

Logements pour de bon

La Ville du Grand Sudbury a réussi à obtenir environ

8,5M \$ 

du Fonds provincial pour la prévention de l'itinérance, ce qui assurera :

- Une maison de réduction des méfaits qui comptera 15 lits;
- La construction d'un nouvel immeuble à appartements à 38 logements
- Des allocations de logement et la création de nouveaux postes de soutien

Le gouvernement du Canada a annoncé sa toute première Stratégie nationale sur le logement, un plan de



40 milliards de dollars sur dix ans

qui vise à fournir un logement adéquat à

530 000 familles

Voir un rapport complet sur le recensement des sans-abri de 2018 :
www.grandsudbury.ca/vivre/services-de-logement/projet-daide-aux-sans-abri/

Pour en savoir plus sur le Réseau des sans-abris : www.homelessnessnetwork.ca/fr/ | Pour en savoir plus sur la maison Geneva YMCA : www.ywcassudbury.ca/programs/genevra-house-shelter | Pour en savoir plus sur le Service d'approche communautaire et les programmes de refuge d'urgence : www.tsasudbury.ca | www.jeunesdelarue.ca | <https://sm.cmha.ca>

Pour en savoir plus sur les politiques d'aide du ministère des Services sociaux et communautaires : www.mcass.gov.on.ca/fr/mcass/programs/social/directives/index.aspx | Pour en savoir plus sur les Services de rétablissement Monarch : www.monarchrecoveryservices.ca/?lang=fr | Pour en savoir plus sur la Stratégie nationale sur le logement : www.chezsoiabord.ca/index.cfm/ | Pour en savoir plus sur les services de l'ACSM : <https://sm.cmha.ca/fr/>

For Information Only

2018 Homelessness Enumeration

Presented To: Community Services Committee

Presented: Monday, Jul 09, 2018

Report Date Thursday, Jun 14, 2018

Type: Correspondence for Information Only

Resolution

For Information Only

Relationship to the Strategic Plan / Health Impact Assessment

This report supports Council's Strategic Plan in the area of Quality of Life and Place as it aligns with the Population Health Priorities of Building Resiliency, Enabling and Promoting Mental Health, Seeking Compassionate City Characteristics and Designation, Improving Access to Housing, and Supporting Healthy Streets. This report supports the population health priorities by informing the community, the Province, and the Federal government about homelessness within the City of Greater Sudbury.

Report Summary

This report will provide information about the 2018 Homelessness Enumeration.

Financial Implications

There are no financial implications associated with this report.

Signed By

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Background

As part of the Province's efforts to end chronic homelessness by 2025 and the long-term goal to end homelessness, the government introduced a requirement to conduct local enumeration (counts) of people experiencing homelessness. Homeless enumeration is intended to help Service Managers and the Province better understand the scale and nature of homelessness across Ontario, as well as inform current and future policy development and program design.

To support Service Managers in the implementation of Homeless Enumeration, the Ministry of Housing developed a Ministerial Directive and Guidelines for Service Manager Homeless Enumeration. The directive sets out the mandatory requirements of Homeless Enumeration for Service Managers and the guidelines provide further details on the requirements, enumeration methods, and standards for conducting enumeration.

Employment and Social Development Canada (ESDC) has invited the City of Greater Sudbury to participate in Everyone Counts: the 2018 Coordinated Point-in-Time (PiT) Count. The PiT count is to be conducted between March 1 and April 30, 2018 using Everyone Counts: the Guide to Point-in-Time Counts in Canada.

A PiT count of homelessness has two primary purposes:

- 1) An enumeration, or count, of people experiencing absolute homelessness: It is intended to identify how many people in the community experience homelessness in shelters and on the streets at a given time. Conducted over subsequent years, PiT counts can be used by the community to track progress in reducing homelessness.
- 2) A survey of the homeless population: Through an accompanying survey, the PiT count gives the community information on the demographics and service needs of their homeless population. This information can be used to target community resources where they are most needed.

Homelessness counts can provide a snapshot of homelessness within a community. Period prevalence counts are similar to 24-hour point in time counts but take place over a longer period such as seven or more days. In the City of Greater Sudbury, a period prevalence count was completed in 2015 and several homelessness counts were conducted between 2000 and 2009.

A Request for Proposals to conduct the Homelessness Enumeration was issued in September 2017, and the successful proponent was the Centre for Research in Social Justice and Policy at Laurentian University, led by Dr. Carol Kauppi. The proposal followed similar methodology to the previous homelessness counts conducted in

Greater Sudbury and included the requirements as set out by both the Province and Federal government. A key change to this enumeration was the efforts made to capture the number of hidden homeless within the community, which is usually experienced as couch surfing. Fifty organizations from both the downtown core and outlying areas participated in the survey to connect with people who were experiencing homelessness. The period prevalence count was conducted between March 19 and March 26, 2018.

From the final report as submitted by Dr. Carol Kauppi, attached as Appendix A – Homelessness in the City of Greater Sudbury: 2018 Enumeration, the key finding is that 1315 people stated they were homeless which included 701 who were considered hidden homeless.

In the 2018 enumeration there was an attempt to capture the number of hidden homes (couch surfers) which was not done in the 2015 count. The comparison of the numbers of absolutely homeless that was reported between 2015 and 2018 indicates:

- Number of people who are absolutely homeless has increased from 440 to 581
- Number of people at risk of homelessness has decreased from 979 to 863
- Number of people indicating they have experienced chronic homelessness has decreased from 325 to 321
- Number of children under the age of 18 decreased from 155 to 50
- Number of people who had military service decreased from 76 to 61

Next Steps

City of Greater Sudbury will provide the results of the homelessness enumeration to both the Province and the Federal government. Locally the information from the Homelessness Enumeration will help to inform services, allocate resources, identify gaps, create partnerships, and align priorities, to better meet the needs of persons experiencing homelessness in the community. The Province has required that Service Managers complete another Homelessness Enumeration in 2020.

Resources:

Ministry of Housing - <http://www.mah.gov.on.ca/Page15240.aspx>.

[*Everyone Counts: the Guide to Point-in-Time Counts in Canada.*](#)

HOMELESSNESS IN THE CITY OF GREATER SUDBURY: 2018 ENUMERATION

Report prepared for the City of Greater Sudbury

June 2018

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12 June 2018

Centre for Research in Social Justice and Policy

Laurentian University

HOMELESSNESS IN GREATER SUDBURY: 2018 ENUMERATION

HOMELESSNESS IN GREATER SUDBURY: 2018 ENUMERATION

How to cite this document:

Carol KAUPPI, Henri PALLARD, Emily FARIES, Phyllis MONTGOMERY, Michael HANKARD.
(2018). Homelessness in the City of Greater Sudbury: 2018 Enumeration. June 2018. Report
prepared for the City of Greater Sudbury. Centre for Research in Social Justice and Policy,
Laurentian University, Sudbury, Ontario.

This study was funded in part by the Social Sciences and Humanities Research Council and the
City of Greater Sudbury.

POVERTY, HOMELESSNESS AND MIGRATION

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Acknowledgments

This project was conducted to enumerate the homeless population in the City of Greater Sudbury. As the Province of Ontario had passed legislation to require the collection of data, the project involved a larger number of agencies and organizations than prior studies conducted in this city. It involved a research team comprising over 40 people as well as staff in numerous participating agencies who facilitated the research or collected information for the survey. Fifty organizations participated in the study by allowing the research to take place in the organization. The contributions of many people ensured the success of this project.

First and foremost, we pay tribute to the participants of the study, who were unhoused, homeless, living with hidden homelessness or at risk of becoming homeless and who shared information about their circumstances by participating in the survey.

Second, the assistance of service providers and agency personnel was vital in enabling this project to be completed successfully. They assisted in many ways, such as facilitating recruitment, providing access to their clients and collecting information for the study.

Third, staff of the Centre for Research in Social Justice and Policy and students from various schools and departments at Laurentian University—most notably the School of Social Work, the Department of Law and Justice, the Department of Economics and the School of Nursing—made essential contributions by assisting with many phases of the study, such as liaison with agency personnel, project planning, data collection, data entry and analysis. Students at Cambrian College and Collège Boréal also worked on the project team as did many community members.

This study was supported by funding from the City of Greater Sudbury and the Social Sciences and Humanities Research Council of Canada. The research is the responsibility of the authors of the report and the findings do not necessarily reflect the views of the funders.

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HOMELESSNESS IN GREATER SUDBURY: 2018 ENUMERATION

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HOMELESSNESS IN GREATER SUDBURY: 2018 ENUMERATION

Executive Summary

OBJECTIVE

The objective of the enumeration project was to obtain information about the number, socio-demographic/linguistic characteristics, histories of homelessness and prior experiences of homeless persons. The enumeration study was conducted in a manner consistent with the invitation of Employment and Social Development Canada to participate in ***Everyone Counts: the 2018 Coordinated Point-in-Time (PiT) Count***. It is linked to the objectives of the Province of Ontario to end homelessness in Ontario and, specifically, to end chronic homelessness by 2025. It is intended to help Service Managers and the Ministry of Housing to better understand the extent and nature of homelessness and to guide policy and program design.

METHODOLOGY

The enumeration project was composed of a point-in-time count (PiT) and a period prevalence count (PPC) of homeless persons, including a count of chronically and episodically homeless people. The PPC method is based on the guide, *Period Prevalence Counts of People Experiencing Homelessness: A Guide for Rural and Northern Communities* (Kauppi, 2017). Data were collected from people experiencing forms of homelessness and hidden homelessness using a structured questionnaire, which includes all mandatory questions identified and specified by the Government of Ontario, in order to gather information from them regarding forms of homelessness. A service-based methodology was used to conduct a period prevalence count (PPC) for the current study because it captures most of the homeless population.

CONDUCTING THE SURVEY

Ethics approval was obtained from the Laurentian University Research Ethics Board as well as from those participating agencies requiring independent ethics approval. The study sought to include all regions within the City of Greater Sudbury (CGS). The 2018 period prevalence count involved data collection not only in the downtown area of the CGS, but also the Donovan, New Sudbury, Chelmsford, Val Caron, Hanmer, Capreol and Minnow Lake; the decision about locations was made following a consultation with service providers in January and February 2018. The PPC project followed the Ministerial Directive and the Provincial Guidelines for Homelessness Enumeration. It was completed in a manner that addressed all

HOMELESSNESS IN GREATER SUDBURY: 2018 ENUMERATION

provincial requirements. The study covered regions of the CGS in which a more than 30 percent of the total population resides.

The data collection instrument to be used included the required questions specified by the Province of Ontario and the HPS. Information regarding background, experiences and forms of homelessness was gathered from homeless persons using a structured questionnaire. Data were collected from homeless persons using a structured questionnaire in order to gather information regarding background, experiences and forms of homelessness. The data collection instrument allowed for the identification of duplicate cases which were excluded. The research team worked closely with local service providers in the CGS in order to create an accurate snapshot of the homeless population.

The PPC was conducted at agencies or services located in the CGS from March 5th to 26th. Data collection proceeded at food banks and meal programs from March 5th to 18th. The PiT count was conducted on March 19th, 2018 and the PPC was completed from March 20th to 26th.

RESULTS

Number of Adult and Youth Participants

- The number of questionnaires completed by adults or youth in the PiT and PPC studies was 2,698; this number includes 569 duplicate cases or potentially duplicate cases (which were deleted). In addition, 175 individuals did not provide information about their homeless status and these individuals are not included in the analysis. This yielded an unduplicated count of 1,954. In addition there were 224 dependent children under the age of 18, of whom participants had custody, for a total count of 2,178. The number of participants and children is based on three groups: 1) absolutely homeless (n=581), 2) hidden homelessness (n=734) and those who were at risk of homelessness (n=863).

Demographic Results

- As we have consistently found in prior studies in northeastern Ontario, Indigenous people (including First Nations and Métis) were present within the study sample in proportions greater than their numbers in the total population of the CGS, according to 2016 census data (Statistics Canada, 2017). Indigenous people were 9.4 percent of the population of the CGS but they comprised 42.5 percent (n=775, excluding children) of the participants who provided information about their Indigenous ancestry (n=1,820) for the study. Among those who were **absolutely** homeless, Indigenous people, including First Nation, Métis or Inuit, constituted over a third (39.4%) of this subsample (i.e., 210 of 533). Indigenous people were the largest subgroup amongst those who were living with hidden homelessness. They also made up more than a third of those who were at-risk of homelessness.

HOMELESSNESS IN GREATER SUDBURY: 2018 ENUMERATION

- The number of young people up to age 24 was 207; these youth were not connected to a family unit when they participated in the survey. Of these, 74 were absolutely homeless.
- Women (n=606) comprised 34.7 percent of those who indicated their gender as male or female (n=1,748); men (n=1 140) comprised 65.3 percent of this sample. Persons who self-identified their gender as two-spirit (n=29), transwoman (n=14), transman (n=11), genderqueer (n=12) or not listed/don't know (n=21) comprised 4.7 percent of the participants based on self-reports of gender identity.
- Regarding sexual orientation, 86 percent of participants self-reported that they identified as heterosexual while 14 percent indicated that they identified as LGBTQ2S.
- The number of people with backgrounds involving military service who participated in the survey was 94. Over a third (38.3%) were absolutely homeless.

Chronic and Episodic Homelessness

- Chronically homeless persons have been continuously homeless for six months or more in the previous year, and episodically homeless have had 3 or more 4 episodes of homelessness in the previous year.
- In 2018, the number of people reporting chronic and episodic homelessness was about the same for people who were absolutely homeless (close to 160) and those living with hidden homelessness. it is notable that 78 individuals in the at risk population—a proportion that is approximately half of the absolutely homeless subgroup—reported that they had been episodically homeless.
- A larger number of participants who were absolutely homeless or living with hidden homelessness reported that they had experienced *both* episodic and chronic homelessness compared to those who were at-risk. It was more common for homeless people to experience three or more episodes of homelessness than to be homeless continuously for six months or more.

Experience of Housing and Shelter

- Many people do not know where they will stay at night. Nearly 200 people (n=177) gave more than one response and up to 8 responses to indicate possible locations. The dominant response for people who were absolutely homeless was that they intended to stay in an emergency or domestic violence shelter, or a transitional shelter. Amongst those living with hidden homelessness, the dominant response was that they would stay at someone else's place (i.e., couch surfing) while people who were at-risk of homelessness typically had their own place to stay. Many people pay rent to stay in accommodation that is severely substandard and not appropriate for human habitation.
- It is particularly remarkable that 165 people who were absolutely homeless indicated the location where they would sleep was a public space, vehicle, makeshift shelter, abandoned building or other unsheltered location due to the cold weather. During the PiT count on

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March 19th and the PPC from March 20-26th, the minimum temperature ranged between -10° C and -17° C.

Reasons for Homelessness

- The top five reasons for homelessness were addictions, job loss, inability to pay rent or mortgage, unsafe housing conditions or conflict with spouse or partner. These five reasons were also given most frequently by people living with hidden homelessness or at risk of homelessness. It is also significant that illness or a medical condition was cited by more than 100 people living with hidden homelessness and close to a hundred of those who were absolutely homeless.

Family Homelessness

- Few people who are absolutely homeless have partners, other adults or children with them. Similarly, few of those living with hidden homelessness are sharing the experience with other adults or children.

Health Issues

- A substantial number of people indicated that they have health issues; the most prevalent issue being addictions or substance use.

Experiences of Child Welfare or Foster Care

- Close to or more than a third of the participants in each subcategory of homelessness had been in the child welfare system, including foster care or a group home. On average, individuals who had been in the child welfare system became homeless in less than a year.

Income Sources

- The largest number of participants were receiving income supports from social assistance (Ontario Works) or Ontario Disability Support Program. The third main response of people living with absolute or hidden homelessness was that they had no income. While few people who were at-risk of homelessness had no income, 21 people reported that they were in this situation.

Results for the PiT and PPC Studies

- The data indicate that the PiT method undercounts homeless people; in the 2018 enumeration in Sudbury, the PiT count data only reflects a third of the homeless population identified through the combined PiT and PPC methods.

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REPORT—JUNE 2018

1.0 BACKGROUND AND DEFINITIONS OF HOMELESSNESS

Homelessness is a serious problem in Ontario, including northern towns and cities; moreover, Indigenous people are greatly overrepresented amongst homeless people in northern urban and rural places (Kauppi, Pallard & Faries, 2015). As reported to the Community Services Committee, City of Greater Sudbury, in August, 2015, the total homeless population in Sudbury was 1,419 and Indigenous people comprised 44.5 percent of the total. Similarly, in Timmins where the homeless population exceeded 700 people in 2011 (Kauppi & Pallard, 2015), Indigenous people comprised 41 percent of those who were absolutely homeless but only 8 percent of the total population. Kauppi and Pallard (2015) also reported that the prevalence of prior homelessness was five times higher amongst Indigenous people compared with non-Indigenous, low income participants in a nearby urban centre. The risk of homelessness is extremely high amongst Indigenous people.

The utilization of sound methods for collecting data on the prevalence of homelessness is vital for reducing and eliminating homelessness as it provides critical information to policy makers, service providers, advocates and community members about prevalence, demographics, trends and service use. The PPC approach has recently been described in the *Period Prevalence Counts of People Experiencing Homelessness: A Guide for Service Managers in Rural and Northern Communities* (Kauppi, 2017) and it was made available for use by service managers in Ontario. The Guide was followed in this PPC enumeration. In addition, a Point-in-Time (PiT) count was conducted to provide data as part of the Government of Canada's Homelessness Partnering Strategy (HPS) coordinated PiT.

The Canadian Homelessness Research Network (CHRN, 2012) developed a typology of homelessness that includes four major categories: homeless persons may be (i) unsheltered, (ii) emergency sheltered, (iii) provisionally accommodated, and (iv) at risk of homelessness. The first two categories refer to circumstances for those who are absolutely without housing. The third and fourth categories describe the varied circumstances for persons whose shelter arrangements lack permanence and those who are at risk of becoming homeless. Terms used to refer to persons in the latter two categories include technically homeless, near homeless, precariously housed, provisionally or temporarily accommodated, inadequately housed, at-risk or at imminent risk. New research has revealed the significance of hidden homelessness in Ontario as a poorly understood aspect of homelessness (Kauppi et al., 2017).

The frequency and duration of homeless episodes can have important implications for how the problem is understood and addressed. Taking into account the time element, homelessness may be divided into three categories including chronic, cyclical and temporary forms (Kauppi, Shaikh, Pallard & Rawal, 2013). According to the HPS (2012), chronic homelessness is a term used to describe people who have been continuously homeless for six months or more in the previous year. Chronic homelessness is often experienced by those with recurring or continuing illness or addiction problems. The Government of Ontario and the HPS have also identified the need to study episodic homelessness, which involved three or more episodes of homelessness in the previous year. Episodic homelessness may be cyclical and may result from changes in circumstances, for example release or discharge from an institution such as prison or hospital (Kauppi et al., 2013). Thus, complexity in the categorization of homeless people must be recognized given the inter-related and overlapping nature of the concepts; categories of people who are considered to be chronically, episodically and cyclically homeless are not always distinct. The frequency and duration of homeless episodes can have important implications for how the problem is understood and addressed.¹

The purpose of the current study was to gather up-to-date information about various subgroups within the homeless population in the City of Greater Sudbury, including information

¹ The definitions of chronic and episodic homelessness are from the “Homelessness Partnering Strategy Directives 2014-2019” www.canada.ca/en/employment-social-development/services/funding/homeless/homeless-directives.html

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such as age, gender, socio-cultural data and history of homelessness. The questionnaire included all mandatory questions identified and developed by the Government of Ontario and the HPS.

2.0 OBJECTIVE

The City of Greater Sudbury required the completion of an enumeration project that included a point-in-time count (PIT) and a period prevalence count of homeless persons—including a count of chronically and episodically homeless people—in order to obtain information about their socio-demographic/linguistic characteristics, histories of homelessness and prior experiences. The enumeration study was conducted in a manner consistent with the invitation of Employment and Social Development Canada to participate in *Everyone Counts: the 2018 Coordinated Point-in-Time (PiT) Count*. The enumeration included a PiT count on March 19th while data collection continued with a PPC for seven additional days, as well as the days on which food banks were operating.

The enumeration is linked to the objectives of the Province of Ontario to end homelessness in Ontario and, specifically, to end chronic homelessness by 2025. The enumeration in 2018 is intended to help Service Managers and the Ministry of Housing to better understand the extent and nature of homelessness and to guide policy and program design.

3.0 METHODOLOGIES FOR COUNTING AND STUDYING HOMELESSNESS

There has been a tendency to utilize a variation of the service-based methodology in most studies of homelessness conducted since the late 1980s. This methodology was used for the current study because it captures most of the population. Including the agencies offering front-line services and programs to people experiencing forms of homelessness can yield results that capture the complexity of the forms of homelessness as well as increase accuracy in counting people in various socio-demographic groups (e.g. by gender, socio-cultural/linguistic group and age).

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The PPC method is based on the guide, *Period Prevalence Counts of People Experiencing Homelessness: A Guide for Rural and Northern Communities* (Kauppi, 2017). The guide provides information about the PPC approach and how to implement it as one of the accepted enumeration methods to be used by service managers in 2018. This methodology was promoted by the Ministry of Housing as it can capture most of the population and is deemed useful in northern and rural communities. It involves community outreach and the involvement of agencies offering front-line services and programs to people experiencing forms of homelessness, including food banks; the PPC method can yield results that capture the complexity in the forms of homelessness as well as accuracy in counting the number of people in various socio-demographic groups (e.g. by gender, socio-cultural/linguistic group and age).

Data were collected from people experiencing forms of homelessness and hidden homelessness using a structured questionnaire, which includes all mandatory questions identified and specified by the Government of Ontario, in order to gather information from them regarding forms of homelessness. We used the same methodology as we have successfully employed in the past in our PPC studies of persons accessing a broad range of front-line services for poor and homeless people, with the exception that a PiT count was completed during one day on March 19th. The PPC data collection activities took place when food banks and meal programs were operating before and after the PiT count, that is from March 5th to 18th and March 20th to 26th. The PPC survey of people experiencing homelessness continued over 7 consecutive days after the PiT count, that is from March 20th to 26th. Continuing the PPC for 7 days, while collecting information allowing for the elimination of duplicate cases (de-duplication), yields information leading to more accurate data than studies/counts that take place over a shorter time via the PiT. In the USA, based on extensive experience with homelessness enumeration, HUD (2014) has acknowledged that some people do not access services every day and thus counts may be extended to 7 days to allow for greater accuracy.

In 2018, as in the 2015 enumeration of homelessness in the City of Greater Sudbury, we successfully implemented the PPC method by including food banks and other food services in the study. As food services are provided in most Wards of the City of Greater Sudbury, this approach allowed us to conduct the PPC in various Wards across the City in March, 2018.

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The report of Ontario's Expert Advisory Panel on Homelessness, "A Place to Call Home" (MMAH, 2012) identifies hidden homelessness as an important issue. The Panel stated that approaches to enumeration used in big cities may not be appropriate for use in rural and northern communities where hidden homelessness is prevalent. A study funded by the Ministry of Municipal Affairs and the Ministry of Housing on hidden homelessness in Ontario examined varied forms of homelessness in rural and northern Ontario. The report, "Homelessness and Hidden Homelessness in Rural and Northern Ontario" (Kauppi, O'Grady, Schiff, Martin and Ontario Municipal Social Services Association, 2017), provides a framework for measuring hidden homelessness.

4.0 CONDUCTING A SURVEY OR COUNT OF HOMELESS PERSONS

4.1 Ethics Approvals

The Centre for Research in Social Justice and Policy had previously received approval from the Research Ethics Board at Laurentian University (LU REB) for conducting period prevalence counts in various communities, including the City of Greater Sudbury. A revised application was submitted to the LU REB in February, 2018. Ethics approval was received on March 6, 2018. The Canadian Mental Health Association Sudbury Branch (CMHA) also required the completion of ethics applications. The procedures for data collection and all aspects of the study met the standards required by all ethics review committees.

4.2 Qualifications and Experience of the Research Team

Carol Kauppi has directed a team of researchers conducting studies on homelessness since 2000. Her teams have conducted 10 period prevalence counts in Sudbury between 2000 and 2015, and counts in Timmins (2011), North Bay (2011), Hearst (2012), Moosonee (2012) and Cochrane (2013). She is the author of the guide *Period Prevalence Counts of People Experiencing Homelessness: A Guide for Service Managers in Rural and Northern Communities* (2017). She is also the lead author of the report, *Homelessness and Hidden Homelessness in Rural and Northern Ontario* (2017), conducted with support from the Ontario Ministry of

Housing. From 2010 to 2016, Carol Kauppi was the director of *Poverty, Homelessness and Migration*, a \$1,000,000 project funded by the Social Sciences and Humanities Research Council. She has also conducted studies on homelessness for the Homelessness Partnering Strategy, Employment and Social Development Canada, notably the study, *Understanding and Addressing Family Homelessness in a Northern Community, Timmins, Ontario* (Kauppi et al., 2014). She has extensive experience in conducting large scale research projects at the national, provincial and regional levels, as well as policy research and action research projects. She has managed these large scale projects effectively and provided the agreed deliverables in a timely manner. As a recognized leader in research on homelessness, she has in-depth knowledge of the needs of people experiencing homelessness, based on 17 years of experience in working with them as research participants.

The research team included four additional university researchers, Dr. Emily Faries, Dr. Henri Pallard, Dr. Phyllis Montgomery and Dr. Michael Hankard and the staff of the Centre for Research in Social Justice and Policy, as well as upper year social work students who were involved as research assistants. In total, the research team comprised over 40 members, including research assistants who were hired and trained to work on the project. The lead university researchers were from the School of Social Work, the Department of Indigenous Studies, the Department of Law and Justice and School of Nursing. The research team included Anglophone, Francophone and Aboriginal faculty members and students from varied schools and departments. The project team had the required skills and knowledge to conduct the project activities, including bilingual capacity and connections to the key cultural communities (i.e. Francophones, Aboriginals, and Anglophones) in Sudbury.

4.3 Geographic Area

The study sought to include all regions within the City of Greater Sudbury (CGS). The 2018 period prevalence count involved data collection not only in the downtown area of the CGS, but also the Donovan, New Sudbury, Chelmsford, Val Caron, Hanmer, Capreol and Minnow Lake; the decision about locations was made following a consultation with service providers in January and February 2018. The areas outside the downtown had been included in the 2015 enumeration but not in any of the previous homeless counts in Sudbury as the prior

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studies (2000 to 2009) focussed on the city centre. The 2015 study showed that homeless people also are found in areas outside the downtown core. In order to obtain an accurate count of homeless persons in the City of Greater Sudbury, especially since an overall purpose of the study is to gather baseline data to guide initiatives in the future, it was important to conduct the survey in outlying population centres as well as downtown Sudbury and New Sudbury. The PPC project followed the Ministerial Directive and the Provincial Guidelines for Homelessness Enumeration. It was completed in a manner that addressed all provincial requirements. The study covered regions of the CGS in which a more than 30 percent of the total population resides.

4.4 Data Collection Tool

The data collection instrument to be used included the required questions specified by the Province of Ontario and the HPS. Additional questions on health, mental health, migration, and history of homelessness were included. The data collection instrument consisted of a questionnaire for collecting information from each homeless person using shelters and allied services. The definitions of homelessness used in previous studies in Sudbury and other northeastern Ontario communities were also employed in 2018. The definitions are consistent with the Canadian definition of homelessness published by the Canadian Homelessness Research Network (CHRN, 2012), and incorporates its four major categories of (i) unsheltered, (ii) emergency sheltered, (iii) provisionally accommodated, and (iv) at risk of homelessness, as set out above (1.0 Background and Definitions of Homelessness).

4.5 Data Collection Procedures

Using a service-based methodology, data were collected from homeless persons using a structured questionnaire in order to gather information regarding background, experiences and forms of homelessness. We used the same methodology that we have used successfully in the past in our period prevalence studies of persons accessing a broad range of front-line services for poor and homeless people. The survey was conducted in March, from the 5th to the 27th. Prior to March 19th—the date of the PiT count—we conducted the enumeration in food banks and meal programs, especially those outside the downtown core. The extended data collection period for food banks was required since many operate on specific days of a week or month.

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As the questionnaire collects specific information that allows for the elimination of duplicate cases, extending the time frame of the study did not raise concerns about counting the same person more than once. Expanding the timeline and the geographic area allowed us to collect data about persons accessing services in the outlying areas. Our procedure led to more accurate data than studies/counts that take place over a shorter time and in a single central area.

The data collection activity addressed all requirements specified by the City of Greater Sudbury, including:

- type of current housing/lodging;
- reasons for homelessness;
- number of chronically homeless persons;
- number of episodically homeless persons;
- number of persons with Indigenous identity;
- number of persons with racialized identity;
- age and number of youth under the age of 18 not connected to a family unit;
- family homelessness and number of women and children;
- number of veterans;
- gender identity, sexual orientation, number of LGBTQQ persons; and
- health.

The survey was conducted in a manner that allowed all people experiencing forms of homelessness to participate, including those who had prior military service.

There are inherent difficulties in conducting research involving people experiencing forms of homelessness, as noted above. The research team worked closely with local service providers in the CGS in order to create an accurate snapshot of the homeless population. It must be recognized that any count will produce an under-estimate of the total homeless population. However, the participation of a large majority of service providers offering services to poor and homeless people in the CGS made it possible to obtain a reasonable estimate of the homeless population and provided baseline data for ongoing homelessness initiatives, including Housing First. In the 2015 study, we included food banks and services where meals were offered (e.g., Out of the Cold Dinners), which had not been involved in prior studies in Sudbury. In addition, through a consultation with service providers located in the Samaritan Centre, permission was obtained for research assistants to administer questionnaires in a common area at all times when

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the Centre was open. In 2018, many organizations participated that had not previously been involved with enumeration studies.

A preliminary list of providers was developed from existing lists of programs and services and it was expanded early in 2018 to ensure that all organizations serving this population, within the boundaries of the City of Greater Sudbury, were invited to participate. Particular attention was given to the participation of the local shelters and organizations in the Homelessness Network/Réseau sans-abri. Searches were conducted to identify and locate additional services, notably food banks in the outlying communities of the City of Greater Sudbury. Using the internet, telephone directories and the networks of identified service providers, a list of services was produced. Every provider known to serve extremely poor and homeless people was contacted by telephone in order to explain the study and to set a date and time for a meeting. The purpose of the meeting was to review the information to be collected in the study and to determine how the data could be collected from that agency.

Following the telephone contact, a letter explaining the objectives of the study and the need for participation from all providers was delivered to the agencies along with a copy of the data collection instrument to be used for the count. By involving service providers in discussions about the data collection, strategies were developed to reduce the level of intrusiveness of the data collection and to maximize confidentiality. A few service providers decided not to participate due to limited resources or to a reluctance to allow research assistants to collect data on the agency premises. However, those that did not participate stated that they informed people accessing their services about the survey and locations where they could complete the questionnaire.

Given the service pressures and limited staff resources to collect the data, research assistants were made available to administer the questionnaire in most agencies. A job advertisement was posted online to recruit and hire a team of research assistants; they included bi-lingual and Indigenous people. In total, more than 40 research assistants collected data in agencies, services or programs that agreed to participate. The research team members were trained and closely supervised to ensure that the study protocols were followed. Fifty agencies, programs or services participated in the study (see Appendix A). In 2018, we established a data

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collection station at the Transit Terminal downtown for the day of the PiT count and the seven-day PPC. A substantial proportion of the participants completed the survey at this location as it was accessible. The staff were trained to give attention to the goal of limiting participation to a single completed survey from each individual. However, the honorarium of \$5.00 was an incentive that led to a substantial number of duplicates, which were identified and removed using de-duplication procedures (see the section below, *4.7 Unduplicated Count*).

4.6 Timeframe for the Study

The PPC was conducted at agencies or services located in the CGS from March 5th to 26th. As noted above, data collection proceeded at food banks and meal programs from March 5th to 18th. The PiT count was conducted on March 19th, 2018 and the PPC was completed from March 20th to 26th. Duplicate cases were excluded as explained below.

4.7 Unduplicated Count

The data collection instrument allowed for the identification of duplicate cases. An unduplicated count was obtained by examining the first, middle, and last initials as well as the date of birth, gender and sociocultural/linguistic background. Individuals with identical information were considered to be the same person and the duplicated case was eliminated from further analysis. As in prior studies, most individuals provided the information required to identify duplicate cases. In 2018, approval was sought to require the provision of the de-duplication information as part of the consent process. Any questionnaires that were missing the de-duplication information were excluded from data entry. Three research assistants examined the data to identify duplicates and then the lead researcher completed the procedure. In any cases where there was some uncertainty as to whether questionnaires were duplicates, the physical questionnaires were compared in order to further examine similarities or differences and to allow us to verify unique cases. Duplicate cases have been excluded from the analyses and results.

5.0 RESULTS

5.1 Number of Adult and Youth Participants

The number of questionnaires completed by adults or youth in the PiT and PPC studies was 2,698; this number includes 569 duplicate cases or potentially duplicate cases (which were deleted). In addition, 175 individuals did not provide information about their homeless status and these individuals are not included in the analysis. This yielded an unduplicated count of 1,954.

De-duplication

A rigorous de-duplication procedure was followed. Firstly, a unique identification (ID) code was created for each case by combining the initials, date of birth and location where they were born (e.g., ABC200978S). The cases were sorted and all individuals with the same ID were identified as duplicates. Three research assistants and the project director completed the task of identifying duplicates. In addition, any cases that were missing some or all de-duplication information and could not be verified as unique cases were identified as duplicates. If there was any doubt, the questionnaires were examined to verify whether they were the same individual or different individuals. All duplicate cases and cases in which de-duplication information was not fully provided were removed for the analysis.

Number of participants and dependent children in custody

As shown in Table 1, the unduplicated results are based on 1,954 adult and youth participants in addition to their 224 dependent children under the age of 18, of whom participants had custody, for a total count of 2,178. The number of participants and children who were absolutely homeless (n=581), living with hidden homelessness (n=734) as well as those who were at risk of homelessness (n=863) is shown in Table 1.

In 2017, tally sheets were used to count people who were observed to be homeless but who did not want to participate in the survey. In total, 89 people were observed but not interviewed. Most of these individuals were in the hospital (68 individuals). Individuals counted on tally sheets may be added to the overall count ($89 + 2178 = 2267$).

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Table 1: Number of unduplicated individuals in the period prevalence count

	Absolutely homeless Number	Hidden homelessness Number	At risk of homelessness Number	Total Number
Number of participants	564	701	689	1954
Dependent children under 18	17	33	174	224
Total	581	734	863	2178

5.2 Results for Specified Data Points Required by the CGS

The CGS only required data about absolutely homeless people. However this report provides information about absolutely homeless persons as well as those living with hidden homelessness or the risk of homelessness. It is important to include all categories of people living with forms of homelessness because prior studies and the published literature show that there is a strong interrelationship between these categories. For example, in 2015, 45 percent of persons at risk of homelessness previously had been absolutely homeless. These two groups are not distinct from each other as people who are at risk of homelessness are vulnerable to hidden homelessness or to becoming absolutely homelessness. Moreover, some who fit accepted definitions of absolute homelessness may not self-define and self-report as homeless.

Table 2 shows the results for data points required by the City of Greater Sudbury. Dependent children are not included in the results except where they are specifically noted. As typically occurs with surveys, some people choose not to answer certain questions. The number of “missing values” is within accepted parameters and therefore appear not to have impacted on basic trends in the data because the number of participants was fairly large.

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**Table 2: Age, cultural background, sexual orientation and military service
by type of homelessness**

	Absolutely homeless Number	Hidden homeless Number	At risk Number	Total Number
<i>Cultural background</i>				
Indigenous identity (including Inuit)	210	322	243	775
Racialized identity (e.g., Asian, Arab, Black, Filipino, Hispanic)	21	23	25	69
<i>Age, gender and sexual orientation</i>				
Youth under age 18 not connected to a family unit	12	29	8	49
Female/Women	140	183	283	606
Male/Men	354	432	354	1,140
LGBTQ (Trans, two-spirit, genderqueer, don't know, not listed)	24	39	29	92
<i>Chronic and episodic homelessness</i>				
Chronic	159	162	54	375
Episodic	158	169	78	409
<i>History with child welfare</i>				
Was in foster care or group home	151	200	193	544
<i>Military service</i>				
Veterans	36	25	33	94

Note: Missing values are within acceptable parameters.

Note: Type of current housing/lodging, reasons for homelessness/housing loss, family homelessness, health and income sources are reported below.

5.3 Demographic Results

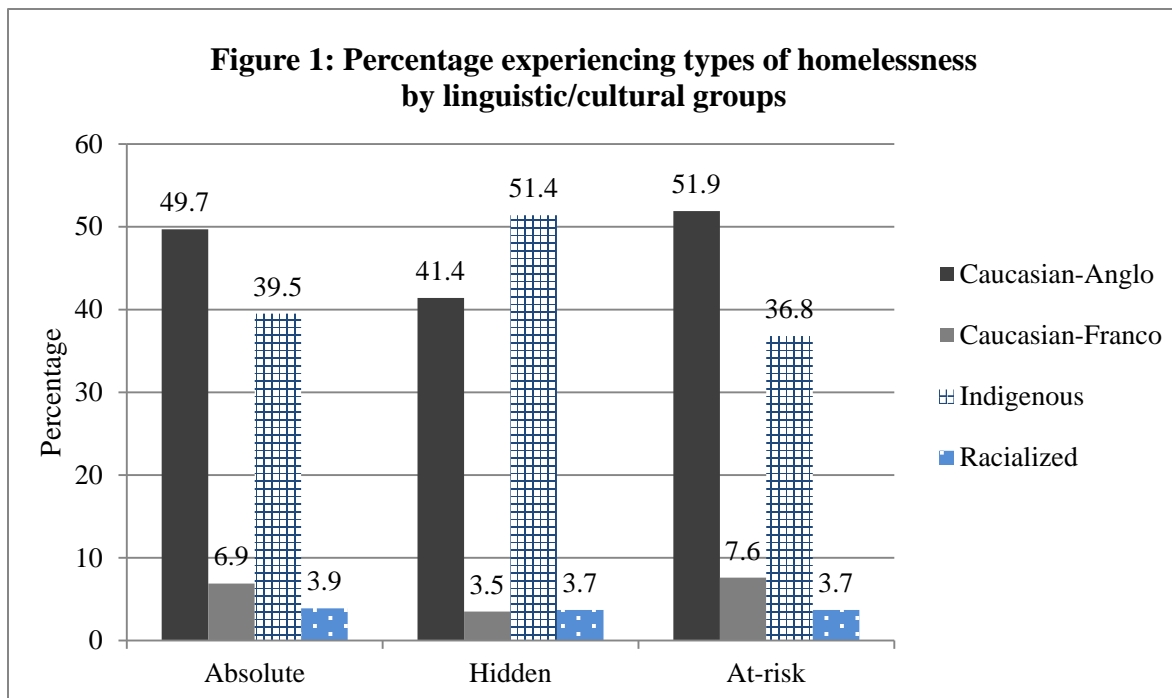
As we have consistently found in prior studies in northeastern Ontario, Indigenous people (including First Nations and Métis) were present within the study sample in proportions greater than their numbers in the total population of the CGS, according to 2016 census data (Statistics Canada, 2017). Indigenous people were 9.4 percent of the population of the CGS but they

comprised 42.5 percent (n=775, excluding children) of the participants who provided information about their Indigenous ancestry (n=1,820) for the study.

Among those who were *absolutely* homeless, Indigenous people, including First Nation, Métis or Inuit, constituted over a third (39.4%) of this subsample (i.e., 210 of 533). Indigenous people were the largest subgroup amongst those who were living with hidden homelessness. They also made up more than a third of those who were at-risk of homelessness. In contrast to Indigenous people, Francophones (n=109) were under-represented among the study participants (6.0%) compared to their proportion within the total population in the City of Greater Sudbury (39.7%) as reported in the 2016 census (Statistics Canada, 2017). Francophones comprised 6.9% of those who were absolutely homeless. Similar to Francophones, people who self-identified as being in a racialized group were a small subgroup of the homeless population in Sudbury (n=69) and they were 3.8 percent of the sample. Francophones and racialized people were less than 10 percent of those experiencing various forms of homelessness. Caucasian anglophones constituted close to half of those who were homeless (47.6%) and they were the largest subgroup amongst people living with absolute homelessness and the risk of homelessness. Figure 1 shows the percentage of each cultural/linguistic group in the categories of absolute homelessness, hidden homelessness and those at-risk.

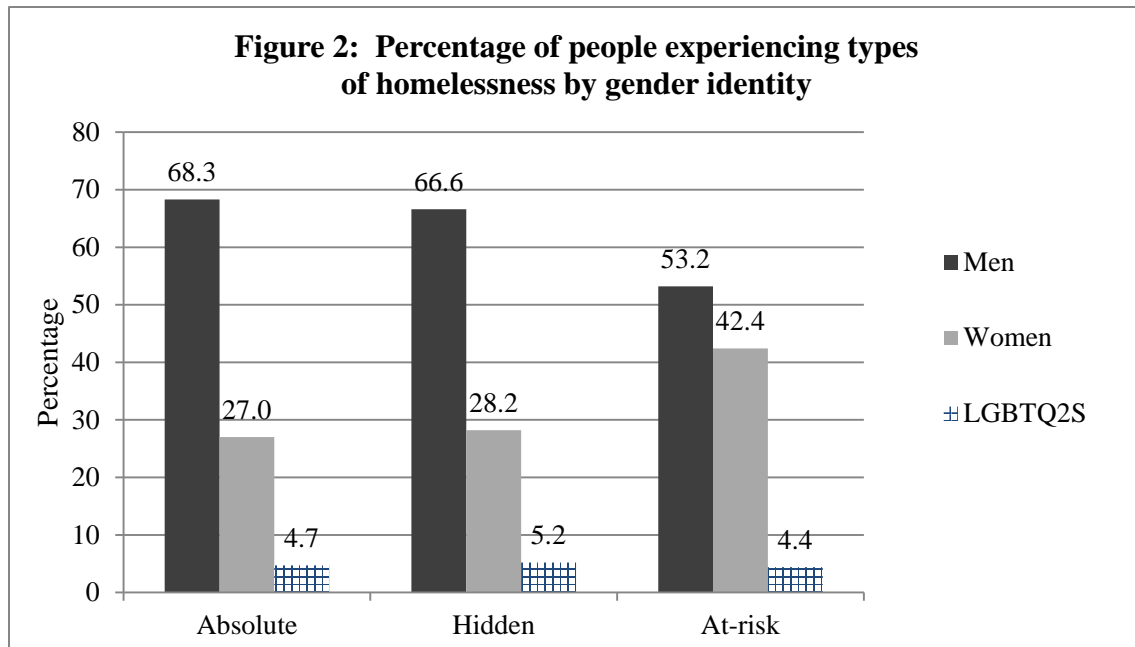
The number of young people up to age 24 was 207; these youth were not connected to a family unit when they participated in the survey. Of these, 74 were absolutely homeless. They included individuals were living with hidden homelessness and those at risk of homelessness. It is important to note that homeless youth are extremely vulnerable; it is possible that more young people were present among homeless people but may not have participated in the survey in order to remain part of the hidden homeless population.

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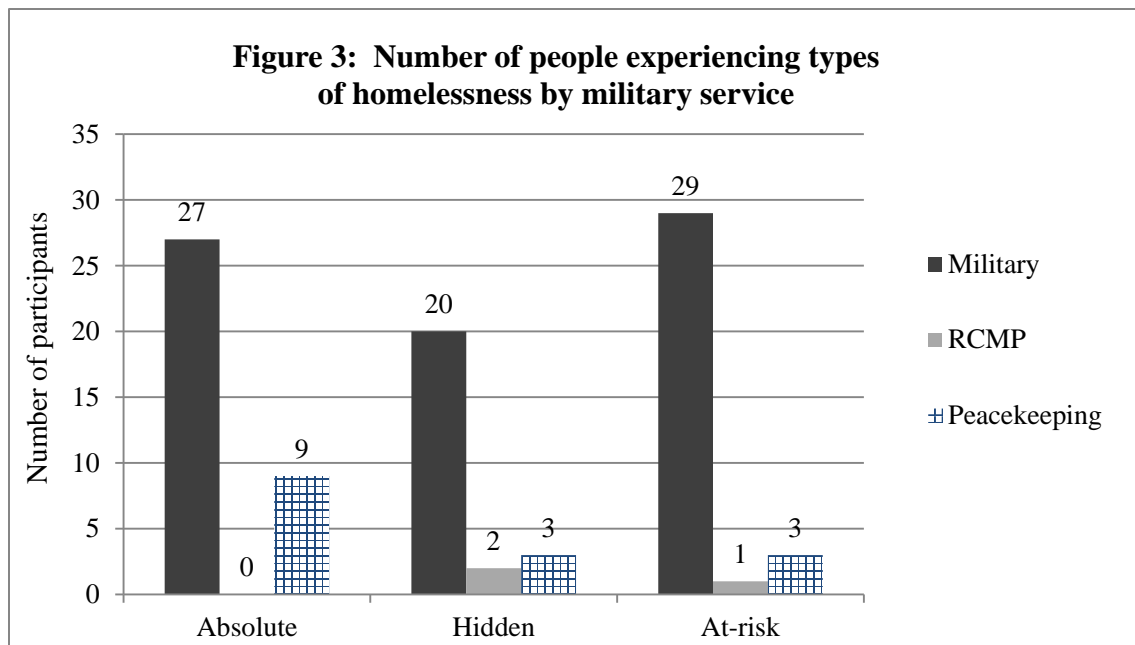


Women (n=606) comprised 34.7 percent of those who indicated their gender as male or female (n=1,748); men (n=1 140) comprised 65.3 percent of this sample. Persons who self-identified their gender as two-spirit (n=29), transwoman (n=14), transman (n=11), genderqueer (n=12) or not listed/don't know (n=21) comprised 4.7 percent of the participants based on self-reports of gender identity. Figure 2 shows the percentage of people experiencing forms of homelessness by gender identity. Men were a majority of the participants in each category of homelessness but women made up a larger proportion of people who were experiencing the risk of homelessness, compared with those who were absolutely homeless or living with hidden homelessness. The proportion of those who identified as gender fluid, gender queer or transgender was similar for all types of homelessness (i.e., above 4% in all three categories). Regarding sexual orientation, 86 percent of participants self-reported that they identified as heterosexual while 14 percent indicated that they identified as LGBTQ2S.

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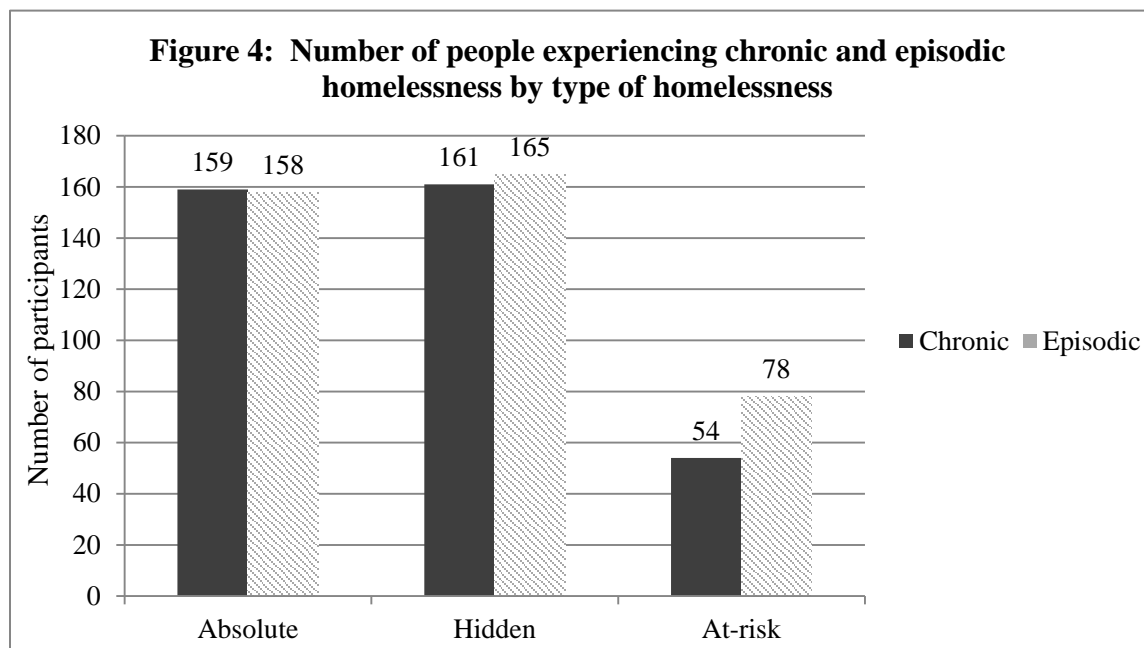
The number of people with backgrounds involving military service who participated in the survey was 94. Over a third (38.3%) were absolutely homeless. A majority stated that they had been in the military (n=76), a few indicated that they had been in the RCMP (n=3) and 15 individuals indicated that they had been involved with peacekeeping (Figure 3).



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5.4 Chronic and Episodic Homelessness

An examination of the length of time during which participants had been homeless and the number of episodes of homelessness experienced reveals the interconnected nature of categories of homelessness. As shown in Figure 4, in 2018, the number of people reporting chronic and episodic homelessness was about the same for people who were absolutely homeless (close to 160) and those living with hidden homelessness. It is possible that people who were at risk of homelessness had experienced chronic or episodic homelessness prior to becoming housed. However, it is notable that 78 individuals in the at risk population—a proportion that is approximately half of the absolutely homeless subgroup—reported that they had been episodically homeless, while a smaller number reported chronic homelessness (n=54).

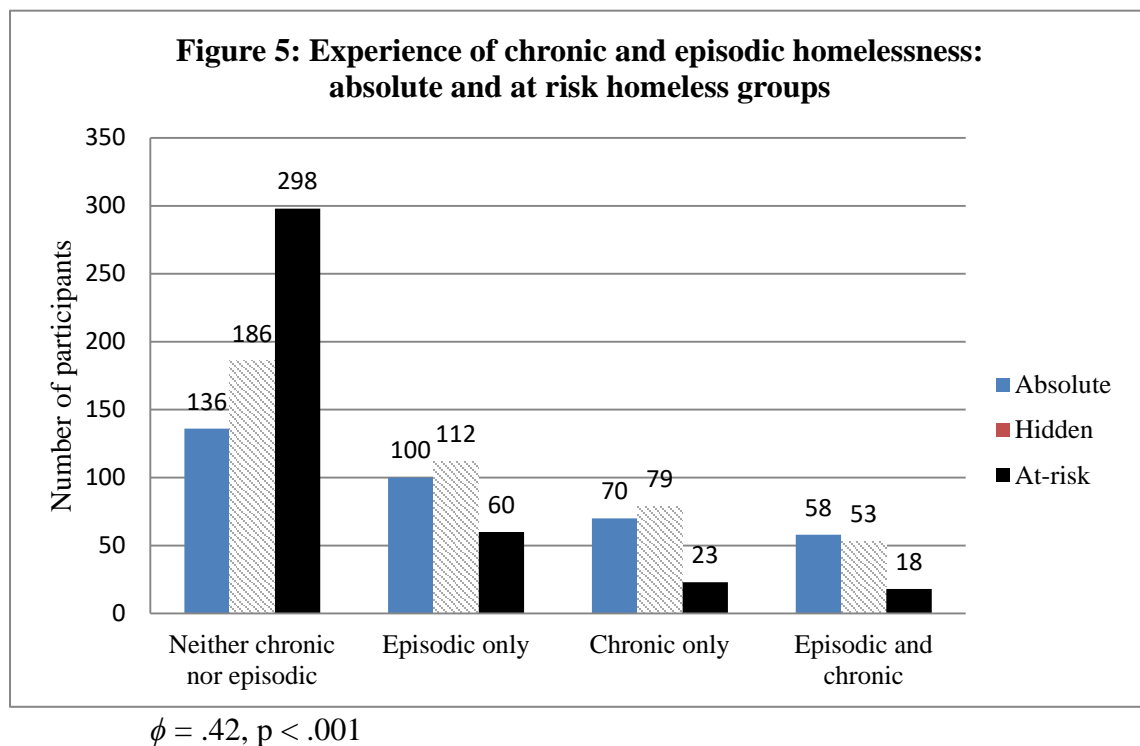


A cross tabulation of the subgroups that were chronically and episodically homeless showed that there is a statistically significant relationship between these forms of homelessness among both absolutely homeless and at risk people (Figure 4). Those who were *not* episodically homeless tended *not* to have experienced chronic homelessness. Yet there was an overlap between chronic and episodic homelessness in that 27 percent (n=115) of absolutely homeless

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participants indicated both forms of homelessness compared to 5 percent (n=50) of participants who were at risk of homelessness at the time of the study.

Figure 5 compares the pattern of results from the cross tabulation of *episodic* (defined as more than 2 episodes in a one-year period) and *chronic* (continuously homeless for six months or more) homelessness among participants living with absolute or hidden homelessness or at risk of homelessness. In this analysis, the subsamples for the absolute, hidden and at risk were, respectively, 364, 430 and 399 individuals. The results show that, for all types of homelessness, the largest subgroup was people who had not experienced either chronic or episodic homelessness. The largest number of people who did not report chronic or episodic homelessness was those at-risk of homelessness. Slightly more people living with hidden homelessness reported both episodic and chronic homelessness compared with those who were absolutely homeless. However, there were no significant differences between people in the absolute and hidden homelessness groups. It is noteworthy that people in these two groups reported similar experiences of chronic and episodic homelessness.



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A larger number of participants who were absolutely homeless or living with hidden homelessness reported that they had experienced *both* episodic and chronic homelessness compared to those who were at-risk. The results clearly show that it was more common for homeless people to experience three or more episodes of homelessness than to be homeless continuously for six months or more.

5.5 Experiences of Housing or Shelter

Table 3 provides information about experiences of housing or shelter among those who participated in the survey. The responses to the mandatory question about current lodging indicated that many people do not know where they will stay at night. Nearly 200 people (n=177) gave more than one response and up to 8 responses. The dominant response for people who were absolutely homeless was that they intended to stay in an emergency or domestic violence shelter, or a transitional shelter. Amongst those living with hidden homelessness, the dominant response was that they would stay at someone else's place (i.e., couch surfing) while people who were at-risk of homelessness typically had their own place to stay. It is worth noting, however, that many people pay rent to stay in accommodation that is severely substandard and not appropriate for human habitation. It is important to note that the 14 individuals who were absolutely homeless but indicated that they would stay in their own place had also indicated a range of places listed in Table 3. Some people have accommodation but are not able to stay there due to safety issues or eviction. It is possible that such circumstances impacted on these individuals.

It is particularly remarkable that 165 people who were absolutely homeless indicated the location where they would sleep was a public space, vehicle, makeshift shelter, abandoned building or other unsheltered location due to the cold weather. During the PiT count on March 19th and the PPC from March 20-26th, the minimum temperature ranged between -10° C and -17° C. Only the night of March 26th was somewhat warmer with a minimum temperature of -5° C. The Homelessness Network of Sudbury announces an *Extreme Cold Weather Alert* when the temperature is predicted to reach -15° C or lower.

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Table 3: Current lodging/homelessness

	Absolute		Hidden		At risk	
	<i>N</i>	%	<i>N</i>	%	<i>N</i>	%
Own apartment or house	14	1.8	–	–	690	98.3
Someone else's place	93	12.0	624	92.4	10	1.4
Motel/hotel	7	.9	31	4.6	1	.14
Hospital, jail, prison, remand	12	1.6	20	3.0	1	.14
Emergency or DV shelter	315	40.7	–	–	–	–
Transitional shelter	107	13.8	–	–	–	–
Public space	39	5.0	–	–	–	–
Vehicle	29	3.8	–	–	–	–
Makeshift shelter, tent, shack	31	4.0	–	–	–	–
Abandoned/vacant building	29	3.8	–	–	–	–
Other unsheltered location	37	4.8	–	–	–	–
Do not know	61	7.9	–	–	–	–

Note: Data are based on the number of responses. Some participants did not answer all questions while others gave multiple responses.

Note: In addition to those who were surveyed in institutions (hospital, jail) in Table 3, 68 people were counted on tally sheets while in hospital.

Note: Percentages may not sum to 100 due to rounding error.

5.6 Reasons for Homelessness

Table 4 shows the reasons given for homelessness or the loss of housing. The reasons have been sorted based on the most frequent responses given by people living with absolute homelessness. As indicated, the top five reasons were addictions, job loss, inability to pay rent or mortgage, unsafe housing conditions or conflict with spouse or partner. These five reasons were also given most frequently by people living with hidden homelessness or at risk of homelessness. It is also significant that illness or a medical condition was cited by more than 100 people living with hidden homelessness and close to a hundred of those who were absolutely homeless.

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Table 4: Reasons for homelessness

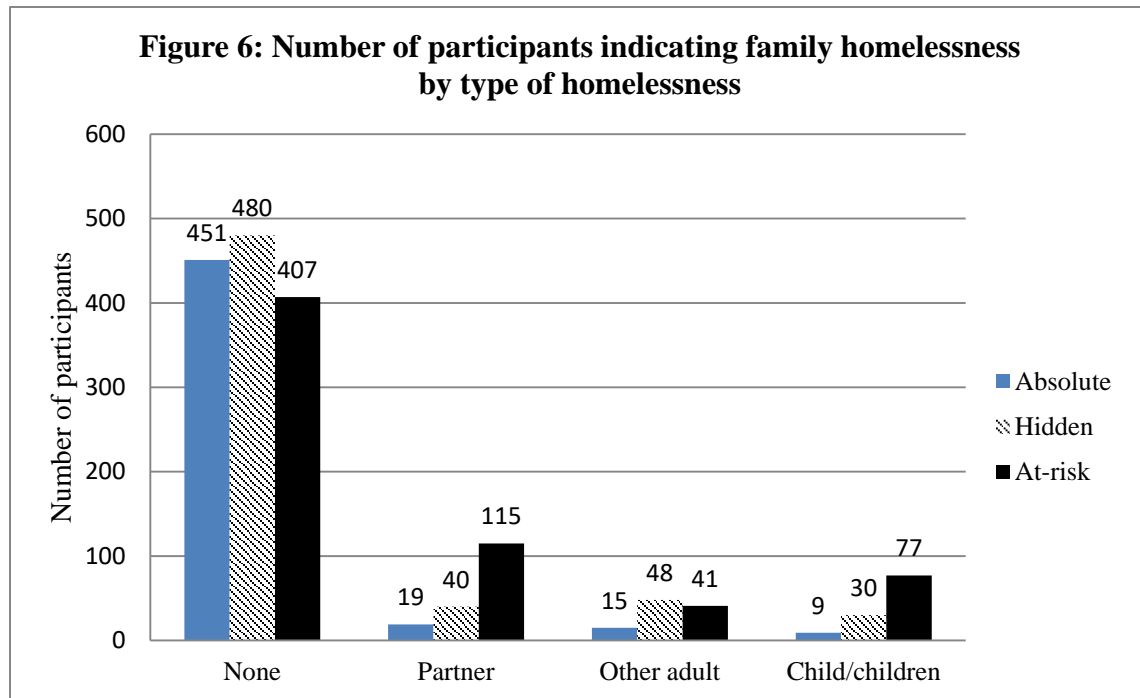
Reasons	At-risk	Hidden homelessness	Absolute homelessness
Addiction/substance use	141	262	245
Job loss	100	200	182
Unable to pay rent or mortgage	112	145	129
Unsafe housing conditions	89	90	110
Conflict with spouse/partner	80	90	110
Illness/medical condition	78	102	97
Experienced abuse by spouse/partner	55	74	80
Incarcerated	32	63	80
Conflict with parent/guardian	39	65	62
Other	70	75	56
Hospitalization or treatment program	21	25	48
Experienced abuse by parent/guardian	23	40	44
Decline	98	42	24
Don't know	31	18	10

Note: Results are based on multiple responses as participants were invited to check all reasons that applied to them.

5.7 Family Homelessness

The analysis of responses regarding family homelessness indicates that most people living with forms of homelessness are on their own, including those living with the risk of homelessness. According to Figure 6, few people who are absolutely homeless have partners, other adults or children with them. Similarly, few of those living with hidden homelessness are sharing the experience with other adults or children.

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5.8 Health Issues

According to Figure 7, a substantial number of people indicated that they have health issues. It is notable that the most prevalent issue was addictions or substance use. People living with hidden homelessness were most likely to report that they were homeless due to addictions, followed by people who were absolutely homeless and people at-risk. This same pattern was evident for mental health issues. However, people at risk more often reported physical disabilities or chronic medical conditions. Similar proportions of people living with hidden homelessness and absolute homelessness reported these physical health challenges.

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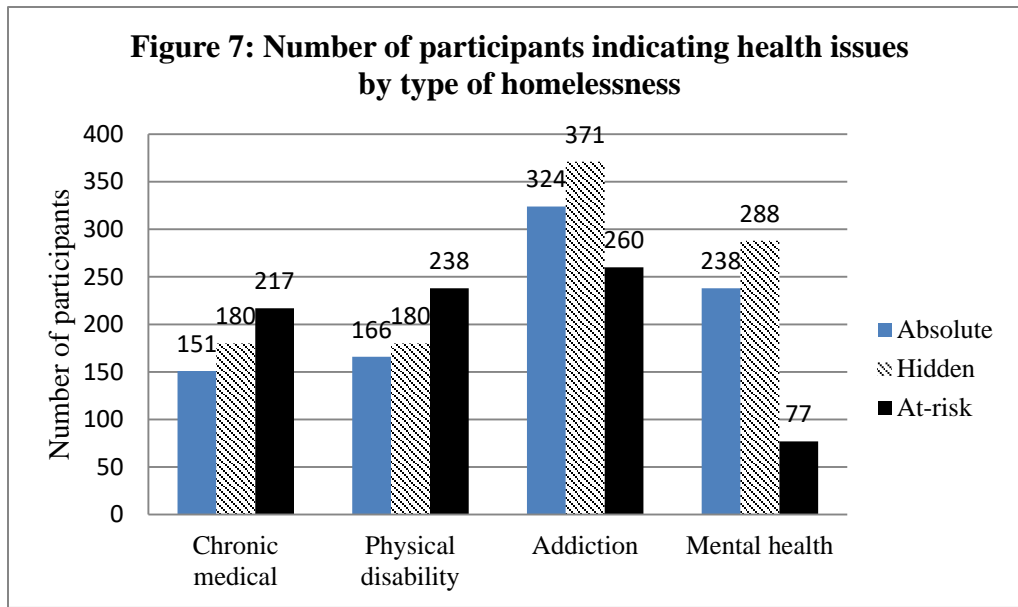
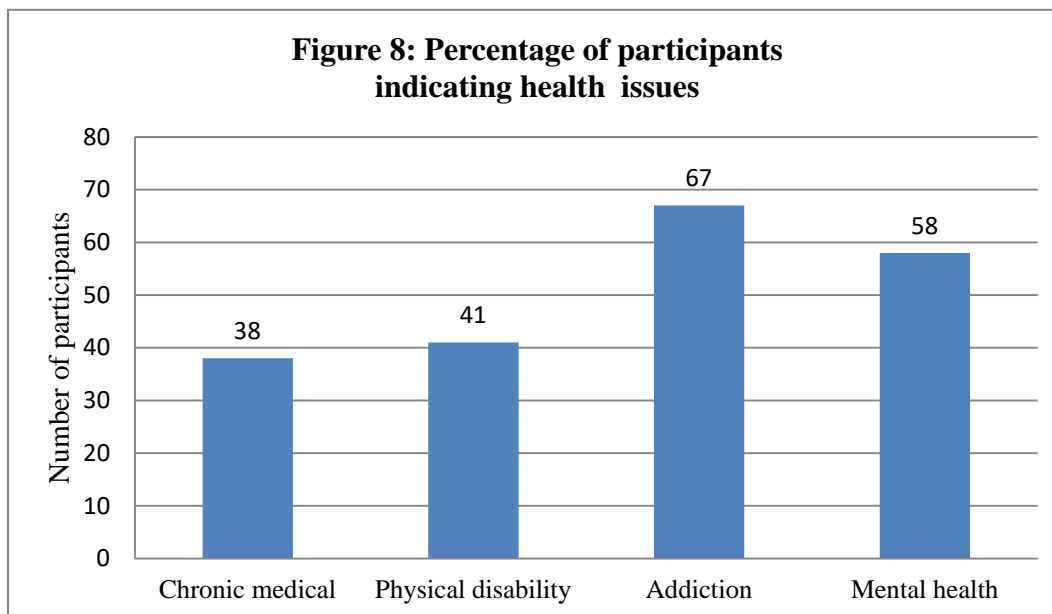


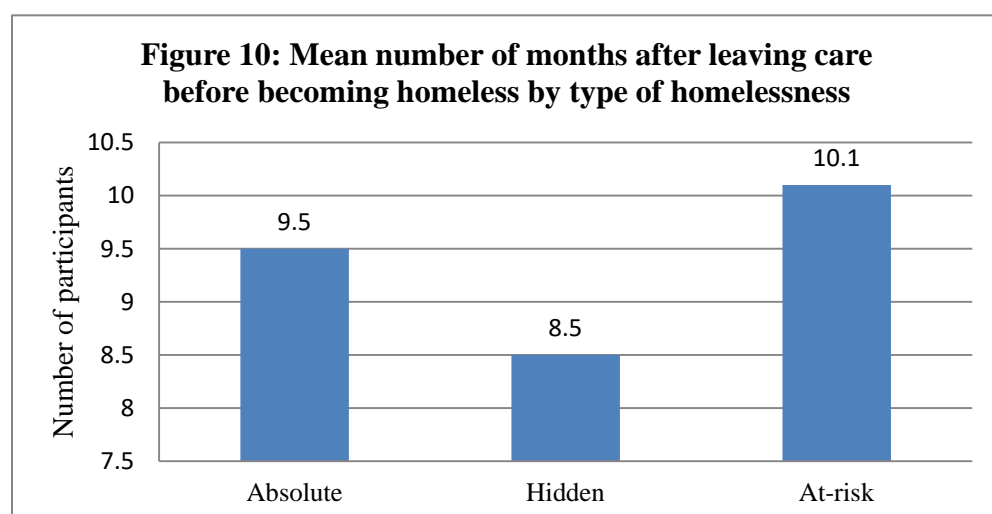
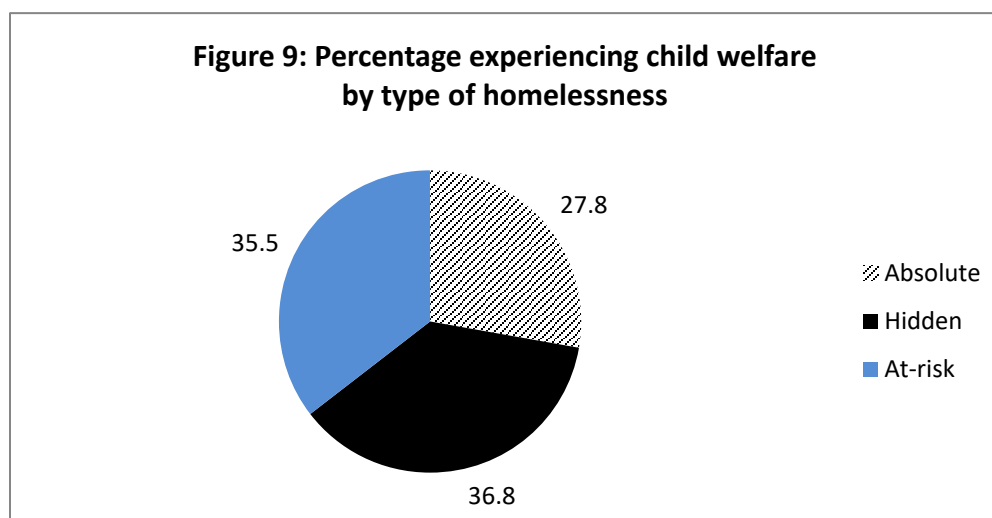
Figure 8 shows the percentage of participants reporting the four types of health issues. The results indicate that a majority of participants (two-thirds) were experiencing addictions or substance use issues and mental health challenges (over half). Well over a third reported chronic medical challenges or a physical disability.



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5.9 Experiences of Child Welfare or Foster Care

Close to or more than a third of the participants in each subcategory of homelessness had been in the child welfare system, including foster care or a group home (see Figure 9). Figure 10 shows that, on average, individuals who had been in the child welfare system became homeless in less than a year. Those living with hidden homelessness indicated that they experienced homelessness within the shortest period after leaving foster care compared with those absolutely homeless or at-risk. However, the differences between groups of homeless people were not statistically significant.



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5.10 Income Sources

Table 6 shows the number of responses for each source of income. The analysis is based on multiple responses as it is possible that people can have more than one source of income. The responses are ordered from the highest to lowest based on people living with absolute homelessness. The largest number of participants were receiving income supports from social assistance (Ontario Works) or Ontario Disability Support Program. The third main response of people living with absolute or hidden homelessness was that they had no income. While few people who were at-risk of homelessness had no income, 21 people reported that they were in this situation.

Table 6: Sources of income

Sources	At-risk	Hidden	Absolute
Welfare/social assistance	235	308	217
Disability benefit	296	168	135
No income	21	68	89
Money from family/friends	32	52	48
Informal/self-employment	18	41	46
Employment	77	52	37
GST refund	34	35	33
Other source	37	28	31
Employment insurance	18	9	20
Seniors benefits	25	11	9
Child and family tax benefits	35	9	2

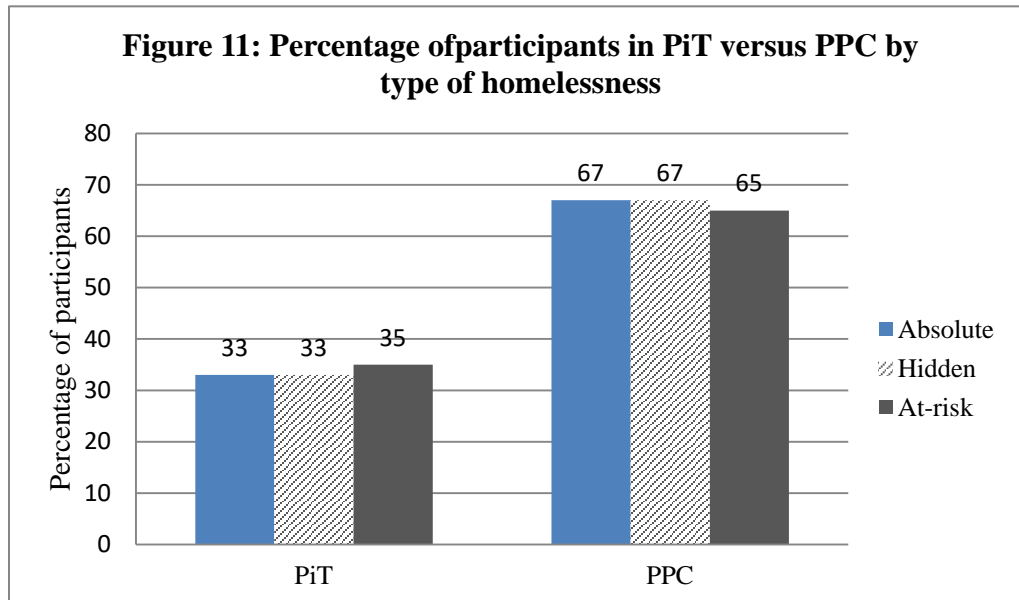
Note: Results are based on multiple responses, therefore, the number of responses may be larger than the number of participants.

5.11 Results for the PiT and PPC Studies

Figure 11 shows the percentage of respondents who participated in the Point-in-Time count on March 19th, 2018 compared with the number who participated in the Period Prevalence Count conducted at food banks and meal programs between March 5th and March 18th and then

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for seven consecutive days following the PiT count. The PiT count generated approximately a third of the responses while the PPC generated two-thirds. The PiT count was only slightly more effective in obtaining participation from people at-risk compared with those who were absolutely homeless or living with hidden homelessness. An advantage of the PPC method is that it can obtain more complete data because it is conducted over a longer period of time. The information about the study can be disseminated more broadly to people living with homelessness and they can participate even if they are not present or able to participate on the first day of the enumeration. The data indicate that the PiT method undercounts; in the 2018 enumeration in Sudbury, the PiT count data only reflects a third of the homeless population.



5.12 Differences Between 2015 and 2018 Enumerations

The same methodology was used in all studies conducted in Sudbury since 2000 but some modifications were introduced in 2015 and 2018. In 2015, the enumeration was expanded to outlying communities within the City of Greater Sudbury. This was continued in 2018. Some additional changes were introduced in 2018 due to the provincial requirement to conduct homelessness enumeration and due to the need to combine PiT and PPC methods for consistency with the national PiT count. Notably, the enumeration was conducted over an additional day of

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data collection: a PiT count was conducted on March 19th and the PPC continued for seven consecutive days afterwards. The extra day of data collection likely contributed to the higher number of participants in the 2018 enumeration compared to the 2015 study.

Another factor accounting for the higher number of participants is that 50 organizations participated compared to 32 in 2015. The additional 18 organizations included Health Sciences North, a methadone clinic, detox services and outreach to sex workers; in addition, a broader range of food banks in outlying areas participated. An important addition to the 2018 survey was a survey station maintained at the Greater Sudbury Transit Terminal downtown. This station remained open every day of the study (8 days) to allow people to participate in a neutral location and 426 people participated at this location.

5.13 Incorporation of the Database into the PPC Database

The data collected for the current study are subject to requirements of the Laurentian University Research Ethics Board (LU REB) and the Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans (2010) as ethical review was required for the study. These requirements have implications for the storage and use of data. The data collected for the PPC study allow for comparisons with data collected in Sudbury and other towns and cities in northeastern Ontario. The data will be added to the existing database.

6.0 DISCUSSION AND CONCLUSION

The number of participants in the 2018 enumeration was larger than in the 2015 study. At 564, the number of people who were absolutely homeless was 33 percent higher than in 2015. In contrast, the number of people at-risk of homelessness was 18 percent lower. However, the 2018 study identified a substantial population of people living with hidden homelessness in the City of Greater Sudbury that was not previously identified as such.

In 2018, the data collection and analysis were altered in order to allow for data collection and an analysis of people living with hidden homelessness. The addition of new questions to the survey enabled the identification of people living with hidden homelessness. The primary

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difference between absolute homelessness and hidden homelessness is that people who are hidden from view and without a home stay with others who have a place to live. It was important to study this group because it is now recognized that, in northern and rural places, much homelessness is largely invisible as many people cope with homelessness by finding others who allow them to stay temporarily, such as through “couch surfing” and other strategies to remain hidden (Kauppi, O’Grady and Schiff et al., 2017).

The 2018 study shows that the hidden homeless population is large and very similar to those who are absolutely homeless on many measures but in some ways is more disadvantaged. Compared to individuals who are absolutely homeless, more of those living with hidden homelessness are Indigenous, young, in the LGBTQ2S population, chronically and episodically homeless. More individuals report having been in the child welfare system in foster care or a group home, experience addiction, health challenges and job loss and are unable to pay the rent or mortgage. As relatively little is known about people living with hidden homelessness, the findings of the current enumeration study provide information to better understand the issues and needs of this subgroup of the homeless population.

The prevalence of conflict and violence in relationships is an important factor linked to homelessness in the current study. In identifying reasons for homelessness, responses to four statements provide evidence about the extent to which homelessness is connected to conflict and violence or abuse from spouses/partners or parents/guardians. Combining the responses to these statements reveals the extent to which homelessness results from conflict, abuse and violence.

We identified a change in the homeless population since 2015. In field notes, the research assistants noted a level of aggressiveness that was not evident in 2015. The aggression was linked to a desire to obtain money by participating in the survey more than once. While de-duplication procedures allow for any duplicate cases to be identified and removed from the analysis, the staff were instructed to maintain a high level of awareness about individuals who wanted to do the survey more than once, apparently motivated by the honorarium of \$5.00. Careful attention was paid to gathering the de-duplication information so that any duplicates could be identified. However, aggressive behaviour impacted on the staff during the study. A relatively small group of individuals were aggressive in their approach, as noted by research

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assistants: “Twelve individuals attempted to do the survey again... three became erratic and upset that they could not take the survey a second time.” In other locations, research assistants noted: “The day started off with people becoming extremely aggressive, almost physical.” “I refused a guy to fill out the survey as I completed one with him a couple of days ago. He was not happy but left without saying a word”. Service providers also commented on the difficulties of working with people in the homeless population due to increased aggression which appears to be linked to substance use and addictions—the availability of certain street drugs is believed to be leading to more aggressive behaviours. The desperation of people on the streets may also be connected to comments made about the difficulty of obtaining money from panhandling, a factor that was mentioned to research staff. The high level of addictions was shown in data about the physical and mental health issues experienced by people living with homelessness, as well as in the reasons for homelessness, as addictions were identified as the primary reason for homelessness. Training and monitoring the research staff ensured their safety during the data collection.

A final point for discussion pertains to the weather during the March 2018 enumeration in relation to decisions about lodging and accessing services. While more moderate weather typically occurs in March, the spring weather in 2018 was unusually cold, with temperatures falling as low as -17° C at night. The data provide for insights into the survival strategies of people living with homelessness in Sudbury. It is possible that the cold weather led to more people accessing services during the study than might have occurred in warmer weather when they can more easily maintain independence. In the survey, a substantial number indicated the possibility of staying in an emergency or domestic violence shelter (n=315). However, Sudbury does not have this number of shelter beds. Therefore, it seems likely that many people indicated that one possibility was they would stay in an “emergency shelter or domestic violence shelter” that coming evening; but in fact, they did not follow through and stay in a shelter. Many of these people also ticked other responses such as someone else's place, vehicle, public space, makeshift shelter, abandoned building or other unsheltered location. Therefore, many people stayed in other locations. In interviews, people have told us that they often start to think about where they will stay in the afternoon. Some are flexible and only decide where to stay after they have made contact with others in their networks. The responses to the enumeration question about current lodging should be interpreted as likely places where they may stay but not as definite plans.

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The enumeration activities are intended to provide information that lead to the development of strategies to address and end homelessness. The results of the 2018 enumeration provided data about the issues and needs of people living with homelessness in the City of Greater Sudbury. Hidden homelessness is a relatively new aspect of homelessness that has emerged in recent years (Kauppi et al., 2017). Learning how to address the needs of this population can enable Sudbury to be a leader provincially and nationally as many jurisdictions need to implement new strategies for reducing or eliminating all forms of homelessness.

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APPENDIX A

LIST OF PARTICIPATING AGENCIES, PROGRAMS, SERVICES AND FOOD BANKS

- | | |
|---|---|
| 1. Garson Food Bank | 25. Out of the Cold Shelter |
| 2. Friendship House Food Bank | 26. Elizabeth Fry (Bail Supervision Program) |
| • (Chelmsford) | 27. Better Beginnings |
| 3. Laurentian Food Bank | 28. N'swakamok |
| 4. Coniston Food Bank | 29. Health Sciences North |
| 5. Inner City Food Bank (Downtown) | 30. Sex Worker Outreach |
| 6. Holy Redeemer Food Bank | 31. John Howard Society |
| 7. Inner City Food Bank (New Sudbury) | 32. Sudbury Jail/ John Howard |
| 8. Lively Food Bank | 33. Pregnancy Care Center |
| 9. St. Mathews Food Bank | 34. Reseau Access |
| 10. St. Vincent Food Bank and Store (Val Caron) | 35. March of Dimes |
| 11. Good Neighbors Food Bank (Hamner) | 36. Victim Services |
| 12. Salvation Army Clothing Store and Food Bank | 37. Native People of Sudbury Housing |
| 13. Samaritan Center | 38. Withdrawal Management |
| 14. YMCA Employment | 39. Red Cross |
| 15. APANO | 40. CCAC |
| 16. YWCA Genevera House | 41. Sudbury Vocational |
| 17. Applegrove Methadone Clinic | 42. St. Andrews Out of the Cold Dinner (Epiphany) |
| 18. Larch Street Methadone Clinic | 43. Friendship Center Breakfast |
| 19. Sudbury Youth Action | 44. BBBF Dinner |
| 20. FOYER Notre Dame House | 45. Action Center (Pancake Breakfast/Hot dog lunch) |
| 21. FOYER Notre Dame Drop In | 46. CMHA |
| 22. Independent Living | 47. Salvation Army Men's Shelter |
| 23. Bus Terminal | 48. Outreach |
| 24. Monarch/Rockhaven | 49. Community Closet |
| | 50. Cedar Place |

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APPENDIX B

HOUSING AND HOMELESSNESS IN NORTHEASTERN ONTARIO 2018

MANDATORY QUESTIONS FOR THE PROVINCE OF ONTARIO

Appendix B: Mandatory Questions for the Province of Ontario

APPENDIX A - Homelessness in the City
of Greater Sudbury: 2018 Enumeration

Interviewer's Name	Agency and/or Contact #	<input type="checkbox"/> Research Assistant <input type="checkbox"/> Agency Staff
Survey Date DD/MM/YYYY ____/____/2018	Survey Time ____ : ____ AM/PM	Survey Location: Town/City: Area:

CONSENT (✓): ☐ I agree to participate in the survey and to answer A, B, C and D

Screening Questions

A. Participant's Initials: ____ (Last, middle, and first initials of your name)

____ Last Middle First

B. Date of Birth: ____ (Day) ____ (Month) ____ (Year)

C. Place of birth: ____ (Country, City/town or Community)

D. Where are you staying tonight? / Where did you stay last night?: Check (✓) ☐ Last night ☐ Tonight

- | | | |
|---|---|--|
| a. <input type="checkbox"/> DECLINE TO ANSWER | c. <input type="checkbox"/> SOMEONE ELSE'S PLACE | f. <input type="checkbox"/> EMERGENCY SHELTER, DOMESTIC VIOLENCE SHELTER |
| b. <input type="checkbox"/> OWN APARTMENT/
HOUSE | d. <input type="checkbox"/> MOTEL/HOTEL | g. <input type="checkbox"/> TRANSITIONAL SHELTER/HOUSING |
| | e. <input type="checkbox"/> HOSPITAL, JAIL,
PRISON, REMAND
CENTRE | h. <input type="checkbox"/> PUBLIC SPACE (E.G., SIDEWALK, PARK, FOREST, BUS SHELTER) |
| | | i. <input type="checkbox"/> VEHICLE (CAR, VAN, RV, TRUCK) |
| | | j. <input type="checkbox"/> MAKESHIFT SHELTER, TENT OR SHACK |
| | | k. <input type="checkbox"/> ABANDONED/VACANT BUILDING |
| | | l. <input type="checkbox"/> OTHER UNSHELTERED LOCATION |
| | | m. <input type="checkbox"/> DO NOT KNOW [LIKELY HOMELESS] |

D1: Can you stay there as long as you want or is this a temporary situation?	D2: Do you have your own house or apartment you can safely return to?
a. <input type="checkbox"/> AS LONG AS I WANT b. <input type="checkbox"/> TEMPORARY -----> c. <input type="checkbox"/> DON'T KNOW -----> d. <input type="checkbox"/> DECLINE	a. <input type="checkbox"/> YES b. <input type="checkbox"/> NO c. <input type="checkbox"/> DON'T KNOW d. <input type="checkbox"/> DECLINE

Thank you for agreeing to take part in the survey. You will receive \$5.00 as a thank you for participation.

BEGIN SURVEY

1. Do you have children who

are accompanying you? 1....Yes 2....No
are in your custody 1....Yes 2....No

<input type="checkbox"/> CHILD(REN)/DEPENDENT(S) [indicate gender and age for each]	1	2	3	4	5	6	7	8
GENDER								
AGE								

2. What family members are staying with you tonight? [Indicate survey numbers for adults. Check (✓) all that apply]

- | | |
|--|--|
| <input type="checkbox"/> NONE | <input type="checkbox"/> OTHER ADULT - Survey #: _____ |
| <input type="checkbox"/> PARTNER - Survey #: _____ | <input type="checkbox"/> CHILD OR CHILDREN |
| <input type="checkbox"/> DECLINE TO ANSWER | |

For the next questions, “homelessness” means any time when you have been without a secure place to live, including sleeping in shelters, on the streets/bush, or living temporarily with others.

3. In total, **how much time** have you been homeless over the PAST YEAR? [Best estimate.]

- ☐ LENGTH _____ DAYS | WEEKS | MONTHS ☐ DON'T KNOW ☐ DECLINE TO ANSWER

4. In total, **how many different times** have you experienced homelessness over the PAST YEAR? [Best estimate.]

- ☐ NUMBER OF TIMES ____ [Includes this time] ☐ DON'T KNOW ☐ DECLINE TO ANSWER

5. Do you identify as Indigenous or do you have Indigenous ancestry? This includes First Nations with or without status, Métis, and Inuit. [If yes, please specify.]

- ☐ YES ----->
☐ NO
☐ DON'T KNOW
☐ DECLINE TO ANSWER

If YES:

- ☐ FIRST NATIONS ***Specify:*** ☐ with status ☐ non-status
☐ INUIT
☐ MÉTIS
☐ HAVE INDIGENOUS ANCESTRY

6. People may identify as belonging to a particular racial group. For example, some people may identify as Black or African-Canadian, other people may identify as Asian or South Asian and other people may identify as white. What racialized identity do you identify with? [Do not list categories. Select all that apply]

- | | |
|---|---|
| <input type="checkbox"/> ABORIGINAL/INDIGENOUS/MÉTIS specify _____ | <input type="checkbox"/> WEST ASIAN (E.G., IRANIAN, AFGHAN, ETC.) |
| <input type="checkbox"/> INUIT | <input type="checkbox"/> BLACK OR AFRICAN CANADIAN |
| <input type="checkbox"/> ARAB | <input type="checkbox"/> FILIPINO |
| <input type="checkbox"/> ASIAN (E.G., CHINESE, KOREAN, JAPANESE, ETC.) | <input type="checkbox"/> HISPANIC OR LATIN AMERICAN |
| <input type="checkbox"/> SOUTH-EAST ASIAN (E.G., VIETNAMESE, CAMBODIAN, MALAYSIAN, LAOTIAN, ETC.) | <input type="checkbox"/> WHITE (E.G., EUROPEAN-CANADIAN) |
| <input type="checkbox"/> SOUTH ASIAN (E.G., EAST INDIAN, PAKISTANI, SRI LANKAN, ETC.) | <input type="checkbox"/> OTHER (PLEASE SPECIFY) _____ |
| | <input type="checkbox"/> DON'T KNOW |
| | <input type="checkbox"/> DECLINE TO ANSWER |

7. In what language do you feel best able to express yourself?

- | | | |
|-------------------------------|--|---|
| <input type="radio"/> ENGLISH | <input type="radio"/> NO PREFERENCE | <input type="radio"/> DON'T KNOW |
| <input type="radio"/> FRENCH | <input type="radio"/> NEITHER/OTHER (please specify) _____ | <input type="radio"/> DECLINE TO ANSWER |

8. Have you ever had any service in the Canadian Military or RCMP or did you serve in a peace keeping mission?

[Military includes Canadian Navy, Army, or Air Force]

- ☐ YES, MILITARY ☐ YES, RCMP ☐ YES, PEACE KEEPING ☐ NO ☐ DON'T KNOW ☐ DECLINE TO ANSWER

9. What gender do you identify with?

- | | | |
|--------------------------------------|---|---|
| <input type="radio"/> MALE / MAN | <input type="radio"/> TRANS FEMALE / TRANS WOMAN | <input type="radio"/> NOT LISTED: _____ |
| <input type="radio"/> FEMALE / WOMAN | <input type="radio"/> TRANS MALE / TRANS MAN | <input type="radio"/> DON'T KNOW |
| <input type="radio"/> TWO-SPIRIT | <input type="radio"/> GENDERQUEER/GENDER NON-CONFORMING | <input type="radio"/> DECLINE TO ANSWER |

10. How do you describe your sexual orientation, for example straight, gay, lesbian?

- | | | | |
|---|-----------------------------------|---|---|
| <input type="radio"/> STRAIGHT/HETEROSEXUAL | <input type="radio"/> BISEXUAL | <input type="radio"/> QUEER | <input type="radio"/> DON'T KNOW |
| <input type="radio"/> GAY | <input type="radio"/> TWO-SPIRIT | <input type="radio"/> NOT LISTED: _____ | <input type="radio"/> DECLINE TO ANSWER |
| <input type="radio"/> LESBIAN | <input type="radio"/> QUESTIONING | | |

11. What are your sources of income? [Read list and check all that apply]

<input type="checkbox"/> EMPLOYMENT	<input type="checkbox"/> DISABILITY BENEFIT	<input type="checkbox"/> OTHER SOURCE: _____
<input type="checkbox"/> INFORMAL/SELF-EMPLOYMENT (E.G., BOTTLE RETURNS, PANHANDLING)	<input type="checkbox"/> SENIORS BENEFITS (E.G., CPP/OAS/GIS)	<input type="checkbox"/> NO INCOME
<input type="checkbox"/> EMPLOYMENT INSURANCE	<input type="checkbox"/> GST REFUND	<input type="checkbox"/> DECLINE TO ANSWER
<input type="checkbox"/> WELFARE/SOCIAL ASSISTANCE	<input type="checkbox"/> CHILD AND FAMILY TAX BENEFITS	
	<input type="checkbox"/> MONEY FROM FAMILY/FRIENDS	

12. Have you ever been in foster care and/or a group home?

<input type="checkbox"/> YES ----- >	IF YES, HOW LONG AGO WAS THAT? (Refers to the length of time since leaving foster care or a group home)
<input type="checkbox"/> NO	
<input type="checkbox"/> DON'T KNOW	
<input type="checkbox"/> DECLINE TO ANSWER	LENGTH (IN YEARS) _____

12a. Approximately how long after leaving foster care/group home did you become homeless?

<input type="checkbox"/> LENGTH _____ DAYS / WEEKS / MONTHS / YEARS	<input type="checkbox"/> DON'T KNOW	<input type="checkbox"/> DECLINE TO ANSWER
---	-------------------------------------	--

13. What happened that caused you to lose your housing most recently? [Do not read the options. Check all that apply. "Housing" does not include temporary arrangements (e.g., couch surfing) or shelter stays.]

<input type="checkbox"/> ILLNESS OR MEDICAL CONDITION	<input type="checkbox"/> CONFLICT WITH: PARENT / GUARDIAN
<input type="checkbox"/> ADDICTION OR SUBSTANCE USE	<input type="checkbox"/> CONFLICT WITH: SPOUSE / PARTNER
<input type="checkbox"/> JOB LOSS	<input type="checkbox"/> INCARCERATED (JAIL OR PRISON)
<input type="checkbox"/> UNABLE TO PAY RENT OR MORTGAGE	<input type="checkbox"/> HOSPITALIZATION OR TREATMENT PROGRAM
<input type="checkbox"/> UNSAFE HOUSING CONDITIONS	<input type="checkbox"/> OTHER REASON _____
<input type="checkbox"/> EXPERIENCED ABUSE BY: PARENT / GUARDIAN	<input type="checkbox"/> DON'T KNOW
<input type="checkbox"/> EXPERIENCED ABUSE BY: SPOUSE / PARTNER	<input type="checkbox"/> DECLINE TO ANSWER

14. Do you identify as having any of the following?

Chronic/Acute Medical Condition	Physical Disability	Addiction	Mental Health Issue
<input type="checkbox"/> YES	<input type="checkbox"/> YES	<input type="checkbox"/> YES	<input type="checkbox"/> YES
<input type="checkbox"/> NO	<input type="checkbox"/> NO	<input type="checkbox"/> NO	<input type="checkbox"/> NO
<input type="checkbox"/> DON'T KNOW	<input type="checkbox"/> DON'T KNOW	<input type="checkbox"/> DON'T KNOW	<input type="checkbox"/> DON'T KNOW
<input type="checkbox"/> DECLINE TO ANSWER	<input type="checkbox"/> DECLINE TO ANSWER	<input type="checkbox"/> DECLINE TO ANSWER	<input type="checkbox"/> DECLINE TO ANSWER

15. What do you need right now? _____

16. Do you want to get into permanent housing?

☐ Yes ☐ No ☐ DON'T KNOW ☐ DECLINE TO ANSWER

17. Do you want to speak to a housing worker?

☐ Yes ☐ No ☐ DON'T KNOW ☐ DECLINE TO ANSWER

Thank you, merci, miigwetch! If you have any questions about the study, please call Dr. Carol Kauppi (705-675-1151, ext. 5058 or 5060) or email us at homeless@laurentian.ca

For Information Only

Healthy Kids Community Challenge Program - Planning for Sustainability

Presented To: Community Services
Committee

Presented: Monday, Jul 09, 2018

Report Date Wednesday, Jun 27,
2018

Type: Correspondence for
Information Only

Resolution

For Information Only

Relationship to the Strategic Plan / Health Impact Assessment

This report supports Council's Strategic Plan in the area of Quality of Life and Place, as it aligns with the Population Health Priorities of Resiliency, Families, Mental Health, and Play Opportunities. Ongoing support of a Healthy Kids Community Challenge program will create opportunities for families and organizations to help children be more active, eat better and play more.

Report Summary

The Healthy Kids Community Challenge (HKCC) was a three year initiative funded by the Ministry of Health and Long Term Care, with the purpose of bringing communities together to promote children's health and to prevent childhood obesity.

The HKCC has been successful in bringing together over 66 community partners and implementing 33 new programs, initiatives and challenges that have served more than 20,000 children since 2016.

Provincial funding for the HKCC, currently \$375,000 per year, is scheduled to end on September 30, 2018 and community partners are interested in continuing programs and initiatives that were developed.

Funded initiatives were designed to build capacity within the community and to develop infrastructure that would continue to be used beyond the end of the funding period. These types of initiatives would not require

Signed By

Report Prepared By

Monique Poirier
Manager of Children Services
Digitally Signed Jun 27, 18

Health Impact Review

Monique Poirier
Manager of Children Services
Digitally Signed Jun 27, 18

Division Review

Luisa Valle
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Financial Implications

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Recommended by the Department

Catherine Matheson
General Manager of Community
Development
Digitally Signed Jun 27, 18

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Jun 27, 18

ongoing financial support while other initiatives are not being funded by any other means and could continue to benefit children with the support of ongoing funding.

In addition, the model of working in partnership with all children's service organizations to plan and maximize community efforts to promote children's health has been an important component of the success of HKCC and warrants consideration for continued support.

Financial Implications

There are no direct financial implications from this information report. A business case will be prepared for consideration as part of the 2019 budget process to continue the Healthy Kids Community Challenge Program upon completion of the provincial funding.

Background

The Healthy Kids Community Challenge (HKCC) was a three year initiative funded by the Ministry of Health and Long Term Care (MOHLTC), to bring communities together to promote children's health and to prevent childhood obesity. This initiative began January 1, 2016 and will be completed on September 30, 2018.

The City of Greater Sudbury (City) was one of 45 communities selected to receive funding to implement the HKCC. The City received \$375,000 per year to implement programs and activities related to children's healthy eating and physical activity.

The HKCC has been successful in bringing together over 66 community partners while implementing 33 new programs, initiatives and challenges that have served more than 20,000 children since 2016.

The MOHLTC selected a new theme each nine months which allowed the Healthy Kids Advisory Committee to focus their efforts on promoting a specific behaviour to improve children's health and well-being and help prevent childhood obesity. The following is a brief description of the results of each of the four themes.

Theme One: Run. Jump. Play. Every Day!

The first theme "Run. Jump. Play. Everyday" was implemented across the community from January 1, 2016 to June 30, 2016, which encouraged physical activity through a mix of active play, sport, active transportation and structured activities. Fourteen programs and initiatives were delivered, serving over 2,800 children and their families.

Highlights

- 670 children participated in the Activate Your Recess Program which helped children use recess time to be physically active
- 285 children from grades 1-6 were provided free swimming lessons through their school
- 199 pairs of snowshoes were lent out by Library branches
- 100 children attended bike safety lessons and received safe cycling equipment.

Theme Two: Water Does Wonders!

The second theme "Water Does Wonders" was implemented from July 1, 2016 to March 31, 2017 which encouraged children and families to choose water over

sugary beverages through a mix of infrastructure, programming and education initiatives.

The initiatives included a range of activities including the purchase and installation of water bottle filling stations and various education initiatives for children and families. Fourteen programs and initiatives were delivered, serving over 7,300 children and their families

Highlights

- 3,000 children had visits from Tap and Thirsty, our community-based water educators
- 1,509 children took the Lunchbox Challenge by signing and pledging to bring a refillable water bottle or white milk in their lunch
- 24 children's sports teams agreed to drink only tap water at games and practices and to have only fresh veggies and fruits as their after game snack
- 22 water fountains were installed where kids and their families meet and play

Theme Three: Choose to Boost Veggies and Fruit

The third theme "Choose to Boost Veggies and Fruit" was implemented from April 1, 2017 to December 31, 2017 and encouraged kids and families to reach for vegetables and fruits at every meal and snack through a mix of infrastructure, programming and education initiatives. The plan for the third theme contained eight new activities and several continuing programs and services, including community gardening initiatives, a mobile market, challenges and education initiatives. Thirteen programs and initiatives were delivered, serving over 10,376 children and their families.

Highlights

- 3,400 children had a visit from the Super Snackables and were able to try new vegetable and fruit snacks
- 1,912 children participated in the Cultivate Your Neighbourhood program learning to plant, nurture, harvest and cook veggies and fruits in their local community gardens
- 700 children's families shopped at the Pop-Up Markets and were able to purchase vegetables and fruits at cost
- 510 children participated in Healthy Kids Week at the Market where they received \$3 in Market Money to spend on veggies and fruit at local Farmer's Markets
- 42 educators and children's leaders received training to be able to deliver the Adventures in Cooking program for children

Theme Four: Power Off and Play

The fourth theme "Power Off and Play" is being implemented from January 1, 2018 to September 30, 2018 with the goal of encouraging children to be more active and to use screens less often. Activities promoting active outdoor play and supporting active transportation and screen-free family meal times will be offered. The plan for theme four includes six new activities and several continuing programs and services, such as community gardening initiatives, cooking classes, an Adventure Play pilot, and supportive skill building recreation programs.

Results from this theme will be available later in 2018.

Continuing the Work of the Healthy Kids Community Challenge

Over the three year term of the HKCC, the City received annual funding in the amount of \$375,000 per year. Community partners are interested in continuing to support children's health programming and partnerships with the City.

Throughout this period some of the programs and initiatives that were delivered were specific to each of the themes while training, development, water infrastructure and equipment purchases built capacity in the community and developed needed infrastructure that continues to be used.

However, some of the initiatives that were piloted or developed, such as community gardening, active transportation, adventure play and supporting recreation programming are not being funded by any other means and could benefit children and families with continued financial support.

An important component to the success of the HKCC which warrants consideration for continued support is the ongoing partnership with all children's service organizations to develop programming and maximize community efforts to promote children's health.

Ongoing funding of the HKCC program would create opportunities for families and organizations to support children in being more active, eating healthier and playing more. This aligns with the Population Health priorities of Resiliency, Families, Mental Health and Play Opportunities.

Next Steps

Approximately half of the HKCC programs created with the annual funding of \$375,000 are now self-sustaining throughout the community.

As a result a business case for ongoing sustainable funding for Healthy Kids programming for the 2019 Budget will be prepared in the amount of \$187,500 per year, representing one half of previous annual funding received.

References

Healthy Kids Community Challenge - Year One Update Report
Community Services Committee meeting – November 14, 2016
<http://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&lang=en&id=1019&itemid=12181>

Healthy Kids Community Challenge - Year Two Update Report
Community Services Committee meeting – August 21, 2017
<http://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&lang=en&id=1153&itemid=13235>

Healthy Kids Community Challenge - Year Three Update Report
Community Services Committee meeting – April 16, 2018
<http://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=4&id=1261>

Health Kids Community Challenge – Theme Four Update Report
Community Services Committee meeting – January 15, 2018
<https://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=6&id=1258>

Request for Decision

Fabio Belli Foundation Proposal for the Creation of a Multi-Use Facility

Presented To:	Community Services Committee
Presented:	Monday, Jul 09, 2018
Report Date	Tuesday, Jun 19, 2018
Type:	Managers' Reports

Resolution

THAT the City of Greater Sudbury directs staff to prepare a business case for financial support of the Fabio Belli Indoor Sports Centre as outlined in the report entitled "Fabio Belli Foundation Proposal for the Creation of a Multi-Use Facility" from the General Manager of Community Development, presented at the Community Services Committee meeting on July 9, 2018, for consideration for inclusion in the 2019 municipal budget process.

Relationship to the Strategic Plan / Health Impact Assessment

This report supports Council's Strategic Plan in the area of Quality of Life and Place as it aligns with the Population Health Priorities of Families, Play Opportunities and Age Friendly Strategy. The development of a new indoor multi-use facility would allow for programs and services which would improve the health and well-being of youth, families and seniors.

Report Summary

This report outlines the unsolicited proposal received by the Fabio Belli Foundation for capital and ongoing support of their proposed multi-use facility. The report seeks direction to bring forward a business case as part of the 2019 budget process to consider financial support.

Financial Implications

The Fabio Belli Foundation has requested a one time support in the amount of \$2,950,000 towards the project and annual operating support in the amount of \$25,000.

Upon Council's approval, a business case for capital and ongoing support will be included for consideration

Signed By

Report Prepared By

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Digitally Signed Jun 19, 18

Health Impact Review

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Recommended by the Department

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Recommended by the C.A.O.

Ed Archer
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as part of the 2019 budget process.

Background

At the April 3, 2017 Community Services Committee meeting, Council received a report titled Indoor Turf and Multi-Purpose Facilities which provided an overview of potential projects in the community. The report noted that the City of Greater Sudbury (City) had fielded inquiries and unsolicited proposals from various groups about collaborating to realize multi-purpose facilities in the community. The report indicated that the City did not have an established framework for receiving and evaluating initiatives that would involve City support. The report recommended that a review of demand for these types of facilities be conducted and to develop a framework to receive and evaluate proposals for the development of recreation facilities that require City support.

At the Community Services Committee meeting of June 19, 2017, Council was provided a preliminary demand analysis for indoor turf facilities as part of the report titled Framework for Partnership Opportunities for Indoor Turf and Multi-Purpose Facilities Interim Report. The report indicated that the City could support a permanent facility with two small fields which can be accommodated on a pitch measuring approximately 200 by 200 feet (excluding run-out space and a clubhouse building). The report noted that there were economies of scales realized with the construction of an air supported structure over a full sized (FIFA regulation) field.

A report titled Framework for Partnership Opportunities for Indoor Turf and Multi-Purpose Facilities - Final Report was presented at the Community Services Committee on October 23, 2017. The report included a framework and process to guide decisions related to collaborating with third parties for the delivery and provision of recreation services and facilities. The framework included the following tools:

- Decision tree for direct vs. indirect service delivery.
- Four stage partnership development model.
- Detailed steps of a three stage search and selection process.
- Standardized framework for evaluation of unsolicited proposals.

The Fabio Belli Foundation (Foundation) addressed the Community Services Committee at the May 14, 2018 meeting as a community delegation. Foundation representatives provided an update on the progress made regarding a multi-use indoor sports facility. As part of the presentation, the group noted that the Province of Ontario has committed \$4M towards the project and that they were working with the Rainbow District School Board for additional support.

Update

Subsequent to their presentation to the Community Services Committee, the Fabio Belli Foundation submitted a request for capital and ongoing support towards the multi-use facility project (Appendix A – Letter to City of Greater Sudbury, June 2018, attached).

The proposal outlined request for financial assistance as follows:

- Capital dollars in the estimated amount of \$2.2M towards necessary infrastructure for the project including roadwork and other associated work.
- Capital dollars in the amount of \$750,000 towards the construction of a new permanent 5,000 square foot field house that will house change rooms, washrooms, office space, meeting space, etc.
- An annual \$25,000 operational grant.

The unsolicited proposal submitted also included a business plan prepared by the Fabio Belli Foundation and nuAGE CPA (Appendix B – Fabio Belli Foundation Business Plan, April 2018, attached).

Analysis

The framework previously approved for the evaluation of proposals for the development of recreation facilities that require City support included a standardized framework for evaluation of unsolicited proposals. The framework indicates that unsolicited proposals at minimum should include the following:

- Comprehensive needs analysis.
- Comprehensive business plan.
- Proponent's financial capacity.
- Clear demonstration of the sustainability of the project.
- In the case of a not-for-profit group, the organization's succession plan.
- Detailed evidence of community benefit.
- Full risk analysis.

The Fabio Belli Foundation proposal included the following:

Comprehensive Needs Analysis

The Fabio Belli Foundation noted that since the closure of the Exhibition Centre, there is a lack of a suitable facility to support field sports requiring an indoor location for off season use. The proposal references the City's Framework for Partnership Opportunities for Indoor Turf and Multi-Purpose Facilities - Final Report which states that there is sufficient local demand for a permanent facility with two indoor turf fields (200 by 100 feet) and that there are economies of scale if an air supported structure is built over a full size regulation field. The Foundation's proposal also notes anticipated increase usage by adult groups and other field sports.

Comprehensive Business Plan

The Fabio Belli Foundation has included short term and long term pro forma statements as part of their proposal, outlining the expected revenues and costs over a ten year period. The projected statements also account for a capital fund replacement as well as a turf replacement. The assumed field rental rates and estimated rented hours are in line with the City's demand analysis previously conducted. Projections show a positive cash flow balance during each year of operation.

The Foundation is requesting that the City provides an annual grant in the amount of \$25,000 towards the operation of the proposed multi-use facility.

Financial Capacity

The proposal outlines the committed funding already in place for the \$5.6M construction of the multi-use facility:

Funding Partner	Committed Amount
Province of Ontario	\$4,000,000
Rainbow District School Board	\$1,100,000
Fabio Belli Foundation Fundraising	\$500,000

Additional funding is required for roadwork and associated infrastructure in the estimated amount of \$2.2M. The foundation is seeking City support with respect to these capital costs. The Foundation is also seeking a contribution of \$750,000 towards the construction of a new 5,000 square foot field house.

Project Sustainability

The Fabio Bell Foundation, as a not-for-profit organization, has committed to ensuring costs remain low to provide all socio-economic citizens with access to the facility. All profits will be reinvested into the Fabio Belli Foundation to ensure future sustainability and enhanced services for the benefit of all residents of the City of Greater Sudbury.

The Fabio Belli Foundation has also included its mission vision, mandate and values as follows:

Mission

The Fabio Belli Foundation acts as a voice for the promotion of health, wellness and sport for all citizens in the City of Greater Sudbury. Its mission is to increase well-being and enrich sporting experiences by creating and maintaining accessible facilities, encouraging healthy living, and celebrating sports excellence.

Vision

To be a local leader in facilitating a quality and inclusive environment that supports wellness and sport development, and where:

- Everyone is encouraged and valued for their contributions.
- Everyone sees participation in physical activity as an integral and vibrant part of their daily lives and the health of their community.
- Everyone has the opportunity to develop their skills, confidence, and to enhance their enjoyment of physical activity through participation.
- Athletes are provided with the opportunity to achieve world-class performance.

Mandate, Goals and Objectives

The Fabio Belli Foundation will contribute to the physical, mental and social well-being of the community by:

- Building and operating an indoor multi-sport facility.
- Creating programs that promote health and increase health literacy.
- Emphasizing the importance of sustainability of the Fabio Belli Foundation.
- Helping the public and private sectors work together.
- Ensuring that funding is used properly.
- Improving processes and performance.

Values

Given the countless ways that physical activity and sport enrich our lives, the foundation intends to be inclusive, ethical, innovative, and respectful. That means we will:

- Ensure everyone has the opportunity to get involved, regardless of their background and socio-economic status.
- Exercise transparency, and work with like-minded individuals and organizations.
- Deploy creative solutions to ensure long-lasting financial viability.
- Cooperate with and support our members and partners.

Succession Plan

The Fabio Belli Foundation's by-law charter includes the following to address succession planning for their not for profit organization:

- Gain the commitment of board and staff to manage transition intentionally.
- Identify current challenges and those that lie ahead, and the corresponding leadership qualities that are needed to navigate the challenges successfully.
- Consider whether placing an interim leader at the helm is the right path for our non-profit.
- Draft a timeline for leadership successions that are planned.
- Adopt an Emergency Leadership Transition Plan to address the timely delegation of duties and authority whenever there is an unexpected transition or interruption in key leadership.
- Identify leadership development opportunities for staff and board members to expand their leadership skills so that the organization will have a "deeper bench" of future leaders.
- Cross-train current staff to minimize the disruption from unexpected staffing changes.
- Make plans to adequately support newly-placed employees, such as with coaching, mentoring, and defining goals.

- Communicate: What will your organization say to stakeholders before, during, and after a transition of leadership? Thoughtful communications are needed in order to support the staff and organization during the transition process.
- On board deliberately: Help new board chairs and chief staff leaders feel confident and find their own voices.

Evidence of Community Benefit

The Foundation's proposal points to a number of community benefits for the improvement of quality of life and health and well being that a multi-use facility would provide the community. The proposal also notes the benefits a multi-use facility provides for the skill development and long term athlete development.

Specifically, during the Fabio Belli Foundation's presentation to Community Services on May 14, 2018, the following community benefits were identified:

- Reduces health care costs.
- Increases grassroots community excitement.
- Reduces crime.
- Increases happiness (full spectrum light and activity).
- Breaks down social, race, cultural and economic barriers through activity.
- Reduces screen time for kids.

During the presentation, Foundation representatives also made commitments to providing low cost and no cost activities for the community, including free indoor walking for older adults.

Risk Analysis

The Fabio Belli Foundation accounts for existing and potential threats including human, operational, financial, procedural and political threats. The Foundation's proposal has outlined established by-laws, controls and procedures to mitigate potential threats.

Summary

The proposal received from the Fabio Belli Foundation for support towards the development of a multi-use facility meets a demonstrated need for an indoor facility. Community benefit has been demonstrated and the Foundation's proposal supports the City's priorities to improve the quality of life and place for residents through the provision of programs and services designed to improve the health and well-being of youth, families and seniors.

The proposed project meets the minimum requirements of providing a business plan, risk assessment and succession plan.

Next Steps

Upon Council's approval, a business case for capital and ongoing support will be included for consideration as part of the 2019 budget process.

References

Fabio Belli Foundation Presentation, Community Services Committee (May 14, 2018)
<http://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&attachment=23513.pdf>

Framework for Partnership Opportunities for Indoor Turf and Multi-Purpose Facilities - Final Report, Community Services Committee (October 23, 2017)
<http://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=1&id=1154>

Framework for Partnership Opportunities for Indoor Turf and Multi-Purpose Facilities Interim Report, Community Services Committee (June 19, 2017)
<http://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=3&id=1152>

Indoor Turf and Multi-Purpose Facilities Report, Community Services Committee (April 3, 2017)
<http://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=9&id=1151>



Unsolicited Proposal for the Creation of a Covered Multi-Use Facility in the City of Greater Sudbury

June 11, 2018



June 11, 2018

To whom it may concern:

The Fabio Belli Foundation is a local not for profit organization looking at facilitating a quality and inclusive environment that supports wellness and sport development. The Foundation acts as a voice for the promotion of health, wellness and sport for all citizens in the City of Greater Sudbury. Its mission is to increase wellbeing and enrich sporting experiences by building and maintaining accessible facilities, encourage healthy living and celebrating sports excellence.

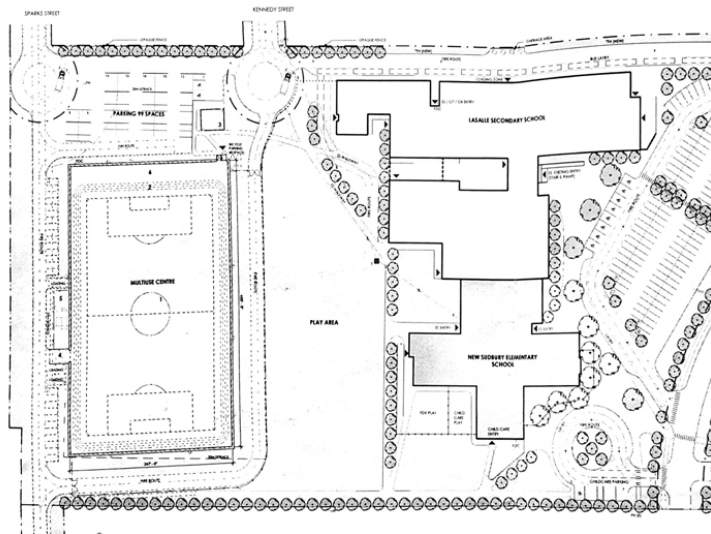
*Currently, the main focus of the Foundation is to build and operate an indoor multi sports facility in Greater Sudbury. As a Foundation, we are working to establish community partners to allow us to meet our goal of building this complex. As a non-profit entity, we are committed to ensure the facility is built and operated in such a manner that will be efficient and cost effective for **all citizens of the City of Greater Sudbury**.*

Please accept the attached proposal from the Fabio Belli Foundation ("the Foundation") as a request for financial assistance from the City of Greater Sudbury for the creation of an air supported multi-use facility and surrounding supporting infrastructure.

We propose that the facility be called the Fabio Belli Indoor Sports Centre in honour of the late Fabio Belli who worked tirelessly for the creation of just such a structure. This letter contains information previously discussed at the Community Services meeting on May 14, 2018 in addition to new information.



Although a final location has not been determined, we have discussed the proposal with Rainbow District School Board to consider partnering with the Fabio Belli Foundation ("Foundation") to build the fieldhouse on the Lasalle Secondary School property. They are currently in the process of finalizing the construction of a new elementary school and there would be significant synergies if the two projects were built together. This partnership would require the approval of the board.



We are respectfully requesting that the City of Greater Sudbury support this project by providing both capital funds and grant to keep user rates affordable.

We are requesting:

- 1) We are asking that the City of Greater Sudbury reinstate an annual \$25,000 grant that was given to the Sudbury Regional Soccer Association to assist in the administration of the previous Sudbury Multi-Use facility at 967 Falconbridge Road. By helping keep overhead costs low the city will allow the Foundation to offer programs at low cost/no cost to community groups that could not normally access such a facility. We will work closely with the City of Greater Sudbury to ensure fragile sectors of society have access to this facility including such groups as the elderly who have already voiced support for our proposed walking track and lower socio-economic groups that normally could not afford access to such a facility.
- 2) The Foundation is asking the City of Greater Sudbury to assist in completion of infrastructure including roads and other associated work. It is our understanding that road work in the area already has capital budget dollars allocated for road work improvement. The Foundation asks that these capital dollars be allocated to the project in 2018 or 2019. The commitment by the City of Greater Sudbury towards the roadwork has been earmarked at 2.2 million dollars.
- 3) In addition to the construction of the Fabio Belli Indoor Sports Centre, the centre will require a fieldhouse that will house change rooms, wash rooms, office space, storage space and a meeting place for organizations using the facility. A small existing field house currently exists near the facility and we hope to work with present occupants temporarily use for bathrooms for dome users. The fieldhouse is tiny, old and will need to be enlarged and attached to the dome. The Foundation will build a new enlarged and attached field house to ensure proper restroom

facilities, shared meeting areas and a safe and well-lit common entry to the dome. The size of the upgraded/new facility would be between 3,500 and 5,000 square feet. The Foundation is requesting that the City of Greater Sudbury contribute \$750,000 to build the field house.

One Time Support	
Field House	\$750,000
Infrastructure	
Roads, etc	\$2,200,000

Annual Support	
Assistive operation costs	\$25,000

The Foundation understands that the City of Greater Sudbury commissioned a report dated October 11, 2017 to establish a framework to evaluate unsolicited proposals for the construction of an indoor turf-multi use facility. We believe that our proposal meets the criteria. We believe there is a need for this facility and are pleased that the city shares our vision as identified through the various reports that will be quoted in the following submission.

We hope the City of Greater Sudbury will give our proposal favourable consideration. By having the City of Greater as a partner in this initiative, it will further solidify this as a community project where the citizens of the Greater City of Sudbury can gather.

Find supportive information which will further support our request attached to this letter.

We look forward to working with the City of Greater Sudbury to execute this vision and make Sudbury a truly healthier and happier place!

Sincerely,
Dino Moretta



Co-Chair -Fabio Belli Foundation

Important Distinctions

Our proposal can be distinguished from competing bids on many areas. We have highlighted two of these areas in this prologue.

1. Strong Governance

Unfortunately, Sudbury suffers from what many small to medium sized communities suffer from. There is a relatively small number of people to draw from to champion community organizations and community events. Left on their own, these organizations grow with dependencies on these individuals. While they are passionate and give tirelessly of their time, often there is no governing body to guide their growth—Without a solid foundation on which to build, the system collapses and this leaves a gap in that area until the next individual takes the mantle.

The Fabio Belli Foundation has a broad mission and a strong governance structure. No single individual or group of individuals are integral to its existence. The board will hire and oversee an executive to fulfill its mission, which is highlighted in this document. There will be Board oversight of the facility at all times.

2. Focus on the Citizens of Greater Sudbury and Not-for-Profit

The Belli Foundation will focus its energy on ensuring the facility is accessed by regular user groups. It will also partition times for user groups without a voice or without the financial ability to afford even the non-profit fees. We will ensure time is allocated for elderly walks and will explore partnership opportunities for the very young to share the facilities and enjoy activities under the supervision of medical professionals.

<https://www.theglobeandmail.com/news/national/kindergarten-in-a-retirement-home-proves-a-hit-with-young-and-old/article4103165/>

and <http://www.carp.ca/2012/01/13/kindergarten-in-a-retirement-home-proves-a-hit-with-young-and-old/>

The facility will be a hub of happiness and health for all, not only those with an ability to pay. Winter in Greater Sudbury is long. Spending time in a large, open, bright, green space will go a long way towards improving the health of citizens of our community, young and old alike. We intend to host “Walk the Dome” nights for elderly residents with limited mobility and drop in “Walking Soccer” for those with more mobility. These are two examples of many community events that will be possible with the covered turf fieldhouse.

The Fabio Belli Foundation will give children of lower socio-economic status access to events at the facility and will work with community partners to ensure the facility complements and augments existing programs.

Identified Requirements

A. Comprehensive needs analysis; Three main supporting documents.

The City of Greater Sudbury has already identified the need for fields, as highlighted in the following report:

1. From the **Open Space/Leisure Master Plan 2014**.
“Open Space/Leisure Master Plan 2014”

“According to a City of Sudbury recreational city plan from 2014, Greater Sudbury can support a double indoor field and its population does not have any indoor facility for indoor recreation.



5.9

Indoor Turf Facilities Inventory & Background

The City of Greater Sudbury does not currently provide any indoor facilities for turf sports (e.g., soccer, football, baseball, track and field training, etc.), but did recently develop its first outdoor artificial turf field at the James Jerome Sports Complex, which allows for extended outdoor season use. The private sector, in partnership with the Sudbury Regional Soccer Association (SRSA), operates an Indoor Soccer Centre (formerly the Exhibition Centre) in the former City of Sudbury. This past season, a new operator took over the Indoor Soccer Centre and installed fieldturf. Some indoor soccer activities also take place in local school and post-secondary gymnasiums.

Based on a broad target of one indoor turf field per 100,000 residents, a Feasibility Study prepared by the City of Greater Sudbury for a Multi-use Recreation Complex in 2007 identified demand for two indoor turf fields (200 by 100 feet) to meet the needs of a variety of field sports and indoor events. This Multi-use Recreation Complex was not realized and is not currently being pursued. Recently, the development of 80,000 square foot air supported dome for indoor sports on St. Charles College lands has been proposed by the SRSA, St. Charles College, and a private operator. The City does not have any direct

involvement in this initiative. The current proposal for the St. Charles College dome would include four small fields for soccer and two for baseball, as well as a batting cage and a running track along the dome's perimeter. Initial construction plans have been delayed but may proceed in 2014.

Analysis:

The popularity of soccer is expanding into all seasons, which requires artificial turf indoor facilities, the development of which is a widespread trend across Ontario. Indoor soccer appeals to a smaller market segment than the outdoor game, but has the potential to continue to grow in popularity, particularly with trends suggesting increased interest in adult soccer. The manner in which indoor sports field facilities are designed, funded, and operated varies widely across the province. Indoor sports fields can be: covered by domes or permanent structures (converted or purpose built); small (similar to an outdoor mini field) or large (similar to an outdoor major field); and funded/operated by the municipality, not-for-profit group, and/or private sector. The fields can be used for sports such as minor baseball, field hockey, football, lacrosse, rugby, and other events, although soccer is typically the predominant activity. The financial viability of an indoor soccer facility is heavily influenced by its size, type of construction, and operating model. Many municipalities that have chosen to forgo providing indoor field facilities, instead deciding to allow the private sector to fill this void.

The city found that the Exhibition Centre fulfilled the need but this has since closed leaving a gaping hole in the community.

2. From the Multi-Use Recreational Complex Feasibility Study



CITY OF GREATER SUDBURY

MULTI-USE RECREATIONAL COMPLEX FEASIBILITY STUDY

November 1, 2007
Final Draft Report

4.3 Indoor Turf

The Sudbury Indoor Soccer Centre is the only indoor turf venue in the City. The facility (also referred to as the Exhibition Centre) is located on Falconbridge Highway in the former City of Sudbury and is leased by the Sudbury Regional Soccer Association (SRSA) on a year-to-year basis from a private owner. The 24,000 square foot building contains a field that is approximately 200 by 100 feet. The building was not originally designed to be an indoor soccer centre and, according to the SRSA, the turf is in dire need of replacement. The City of Greater Sudbury currently provides an annual grant of \$25,000 to assist the SRSA in its operation of the facility. As the popularity of soccer has taken off over the past decade, so too has the demand for additional outdoor fields which, in turn, has spurred demand for year-round indoor facilities. The 2004 Master Plan recognized the need for one indoor turf field in the City, with the potential need for a second between 2009 and 2013. At the time, it was recommended that Barrydowne Arena be redeveloped as an indoor turf venue, as well as an additional surplus arena in the future. Further investigation has shown that former arenas cannot adequately accommodate indoor soccer and that purpose-built facilities are now the preferred design.

In Ontario, the development of indoor venues was historically initiated by non-profit soccer organizations and/or the private sector and focussed on industrial/warehouse locations where land and large buildings were prevalent (as is the case in Greater Sudbury). As the popularity of

soccer continued to grow in the mid-1990s, many community organizations approached municipalities to request assistance with the development of indoor facilities. In some of these cases, the operation of the facilities is entirely funded by a non-profit third party (and is, therefore, self-sufficient), while the capital and land was a mixture of municipal and community funding. More and more, however, larger urban municipalities are directly funding and operating indoor soccer facilities with or without some level of financial or management assistance from local soccer organizations. From our experience, we have found that nearly every urban community in Central and Southwestern Ontario with a population over 100,000 has at least one such facility and some smaller communities are providing or considering indoor soccer facilities.

We estimate that – excluding the City of Toronto – there is approximately 1 indoor soccer field per 100,000 people in the Greater Toronto Area. In Vaughan alone, there are 6 indoor facilities that service a population of 250,000, but users come from a population base of over 2 million. These ratios are likely to change, however, in the coming years as many communities have indoor fields in the development stages (e.g., Brampton, Mississauga, etc.). Calculating demand for indoor soccer venues is not as precise as it is for outdoor soccer due to a variety of reasons, most notably that there are no hard and fast provision standards that can be applied – municipalities provide them at dramatically different rates. Nevertheless, the 2004 Master Plan utilized a provision standard of one indoor turf field (200 x 100 feet) per 100,000 population; although it is noted that this is a highly generic standard that requires a more in-depth assessment to ensure that it is reflective of local circumstances. A more appropriate method of determining indoor field demand is to look at the usage potential from local sports organizations. For the 2006/07 indoor season, the Sudbury Indoor Soccer Centre had 943 registrants (including 420 youth and 523 adults). According to the Sudbury Regional Soccer Association, this is the maximum capacity of the facility and only allows each player to play one game per week. Based on what we have seen in other communities, it is reasonable to assume that one-quarter of all outdoor players would be interested in playing indoor soccer. A slightly lower percentage – 20% – is more reasonable for Greater Sudbury as the distance some players would have to travel to access the facility would limit participation.

Although the Ontario Soccer Association asserts that one-half of outdoor players would play indoor if adequate facilities exist, we feel this is overly optimistic for Greater Sudbury due to other competing sports such as hockey, which is clearly a popular activity in Greater Sudbury. Furthermore, an average youth soccer team would contain 10 players and require 1 hour per week, which allows for a game and shared practice (something that the current Sudbury facility cannot accommodate). Applying this ratio to the 420 youth players utilizing the indoor facility at present, the demand for youth soccer would be approximately 42 hours per week; this does not account for latent demand. With 4,783 youth playing outdoor soccer in Greater Sudbury (including the SRSA, Valley East, Rayside-Balfour, and Walden minor programs, as well as several club teams), it can be estimated that the total demand for indoor youth soccer is presently 96 hours ($4,783 \times 20\% = 957$ players / 10 players per hour). Using the same definition for minor prime time that is used for arenas (53 hours per week), this equates to a demand for 1.8 indoor fields. In addition to minor prime time, there are approximately 21 shoulder hours (Monday to Friday 4 to 5 p.m. and 10 p.m. to 12 a.m., and Saturday to Sunday 7 a.m. to 8 a.m.

and 10 p.m. to 12 a.m.) available to an indoor turf facility. As such, it is reasonable to expect that an indoor facility could be comfortably used 74 hours per week, not including usage during the daytime (which would likely be more sporadic). Youth football and other field sports are other potential users of minor prime time, although none of these groups are major users of the existing facility. Adult soccer groups, casual rentals, schools, etc. would also create demand that would generally be able to be accommodated outside of minor prime time hours or during the off-season. Some usage would also likely come from outside the City's municipal boundaries; however, this more difficult to predict and does not represent the core market that the City is seeking to serve. With a youth population that is currently at its peak, the demand for an indoor soccer facility is also likely at or near its peak.

The above model accounts for latent demand, but does not address increased interest in soccer. We expect that youth soccer participation rates will begin to level off in Greater Sudbury once an adequate supply of fields is available, as is the case in many other communities. Based on an extrapolation of trends, adult soccer is a significant growth area that could add to demand for both indoor and outdoor fields in the future. In terms of facility design, there are two distinct models that the City could pursue: (1) The development of two individual fields, each sized 200 feet by 100 feet. These are appropriate for local recreational soccer needs and training for both youth and adults. (2) The development of one full-size field, sized 300 feet by 200 feet and divisible into three smaller individual fields. This type of field can to accommodate higher levels of competition for local athletes and provincial, national, or international events. Either option could be constructed as permanent steel structure or an air-supported dome placed over an artificial turf field. Applicability of these design alternatives should be explored through discussion with the SRSA. Members of the SRSA have put forward two facility development proposals that mirror both of the above options; they hope to be selecting one preferred option to put forward to the City in the near future. The first one is for an indoor soccer centre referred to as the Northern Ontario Soccer Academy (NOSA). This facility would be approximately 100,000 square feet and consist of one full size field (300 feet by 200 feet) that is divisible into three smaller fields as well as outdoor fields. At present, the proposal is for this facility to be developed on its own site and not be associated with the multi-use recreational complex; however, the group is open to discussing options for joint facility development. One of the primary reasons for this is to advance the construction of the soccer facility; the prefabricated building design the group is proposing can allow for the facility to be in place within a period of approximately one year. To build and operate the facility, the group may require land (including site preparation) and an increased annual grant from the City. The details of their capital estimates and operating pro forma are presented in their business plan, which is currently under review by the City. The other proposal, which was presented at one of the community workshops, was to develop two separate 200 by 100 foot fields (as well as associated outdoor fields), which is what our analysis has indicated there is demand for. Additional discussion will be required with the SRSA to identify their preferred facility development option.


Key Findings:

1) There is current and long-term demand for two indoor turf fields (200 by 100 feet) in the City to meet the needs of a variety of field sports and indoor events. It is our recommendation that these should be designed as individual fields and not be part of a full field complex as there is insufficient demand for a larger facility. Although interest in adult soccer and other field sports is on the rise, increases in these indoor activities are likely to be only sufficient to balance the decline in the City's youth population over the long-term.

2) Combined with the arena facilities, an indoor turf venue would potentially enhance the marketability of the multi-use facility, offer economies of scale, and create a new revenue stream that could be used to offset losses in other areas to finance the capital debt load.

3) Additional discussion will be required with the SRSA to identify their preferred facility development option and to examine more closely the operating profile and relationship that would best meet their needs (e.g., a facility operated by the City, the Association through a governance board, or the private sector).

3. From the **Indoor Turf and Multi-Purpose Facility Strategy - Draft - September 2017 (Appendix A)**

	
Request for Decision Framework for Partnership Opportunities for Indoor Turf and Multi-Purpose Facilities - Final Report	Presented To: Community Services Committee
	Presented: Monday, Oct 23, 2017
	Report Date Wednesday, Oct 11, 2017
	Type: Presentations

Key Findings – Indoor Turf

- The development of indoor turf facilities is a widespread trend across Ontario. These facilities support year-round training for competitive athletes of several sports (mainly soccer) and a variety of recreational activities.
- The City has not been directly involved in the provision or operation of an indoor turf facility and its 2014 Leisure, Parks and Open Space Master Plan Review recommended that other sectors continue to be the primary providers of these facilities. Across Canada, many facilities are operated in partnership with soccer clubs or the private sector.
- Using a participant-based methodology that considers common ratios and standards of play, the demand for indoor turf facilities (for all indoor field sport uses) in the City is currently estimated at 82 hours per week. Assuming an average weekly capacity of 60 hours per field, this translates into a current demand for 1.4 small fields (approximately 200 by 100 feet each). Fields cannot be designed as partial fields, thus this level of demand equates to two (2) small fields.
- If the facility is proposed as a permanent structure, a building that can house two small fields would be appropriate. If the facility is designed as an air-supported dome installed over an artificial turf field, a full field enclosure could be considered due to economies of scale; however, this should be explored further with the primary user groups.

B. Comprehensive Business Plan (Please see attached)

In March 2017, the Fabio Belli Foundation obtained the expertise of nuAGE CPA, who offered a comprehensive business plan for consideration by its Board of Directors. As can be seen in the attached Facility Proposal, it is projected that the proposed facility will generate positive cash flows each year, thereby meeting the Foundation's objective of ensuring a sustainable operation. Variable expenses directly related to the operation of the site are considered appropriate for the nature and size of the building, and are based on market rates that currently apply. Revenue is projected in 2019 based on a utilization rate of 60% during prime times, for both peak and non-peak seasons, and is anticipated to grow 19% in 2020 and 26% in 2021. To remain conservative, the revenue model for years 2022 through 2028 has remained relatively consistent to the revenue profile in 2021, adjusted for a slight growth projection of 1% applied in each year following 2021. A copy of the business plan was provided to the Community Services committee on May 14, 2018.



C. Shown Financial Capacity

FINANCIAL PROJECTIONS

The attached financial projections have been developed by the assumptions enclosed, together with the Foundation's knowledge of the local market and current conditions. For the purposes of this forecast, the fiscal year end of the organization has been assumed to be June 30th. Furthermore, although development and construction activities have not started, for the purposes of this analysis, the assumption is that construction will be completed before the start of the Peak Season in fiscal 2019, being October 2019. However, the Foundation is currently anticipating having the construction completed by the end of 2018 and occupancy available for January 2019.

-See Business Plan

D. Demonstrated Project Sustainability

As stated in the attached business plan and this document, this project is not only sustainable, but it is also an absolute requirement for the City of Greater Sudbury.

The Fabio Belli Foundation, as a not-for-profit organization, will ensure costs remain low to provide all socio-economic citizens with access to the facility. All profits will be reinvested into the Fabio Belli Foundation to ensure future sustainability and enhanced services for the benefit of all residents of the City of Greater Sudbury.

Mission

The Fabio Belli Foundation acts as a voice for the promotion of health, wellness and sport for all citizens in the City of Greater Sudbury. Its mission is to increase wellbeing and enrich sporting experiences by creating and maintaining accessible facilities, encouraging healthy living, and celebrating sports excellence.

Vision

To be a local leader in facilitating a quality and inclusive environment that supports wellness and sport development, and where:

- everyone is encouraged and valued for their contributions.
- everyone sees participation in physical activity as an integral and vibrant part of their daily lives and the health of their community.
- everyone has the opportunity to develop their skills, confidence, and to enhance their enjoyment of physical activity through participation.
- athletes are provided with the opportunity to achieve world-class performance.

Mandate, Goals and Objectives

The Fabio Belli Foundation will contribute to the physical, mental and social wellbeing of the community by:

- Building and operating an indoor multi-sport facility.
- Creating programs that promote health and increase health literacy.
- Emphasizing the importance of sustainability of the Fabio Belli Foundation.
- Helping the public and private sectors work together.
- Ensuring that funding is used properly.
- Improving processes and performance.

Values

Given the countless ways that physical activity and sport enrich our lives, the foundation intends to be inclusive, ethical, innovative, and respectful. That means we will:

- Ensure everyone has the opportunity to get involved, regardless of their background and socio-economic status.
- Exercise transparency, and work with like-minded individuals and organizations.
- Deploy creative solutions to ensure long-lasting financial viability.
- Cooperate with and support our members and partners.

E. Organizational Succession Plan

Non-profits that are serious about their own sustainability are also serious about planning for smooth and thoughtful transitions of leadership as well as making sure their non-profit is prepared for unexpected departures.

The Fabio Belli Foundation will base its succession planning on these basic principles. As such, the Fabio Belli Foundation created a comprehensive bylaw charter in 2017.

The Fabio Belli Foundation has included within its bylaws the capacity to:

1. Gain the commitment of board and staff to manage transition intentionally.
2. Identify current challenges and those that lie ahead, and the corresponding leadership qualities that are needed to navigate the challenges successfully.
3. Consider whether placing an interim leader at the helm is the right path for our non-profit.
4. Draft a timeline for leadership successions that are planned.
5. Adopt an Emergency Leadership Transition Plan to address the timely delegation of duties and authority whenever there is an unexpected transition or interruption in key leadership.
6. Identify leadership development opportunities for staff and board members to expand their leadership skills so that the organization will have a "deeper bench" of future leaders.
7. Cross-train current staff to minimize the disruption from unexpected staffing changes.
8. Make plans to adequately support newly-placed employees, such as with coaching, mentoring, and defining goals.
9. Communicate: What will your organization say to stakeholders before, during, and after a transition of leadership? Thoughtful communications are needed in order to support the staff and organization during the transition process.
10. On board deliberately: Help new board chairs and chief staff leaders feel confident and find their own voices.

F. Evidence of Community Benefit

Key Findings – Indoor Turf

1. The development of indoor turf facilities is a widespread trend across Ontario. These facilities support year-round training for competitive athletes of several sports (mainly soccer) and a variety of recreational activities.
2. The City of Greater Sudbury has not been directly involved in the provision or operation of an indoor turf facility and its 2014 Leisure, Parks and Open Space Master Plan Review recommended that other sectors continue to be the primary providers of these facilities. Across Canada, many facilities are operated in partnership with soccer clubs or the private sector.
3. A portion of the indoor market is generated by outdoor users. The number of outdoor soccer registrants in the Sudbury Regional Soccer Association has declined by 35% (nearly 2,400 players) since 2009. Most of these players are youth and Greater Sudbury's youth population is not growing.
4. In Ontario, the number of registered indoor soccer players has increased by 41% between 2006 and 2015 (compared to a 9% decline in outdoor registration in the same time period). There are nearly as many indoor adult players as indoor youth players. Adult soccer participation represents the largest potential market for indoor turf, now and into the future.
5. There is no longer an indoor turf facility in Greater Sudbury (the Indoor Soccer Centre offered one small field but closed in 2016). Area gymnasiums are being used for indoor soccer, which is not a sustainable model for those seeking year-round competitive soccer opportunities.
6. The Sudbury District Soccer Club indicates that the current usage by local groups exceeds 60 hours per week, which is approximately the same number of hours that were rented in the last year of the Indoor Soccer Centre's operation.
7. Using a participant-based methodology that considers common ratios and standards of play, the demand for indoor turf facilities (for all indoor field sport uses) in the City of Greater Sudbury is currently estimated at 82 hours per week. Assuming an average weekly capacity of 60 hours per field, this translates into a current demand for 1.4 small fields (approximately 200 by 100 feet each). Fields cannot be designed as partial fields, thus this level of demand equates to two (2) small fields.
8. If the facility is proposed as a permanent structure, a building that can house two small fields would be appropriate. If the facility is designed as an air-supported dome installed over an artificial turf field, a full field enclosure could be considered due to economies of scale; however, this should be explored further with the primary user groups.

Key Community Benefits

A lack of free time due to busy lifestyles is the primary barrier to recreation participation. Organized sports are also dealing with competition from sedentary activities, spontaneous play and other sports. Affordability, or the ability to pay to play, is a significant barrier to participation in recreation.

Impact of the Aging Population

The child and youth market are the most common users of municipal recreation facilities. As this market shrinks, it is likely to result in a reduced number of facility users. The aging population does present opportunities to make better use of facilities during non-prime hours.

Increased Focus on Skill Development and Competition

There is a greater focus and demand on athlete development and competitive experiences. This results in more time required on the field of play and considerations for training spaces and indoor turf when facility planning.

Key Trends in Facility Provision

Implications of Aging Infrastructure

Most of Ontario's recreational infrastructure was built in the 1960's and 1970's. Older facilities present challenges in terms of lack of modern amenities, AODA deficiencies and high energy costs.

Multi-Purpose Facilities

New construction in the form of multi-use facilities is the industry trend. Multi-purpose facilities provide one-stop shopping, opportunities for sport development and tourism and operational efficiencies.

Green Construction

Energy efficiency and environmental sustainability are key considerations when renovating or building new recreation facilities.

G. Full Risk Analysis

In an attempt to anticipate and neutralize potential risk of the project, we are providing the following analysis of the risk of the project.

1. Identify Threats

The first step in Risk Analysis is to identify the existing and possible threats that you might face.

These can come from many different sources. For instance, they could be:

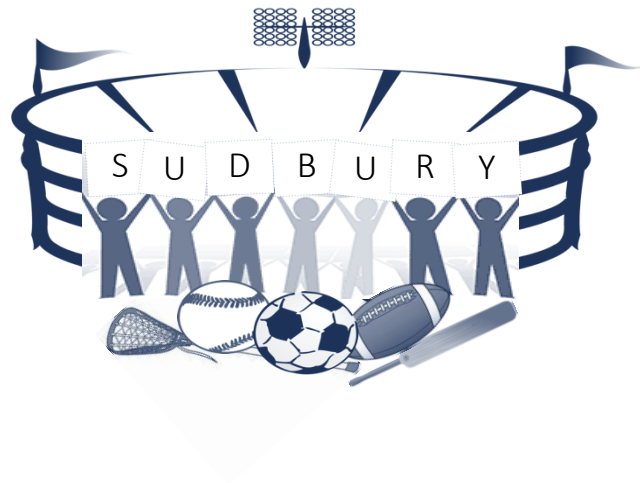
- Human – Illness, death, injury, or other loss of a key individual.
 - We have taken into consideration through our by-laws an orderly transition should any board members leave. With our advisory committee, we will have an abundance of interested potential board members that can join the board having already gained a significant knowledge of the business and operation of the Foundation.
- Operational – Disruption to supplies and operations, loss of access to essential assets, or failures in distribution.
 - The facility will be rented to different associations. The dome will be the most essential asset and will be insurance against business interruption and against the facility.
- Reputational – Loss of customer or employee confidence, or damage to market reputation.
 - The Foundation's by-laws call for an advisory group that is comprised of significant users. This committee will meet on a regular basis to ensure the board of directors is making decisions aligned with the expectations of the users of the facility.
- Procedural – Failures of accountability, internal systems, or controls, or from fraud.
 - The Audit Committee, enshrined in the by-laws of the Foundation, will create, implement and maintain internal controls to ensure the integrity of the financial information of the Foundation.
- Project – Going over budget, taking too long on key tasks, or experiencing issues with product or service quality.
 - The Foundation will work in partnership with Rainbow District School Board, calling on their expertise as the facility is being built. The Foundation, will operate the facility and will rely on different sporting associations to run programs.
- Financial – Business failure, stock market fluctuations, interest rate changes, or non-availability of funding.
 - The goal of the Foundation is to fund the construction of the facility 100% through grants. This will eliminate debt repayment risk, interest risk and allow the facility to concentrate on offering users a low cost facility to maximize usage.

- Technical – Advances in technology, or from technical failure.
 - We will be consulting with the approved construction company to ensure that the facility uses technology to its advantage.
- Natural – Weather, natural disasters, or disease.
 - These types of risks are unforeseen
- Political – Changes in tax, public opinion, government policy, or foreign influence.
 - We believe that by following the mandate of the Foundation, the facility will meet the needs of users in the City of Greater Sudbury.

Risk analysis conclusion

By partnering with the City of Greater Sudbury and Rainbow District School Board, the Fabio Belli Foundation will minimize risks. We all have a stake in the well-being of Greater Sudbury and will create an environment where challenges are identified and managed in a timely manner.

THE FABIO BELLI FOUNDATION: FACILITY PROPOSAL



MARCH 2018

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The information set forth herein is believed by nuAGE CPA to be reliable. It must be recognized, however, that projections and predictions provided by the Board about the Foundation’s future performance are subject to a degree of economic, business and market uncertainty. The information provided by the Board does not include evaluating the support for the assumptions, including the hypothesis, or other information underlying the projections. Accordingly, nuAGE CPA does not express any opinion or any other form of assurance on the financial projection, or assumptions, including but not limited to the hypothesis presented herein.

Although projections are believed to be realistic, no representations can be made by the Foundation or by nuAGE CPA as to their attainability. While the information presented is deemed by the Foundation to be accurate, nuAGE CPA shall not be liable for the accuracy of or omissions from this strategic plan or for any other written or oral communication transmitted to the Recipient and any other party in the course of its evaluation of transactions involving the Foundation.

OUR MISSION

THE FABIO BELLI FOUNDATION

Fabio Belli was a dedicated and respected member of our community, not only as a committed councillor to the City of Greater Sudbury, but also as a businessman, community organizer, and most importantly, family man. Fabio recognized the significant contribution that individuals can make to their own community, and tirelessly worked to help transform his City towards a bigger and brighter future.

The Fabio Belli Foundation was created in 2016, in order to honour Fabio's legacy and continue his passionate work. The mission statement of the foundation is to:



“promote health, wellness and sport for all citizens in the City of Greater Sudbury.”

The main objectives of the Foundation are to:

1. Act as a community leader in assessing the current recreational landscape available to athletes in the community.
2. Develop a governance structure that addresses identified gaps within the community and perform adequate due diligence in assessing the feasibility of solutions.
3. Partner with members of the community to deliver recreational opportunities for the citizens of the city.

PROPOSED INDOOR SPORTS FACILITY

The City of Greater Sudbury does not currently have an indoor sports facility, equipped with artificial turf, to be primarily used during the fall and winter months for training and playing of various sports. The Indoor Soccer Centre that previously existed on Falconbridge Road in Sudbury did meet the demands of the local sports communities, however was closed in 2016. As a result, the Foundation has developed a proposal to construct and operate a new indoor sporting complex in the city in order to give local athletes access to indoor facilities typically offered in most communities across the Province of Ontario.

The Foundation has been exploring the various options available to satisfy the demand of the sporting community for such a facility, learning from other communities which have already experienced much success. There are many alternatives available with respect to the construction of the facility, as well as the ownership and operating models. This facility proposal will present the approach followed by the Foundation, the alternatives considered, and ultimately the proposed recommendation to develop a facility to meet an unfulfilled demand within the community.

The proposed sporting complex will consist of the following specifications:

Building Type:	Air Supported Structure
Square Footage:	Approximately 94,000 square feet
Number of Fields:	3 Soccer Fields (approximately 110x210 each in size), convertible to 1 large FIFA regulation field or 1 baseball diamond
Playing Surfaces:	Artificial Turf (specific details to be finalized)-
Field Amenities:	Change rooms with sufficient washroom and shower facilities, partitions available to appropriately segment playing surfaces- Four lane track
Parking Spots:	100 spaces

OPERATING MODEL & STRUCTURAL DESIGN

The Foundation has examined different operating models based on the landscape that exists in Northern Ontario with various stakeholders, as well as through analysis of models currently deployed in other communities. Generally speaking, the simplest operating models involve the following:

- The Facility Model – where the entity manages the facility, including all operations and costs associated with the building, and rents the facilities as required.
- The Enterprise Model – where the entity manages the facility as a full operation, running leagues, camps and other related events, charging and administering over individual participants.

The Foundation has chosen the Facility Model, similar to the model used by many municipalities to operate different types of recreational facilities.

Similarly, the Foundation has researched and evaluated several structural options, all requiring different levels of capital funds to construct and operating costs to maintain. As discussed in subsequent sections, various structures exist throughout other cities. Generally speaking, the most common structure options are as follows:

- Permanent Structures – Permanent structures being used as indoor sports facilities across Canada can have varying characteristics. For the purposes of this proposal, the permanent structure option being evaluated is a stand-alone building, newly built, per the designs and specifications developed by the Foundation.
- Air Supported Structure – Air-supported structures are common throughout the Province, are currently used in many different capacities to support various sports, and generally come in pre-determined manufactured sizes.

The Foundation has elected to design and construct a new air supported structure. An air supported structure will best meet the current needs of the community and offers flexibility in the long term, including greater control over operating costs.

BOARD OF DIRECTORS

The Board of Directors of the Fabio Belli Foundation consists of the following members of the community:



JEAN-GILLES LAROCQUE

Mr. Larocque is a secondary school teacher and Athletic Director at Bishop Carter Secondary School, and also the owner The Baseball Academy, which is the only indoor baseball training facility in Northern Ontario. Having spent many years both playing and coaching baseball, he runs Sudbury's competitive baseball program, and is involved in various provincial level teams. Jean-Gilles has a degree from West Virginia State University in Institute, West Virginia.



DR. MICHEL LARIVIERE

Dr. Lariviere is a Psychologist in Sudbury providing counselling and therapy to individuals in groups in a wide range of areas. He has achieved success in developing his practice while also continuing to be a leader in related research, as well as being a faculty member at Laurentian University and the Northern Ontario School of Medicine. Michel obtained his Ph.D. from Carleton University and is a member of the Ontario, Canadian and American Psychological Associations.



DINO MORETTA

Mr. Moretta is a Tax Manager with Freelandt Caldwell Reilley, providing tax and advisory services to medium to large sized corporations in Northern Ontario. With an extensive background working with the Canada Revenue Agency prior to his current role, he brings a specialized skill set to clients in navigating the Canadian tax system. A CPA and CGA, Dino graduated from Laurentian University with a Bachelor of Commerce degree.

MS. SUSAN BELL

Ms. Belli grew up in Sudbury and has two children with her husband Fabio, Brianna and Emma. Susan is committed to her husband's vision and will help ensure his legacy of community building lives on.



DR. DENNIS REICH

Dr. Reich is a physician, researcher, entrepreneur and technology consultant in Northern Ontario. He established the Primary Medical Centre providing care to patients in Sudbury. He is also co-founder and CEO of Activated White Ltd., which is developing a platform technology polymer designed to help in carbon capture, and President of SilverThink, a medical technology company. Dennis received his Medical Degree from Queen's University and his Family Practice Degree from the University of Ottawa and the Northern Ontario School of Medicine. He is a mentor at Sudbury's Regional Innovation Centre, NORCAT (RIC).

PARTNERSHIP & SITE SELECTION

SELECTION PROCESS

One of the fundamental goals of the Foundation is to remain connected and integrated with the community as much as possible. As a result, the Foundation has decided that any proposed project would be undertaken along with a local partner who has similar goals for the citizens of the city. The Foundation has met with both major local post-secondary institutions to understand each institution's long-term goals, including their objectives regarding current and future recreational facilities. The Foundation has also met with one of the four school boards in the City of Greater Sudbury, to explore the possibility of a partnership. Finally, several local entrepreneurs have met with the Foundation to present their entity's objectives and strategic plans for such a facility, to see whether any synergies exist.

The Board of the Fabio Belli Foundation took great care in evaluating all options available in selecting the right partner for this venture. The Board assessed each organization's primary goals, site location, operating plans, and the role the Foundation would play with each proposal, before they made their decision.

Ultimately, the Board of the Foundation has selected Rainbow District School Board (or "School Board") as the partner of choice in developing an indoor sports facility in the City of Greater Sudbury. This partnership would require the approval of the school board.

OPERATING PARTNER OF CHOICE

Rainbow District School Board is in the planning stages to install and maintain an artificial turf surface on the soccer field at Lasalle Secondary School as part of the redevelopment of the site to accommodate an elementary school. The School Board is proceeding with the installation regardless of the outcome of this proposal. Although the new artificial turf surface will give the School Board a premium soccer pitch for its students as well as local sports clubs, it can only be operational during the warmer months of the year. The majority of the school year is during the cooler and colder months.

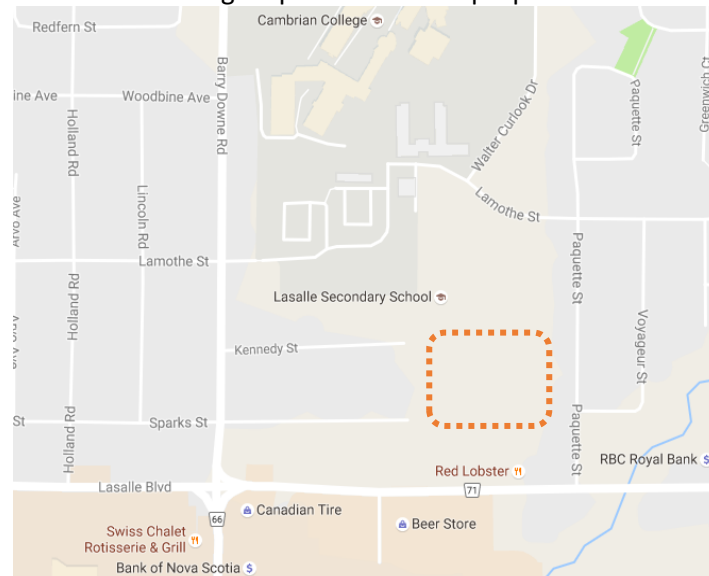
The Foundation feels that its objectives with the proposed facility match very closely with the goals of the School Board, both having the well-being of citizens at heart.

A similar partnership is working quite well between the municipality in Milton, Ontario and the Catholic Secondary School Board in that Region. Although certain aspects of this partnership may differ from this project, collaboration on the project by both parties mirrors what the Foundation and School Board are striving to achieve in Sudbury.



PROPOSED SITE LOCATION

The Foundation believes the Lasalle Secondary School site, which is currently under redevelopment, is an ideal location for the proposed new indoor sporting complex. The school is located at 1545 Kennedy Street in Sudbury, Ontario. The following map illustrates the proposed site:



The following drawing illustrates the proposed location of the complex on the existing property.



Once final engineering documents and site surveying are completed, the Foundation will have a more accurate determination of the exact location of the new facility on the site selected.

MARKET ANALYSIS

LOCAL DEMAND FOR INDOOR FACILITY

The community in Sudbury consists of a wide range of groups and individuals with a high likelihood of renting an indoor sports facility such as that being proposed by the Foundation. Since the closure of the Indoor Soccer Centre in 2016, local organizations have unfortunately had to look for alternative facilities such as elementary school gymnasiums, or in other cases cancelled any activities that would typically run in the fall and winter months. The following lists organizations that were historically consistent users of the soccer centre, as well as newer organizations, that would have an interest in renting field space in the proposed facility:

SOCCER

Soccer continues to be one of the leading sports in the Greater Sudbury area with respect to participation, both at the youth and adult levels. Each year, soccer ranks as the number one sport played by youths aged 3-17 in Canada, with 38% of children playing soccer in 2014¹. According to the Sudbury Regional Soccer Association, in 2015 the City of Greater Sudbury was home to 13 different programs, both recreational and competitive, offering soccer to children and adults alike. As expected, the greatest number of soccer players

comes from the youth level, with youth programs making up 80% of total soccer registrations last year². It should be noted that in the attached statistics 'Indoor Programs' only include clubs registered with the soccer association, and do not include players registered in privately run soccer academies offered in the city. The academies that exist in Northern Ontario were a regular tenant of the Indoor Soccer Centre and have subsequently been running their training and leagues at local gymnasiums since the closure occurred. Although it may not be fully representative of the Northern market, the Ontario Soccer

2015 Registrations by Program

Youth Recreational Programs		Senior Recreational Programs	
Espanola	196	Croatia-Adria	33
GSSC	251	Italia Flyers	232
Nickel Centre	383	Sudbury Athletic	15
Rayside-Balfour	306	SC Italia	55
Sudburnia	850	Sudbury Women	243
Valley East	990	SDSC	298
Walden Minor	453		
SDSC	200		
	<u>3,629</u>		
Competitive Programs		Indoor Programs	
GSSC	179	SDSC	735
SDSC	40	Espanola	43
	<u>219</u>		<u>778</u>

Association (OSA) regularly uses the benchmark that 50% of outdoor players typically take part in some form of indoor soccer training, camp, or league, during the fall and winter months³. Furthermore, the competitive programs offered by the Greater Sudbury Soccer Club (GSSC) and the Northern Soccer Academy (NSA) field teams in Provincial leagues and tournaments. The competition in these Provincial leagues and tournaments generally trains throughout the year in indoor soccer facilities, further emphasizing the need that local teams require similar facilities in the off season.

¹ CIBC – KidSport Report, 'Helping our kids get off the sidelines', July 2014.

² Sudbury Regional Soccer Association, 2015 Annual General Meeting package.

³ Ontario Soccer Association, various publications.

BASEBALL

Baseball in the Greater Sudbury area has experienced a significant increase in 2016 for a wide variety of reasons, including both the economic appeal of children playing baseball in comparison to other costlier sports and the growth in popularity of the sport across Canada. As a result, the minor baseball leagues in Greater Sudbury grew approximately 32.5% during the

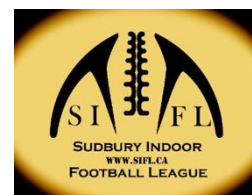
2016 season, with the expectation that registration will achieve similar levels in 2017⁴. Furthermore, with the emergence of two Elite Baseball teams in 2016 which now represent Sudbury in the premier Provincial competitive leagues, there is a greater demand for fall and winter training facilities where baseball players can simulate training on a regular size field. The previously run Indoor Soccer Centre was used regularly by local baseball athletes for training purposes.

Baseball Participation Statistics

	SMBA	VEMBA	Total	% Growth
2014	433	282	715	2.58%
2015	429	300	729	1.96%
2016	619	347	966	32.51%

FOOTBALL & ULTIMATE FRISBEE

The Sudbury Indoor Football League (SIFL) was started in 2010 by a group of local former football players, looking for an opportunity to continue playing the sport they love. The league played games between March and November each year in the Indoor Soccer Centre until the centre closed in 2016, representing a dependable revenue source during their season. In the final season prior to the closure of the Indoor Soccer Centre, the league consisted of 8 teams, and was anticipating expanding at a potential rate of 2 teams per season moving forward⁵.



Ultimate Frisbee is quickly becoming a popular sport across the Province, providing recreation seekers with a non-contact alternative, in both a social and competitive environment. Sudbury Ultimate Club, Sudbury's only ultimate Frisbee organization, has continued to see growth over the past decade, running leagues and tournaments of up to 10 teams⁶. Having access to an indoor turf facility would give this growing sport a desirable location to hold matches and other like events throughout the winter months.



LACROSSE

The Greater Sudbury Lacrosse Association (GLSA) has experienced significant growth in virtually every age category offered by its programs. The Sudbury Rockhounds club offers programs beginning with its initial Tyke program, and includes teams at every age group up to its adult category. The GLSA estimates that 500 youth currently play lacrosse in the city, making the association the largest user of community arenas during the spring and summer months⁷. However, given these same arenas are utilized during the fall and winter seasons for ice sports, the GLSA would greatly benefit from having a turf facility available for their competitive and recreational programs.



⁴ Sudbury Minor Baseball Association & Valley East Minor Baseball Association, organization data.

⁵ Sudbury Indoor Football League official website, SIFL.ca.

⁶ Sudbury Ultimate Club official website, sudburyultimate.com.

⁷ GLSA Presentation to Greater Sudbury council.

CRICKET

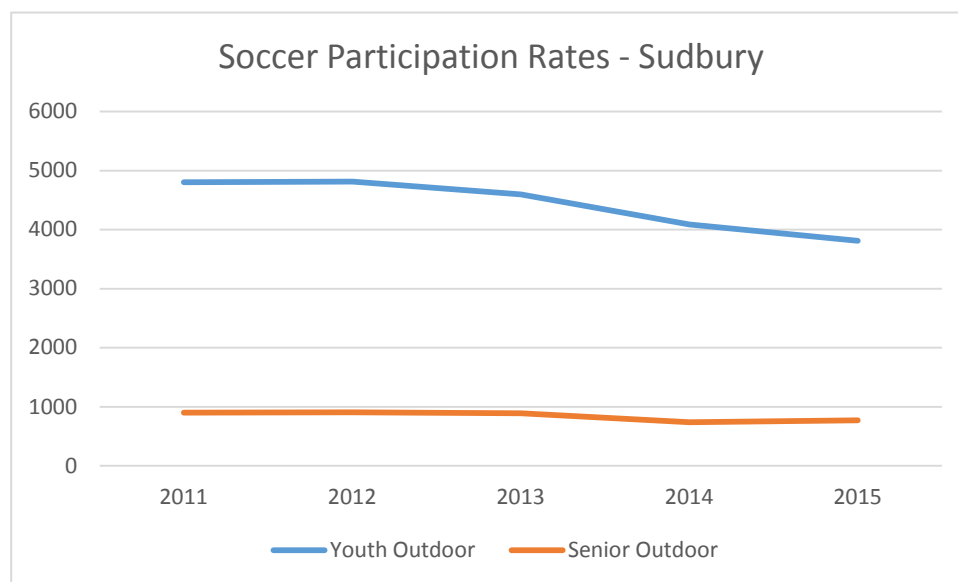
The Big Nickel Cricket Club (BNCC) is one of Sudbury's newest sports organizations, bringing together lovers of the sport from various cultural backgrounds. The club started in 2014 and is an active member of the Ontario Cricket Association, which consists of clubs from all over the Province. The club practices and competes outdoors during the spring and summer months, however Sudbury does not have an indoor sporting facility that can be used by the club during the fall and winter. Similar to the other sports mentioned above, a new turf facility would give local cricketers the proper accommodations to continue playing and training all year long.

COMMUNITY BASED PROGRAMMING

The FBF multi-use facility will allow for programs such as elderly "walk the dome" nights where all aged citizens of Sudbury can attend an evening of walking around the perimeter of the dome for exercise. This will be important for multiple reasons as it will bring an increase in activity levels which has been shown to have tremendous increases in wellbeing. The evenings will be accentuated by central dome information nights for the elderly where medical information may be passed on or very young children events could coincide to bring a youthful exuberance to the walkers. Other events such as walking soccer will be promoted. These types of events will only be possible in a fully publically funded facility.

LOCAL HISTORICAL SPORTS PARTICIPATION

Residents of the Greater Sudbury area actively participate in the local sports community throughout the entire year. Youth participation in traditional sports has changed over the past few decades for a variety of reasons, ranging from costs being incurred to interest in other activities, not as popular in the 1980's and 1990's, on the rise. Youth outdoor soccer registrations peaked between 2011 and 2013, but then returned to levels of approximately 4,000 participants in recent years as outlined in the graph below⁸. Moving forward, youth outdoor soccer registration levels are anticipated to be consistent with 2014 and 2015 levels.



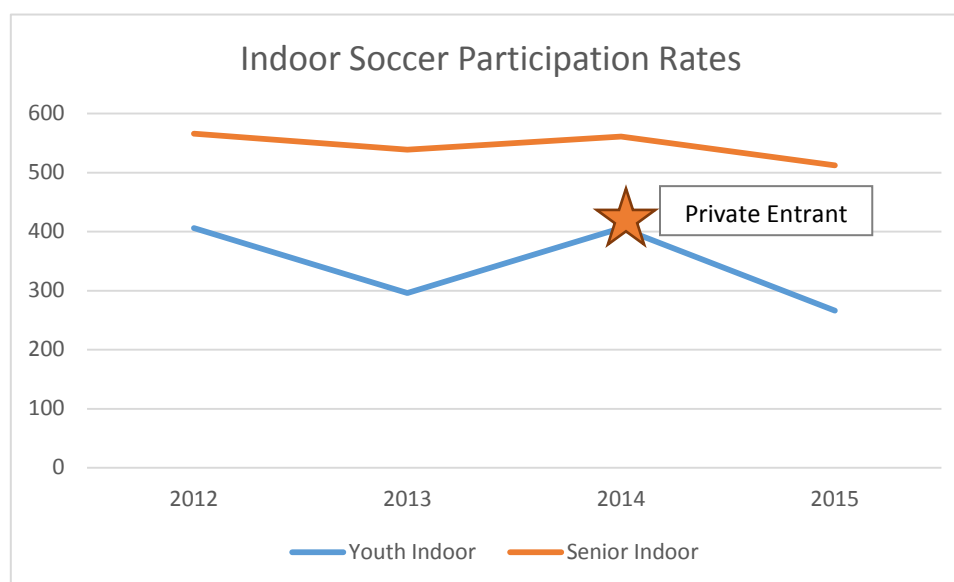
Notwithstanding the trend from 2011, participation rates in outdoor youth soccer in Greater Sudbury are still very material. In comparison, youth hockey participation for the 2013 season in Greater Sudbury numbered approximately 4,700 players⁹, which is virtually equal to the 4,600 youth players registered for soccer in that same year. As has been the case for most years within the city limits, Senior / Adult outdoor soccer registrations remain consistent from year to year at approximately 1,000 players registering annually.

Prior to the closure of the Indoor Soccer Centre, indoor soccer in Sudbury had experienced relatively consistent participation levels over the past several years. Senior / Adult indoor soccer participation generally remains at approximately 550 players per season, with a continuous inflow of junior teams and players replacing older players no longer interested in the sport¹⁰.

⁸ Sudbury Regional Soccer Association, AGM package, 2011-2015.

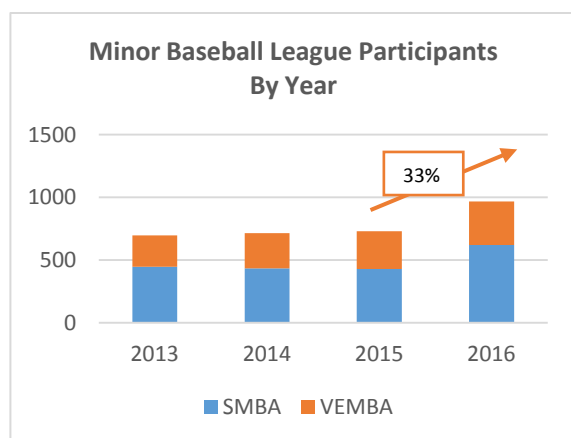
⁹ Greater Sudbury Arena Renewal Strategy, January 2013.

¹⁰ Sudbury Regional Soccer Association, AGM package, 2011-2015.



As shown in the graph above, participation rates for youth indoor soccer has been varying since 2012, generally moving between 300 – 400 participants any given year¹¹. However, it should be noted that part of this volatility is directly related to a lack of formal development programs run in the city for interested athletes. It should also be noted that in 2014 a new soccer academy entered the Greater Sudbury market, to provide high level training and instruction throughout the year, during both the outdoor and indoor seasons. Although the emergence of a new soccer academy is great for youth development, because the academy participants are not included in the Sudbury Regional Soccer Association statistics above, the graph indicates an inaccurate decrease in youth indoor participation following 2014.

Participation statistics for youth baseball in Sudbury are showing very positive trends. The two local minor leagues, Sudbury Minor Baseball Association and Valley East Minor Baseball Association, both saw significant increases in overall participation during 2016¹², as discussed previously. Although difficult to quantify in the year the increase occurs, an increase in participation rates directly relates to an



anticipated increase in demand for more baseball related training and playing opportunities, especially during the off season.

Senior / Adult baseball, as well as softball, has also seen consistent registration levels from year to year. However, historically adult recreational baseball and softball players have not significantly contributed to the demand for indoor facilities during the fall and winter months.

Trending rates for other local sports are not readily available and, therefore, have not been included in this proposal.

GROWTH OF INDOOR FACILITIES THROUGHOUT

ONTARIO

¹¹ Sudbury Regional Soccer Association, AGM package, 2011-2015.

¹² Sudbury Minor Baseball Association & Valley East Minor Baseball Association, organization data.

The demand for indoor sports facilities has been steadily increasing across Ontario over the past two decades, with most communities responding by constructing permanent structures, converting older structures, or erecting air-supported domes or bubbles. As shown below, all but four communities throughout Ontario with a population of greater than 50,000 residents have one, or more, indoor soccer / sport facilities.

Indoor Facilities & Population Statistics - Ontario Cities

	Population (Census)			Bubble	Permanent
	2006	2011	2016		
Toronto	2,503,281	2,615,060	2,731,571	✓	✓
Ottawa	812,129	883,391	934,243	✓	✓
Mississauga	668,599	713,443	721,599	✓	✓
Brampton	433,806	523,906	593,638	-	✓
Hamilton	504,559	519,949	536,917	✓	✓
London	352,395	366,151	383,822	✓	✓
Markham	261,573	301,709	328,966	✓	-
Vaughan	238,866	288,301	306,233	-	✓
Kitchener	204,668	219,153	233,222	-	✓
Windsor	216,473	210,891	217,188	-	✓
Richmond Hill	162,704	185,541	195,022	note 1	-
Oakville	165,613	182,520	193,832	-	✓
Burlington	164,415	175,779	183,314	-	✓
Greater Sudbury	157,857	160,274	161,531	-	-
Oshawa	141,590	149,607	159,458	-	✓
Barrie	128,430	136,063	141,434	✓	-
St. Catharines	131,989	131,400	133,113	note 1	-
Guelph	114,943	121,688	131,794	✓	✓
Cambridge	120,371	126,748	129,920	note 1	-
Whitby	111,184	122,022	128,377	✓	✓
Kingston	117,207	123,363	123,798	✓	-
Ajax	90,167	109,600	119,677	note 1	-
Milton	53,889	84,362	110,128	✓	✓
Thunder Bay	109,160	108,359	107,909	✓	✓
Waterloo	97,475	98,780	104,986	note 1	-
Chatham - Kent	108,177	103,671	101,647	-	-
Brantford	90,192	93,650	97,496	-	✓
Clarington (Bowmanville - Newcastle)	77,820	84,548	92,013	-	✓
Pickering	87,838	88,721	91,771	✓	-
Niagara Falls	82,184	82,997	88,071	✓	✓
Newmarket	74,295	79,978	84,224	-	✓
Peterborough	75,406	78,777	81,032	✓	-
Kawartha Lakes (Lindsay)	74,561	73,219	75,423	note 1	-
Sault Ste. Marie	74,948	75,141	73,368	-	✓
Sarnia	71,419	72,366	71,594	-	-
Caledon (Bolton)	57,050	59,460	66,502	note 1	-
Norfolk (Simcoe)	62,563	63,175	64,044	-	-
Halton Hills (Georgetown)	55,289	59,013	61,161	note 1	-
Aurora	47,629	53,203	55,445	✓	-
Welland	50,331	50,631	52,293	-	✓
North Bay	53,966	53,651	51,553	-	-
Belleville	48,821	49,454	50,716	✓	-

Note 1: Facility within 25 kms.

Note 2: Cities with a population greater than 50,000 residents that have no indoor soccer facility.

**** Cities without a facility highlighted above.**

Only 10% of Ontario cities with populations greater than 50,000 do not have an indoor facility, with the City of Greater Sudbury significantly larger than the others in this same category. Of Ontario cities with a facility, only 18.4% elected to erect a bubble structure, rather than a permanent structure, if the

bubble structure was to be their only indoor facility. Many cities who chose to construct/repurpose a permanent structure, also have chosen to erect additional air-supported facilities to further meet the demand of their markets. With approximately 2.5% of Ontario's population playing soccer in Canada¹³, the soccer participation rates with respect to the population are greater in Sudbury than the Provincial average. As a result, it is very evident that the City of Greater Sudbury has more than adequate demand for an indoor soccer facility to be built.

OPERATING MODELS – EXISTING FACILITIES

As discussed, there are several different operating models that exist throughout Ontario for indoor facilities that currently exist. Ownership models vary from municipally run sites, non-profit organizations, privately run facilities, and/or a partnership between entities. Below is a representative sample of current facilities operational in Ontario, with relevant operating metrics for each facility:

INDOOR FACILITIES CURRENTLY EXISTING THROUGHOUT ONTARIO

City	Facility	Structure Type	Size (Sq. Ft.)	Ownership	Approximate Hourly Rate
Milton	Milton Soccer Centre	Permanent	Unknown	Private Entity	197.50
Mississauga	Hershey Centre	Bubble	68,500	City	160.00 ⁽¹⁾
Oakville	Pine Glen Centre	Permanent	100,000	Non-Profit	225.00
Burlington	Burloak Sports Centre	Permanent	Unknown	Private Entity	160.00 ⁽²⁾
Burlington	Sherwood Park Dome	Bubble	20,000	Non-Profit	200.00
Brampton	Brampton Soccer Centre	Permanent	150,000	City	220.00
London	BMO Field	Permanent	150,000	Non-Profit	220.00
Hamilton	Players Paradise	Permanent	72,000	Private Entity	200.00
Milton	Jean Vanier Secondary School	Bubble	72,000	City / School Board	175.00 ⁽³⁾
Sault Ste Marie	Northern Community Centre	Permanent	40,000	City	122.40

NOTES:

(1) Rates discounted as supplementary facility to larger indoor complex.

(2) Significantly smaller facility.

(3) Only operational during fall and winter months.

As expected, hourly rates are very much tied to market conditions in each community. However, there is also a direct correlation between the average hourly rate being charged, and the size of the facility and the amenities offered. As is the case with any publically funded and operated facility, sites run in whole or in part by a municipality, typically offer rates that are lower than private facilities, given that the municipality is expected to subsidize such centres as well.

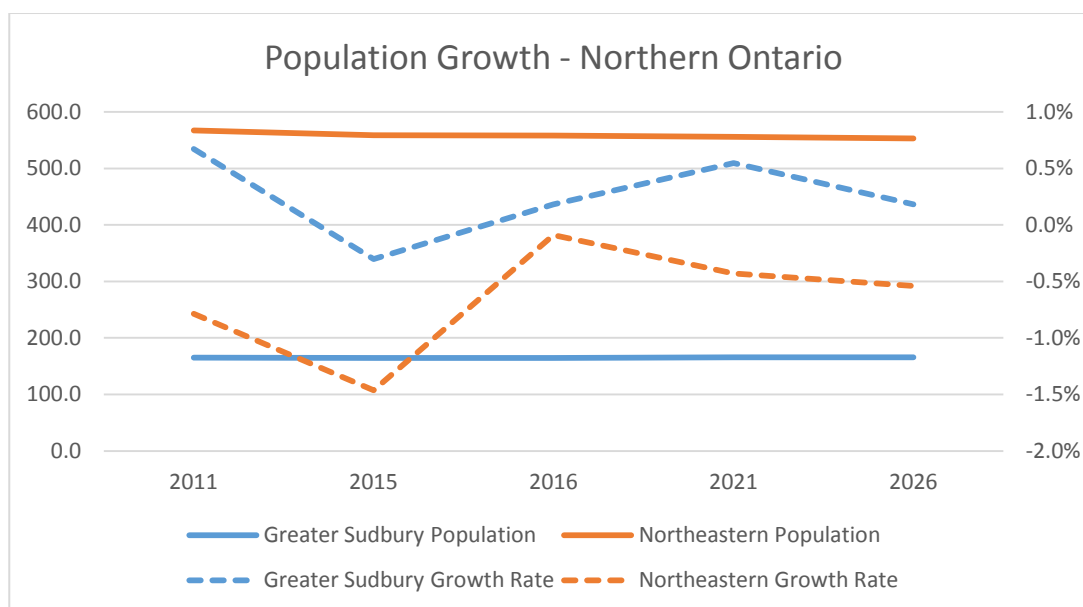
The Foundation believes that the average hourly rates being proposed in the attached financial analysis are acceptable for the market conditions in the City of Greater Sudbury.

STATISTICAL ANALYSIS – GREATER SUDBURY

Population growth in Sudbury, as well as Northern Ontario, is forecasted to remain at consistent levels over the next decade. However, given that the City of Greater Sudbury is thought of as the economic centre of Northern Ontario, the growth rate for the city itself is forecasted to be greater than the forecast growth rate for the Northeastern Region¹⁴, as displayed below:

¹³ Ontario Soccer Association, 2015 registration statistics.

¹⁴ Ontario Ministry of Finance, Ontario Population Projections Update, 2016.



There have been several studies performed in Canada analysing the trends between participation in sports and the factors affecting participation. In the CIBC – KidSport Report published in 2014 assessing Canadian realities and perceptions around organized sports, it was noted that 58% of Canadians identified cost as the greatest barrier affecting organized sports¹⁵.

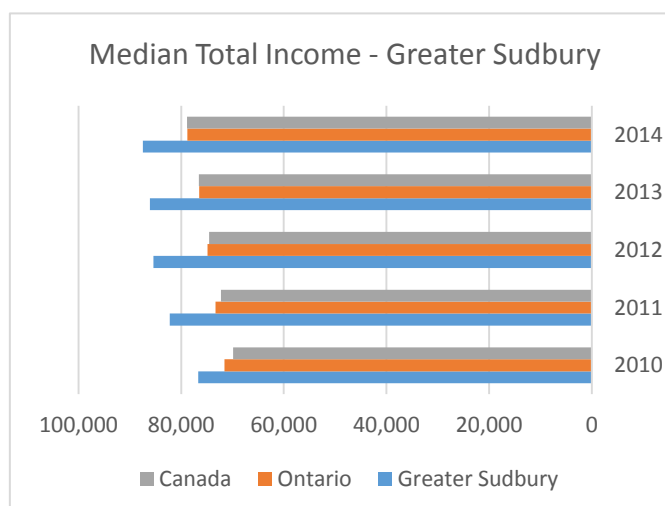
Within the City of Greater Sudbury however, median total income has continued to rise over the past five successive years¹⁶. Median total income in Sudbury grew 14% between 2010 and 2014, greater than the Provincial growth rate of 10.1% and the National growth rate of 12.9% for the same period. Furthermore, the City of Greater Sudbury has experienced regular growth in various other facilities, targeted at other sports and activities during this same period, further acknowledging the local citizens' appetite for such facilities.

OPERATIONAL METRICS

PROJECTED UTILIZATION

For the purposes of this proposal only, in order to provide the most conservative estimate of anticipated uptake for the new facility, the Foundation is making the key assumption that the complex will only be rented during prime time hours. Prime time hours for this proposal are defined as Monday to Friday 4:30pm – 11:30pm, Saturdays from 9:00am – 9:00pm, and Sundays from 9:00am to 10:00pm.

The Foundation also recognizes that indoor facilities have drastically different operating profiles in different seasons during the year. As a result, for the purposes of this proposal, the Foundation has



¹⁵ CIBC – KidSport Report, 'Helping our kids get off the sidelines', July 2014.

¹⁶ Statistics Canada, Census results, 2010-2014.

ONLY projected the revenues to be earned between October and April of each year (i.e. Peak Season), recognizing that additional revenues earned between May and September each year would be incremental.

Key Operational Metrics			
	2019	2020	2021
Average Rental Rate - Full Year	\$ 145	\$ 150	\$ 150
Peak Season Hours Rented / Week	85	110	125
Utilization Rate - Peak Season	57%	73%	83%
Number of Fields Used	1.42	1.83	2.08

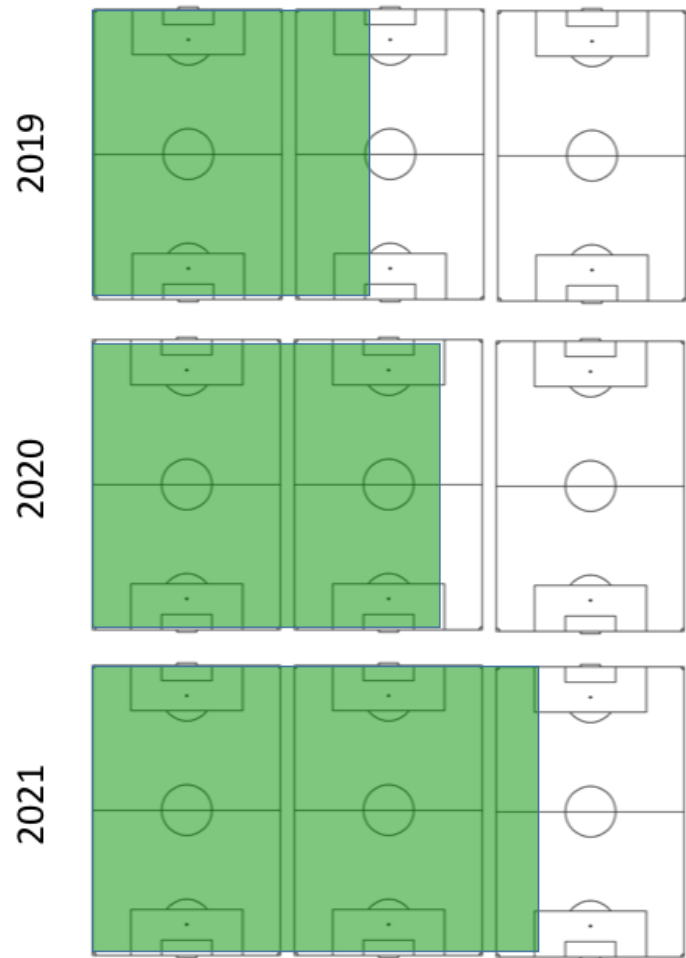
The table above summarizes the operational metrics forecasted for the proposed facility in each of the first three years of operations. The proposed model will generate, on average, \$145 - \$150 per hour of revenue during this period, which is very much in line with market expectations for this type of complex in Sudbury.

As the key assumption for this proposal is only considering the revenue impact of prime time hours, the utilization rates reflect the expected uptake for this time frame only. The Foundation anticipates being able to operate at a 57% utilization rate during the first year of operations, growing steadily in the following years, to achieve a sustainable utilization rate of 83% in year 2021 and beyond.

Through research and analysis of existing similar facilities in the Province, one of the key success factors observed in other situations is the ability to modify one larger field into small fields, when required. One of the core requirements for the Foundation for the proposed building is to have one FIFA sized soccer field, which can be transformed into three small fields of 110 x 210 feet each, when required. The previous Indoor Soccer Centre that operated in Sudbury had one field approximately 100 x 200 feet in size, which was a very limiting factor for its operators.

As outlined below, during the Peak Season, the Foundation expects to be able to rent out an average of 1.4 fields each hour, during prime time hours. Given the demand in the Peak Season for indoor facilities, the Foundation anticipates growing the average fields in use per prime time hour, to 1.83 in 2020 and 2.08 in 2021. As is common with these facilities, the Non Peak Season will present some challenges for the Foundation in maintaining high utilization rates. For the purposes of this proposal, the Foundation has not estimated the facility usage rates, nor the related revenues, for the Non Peak Season.

AVERAGE FIELD USE - PER HOUR



*** Note: field illustrations are approximate.*

ADDITIONAL REVENUE CONSIDERATIONS

For the purposes of the attached financial projections, small provisions were made for additional revenue streams, specifically for organizational sponsorships and anticipated subsidies. However, several revenue streams exist with the potential to result in incremental revenues for the facility. The following briefly identifies revenue streams that will be considered by the Foundation throughout the development process:

NAMING RIGHTS

A common funding platform considered by some operators of sporting complexes is the option to lease the naming rights of the facility for a pre-determined period of time. When constructing the Northern Community Centre in Sault Ste. Marie, Ontario in 2012, the municipality decided on awarding the naming rights of the facility to Northern Credit Union. The terms of the naming rights were generally agreed as \$20,000 contributions to the centre each year over a ten year period, with the option to renew the arrangement for an additional ten years¹⁷. Although the Foundation is strongly considering naming the facility The Fabio Belli Indoor Sports Centre, such a mechanism may be explored to increase sustainable funding for the facility long term.

CONCESSION OPERATIONS

As this proposal is in the development stages, there has been no formal decision as to whether the operations would include any form of concessions, specifically relating to food and beverages. As no formal study has been completed on the impact such operations would have in terms of incremental revenues, no provisions have been included in this analysis. However, should the Foundation decide to offer any form of these services, all revenue would be incremental to the revenues included thus far.

ADDITIONAL MUNICIPAL SUBSIDIES

Historically, the City of Greater Sudbury contributed \$25,000 annually to the operations of the Indoor Soccer Centre, recognizing the benefit the facility had in the community. However, given that the previous operation was run by a private entity, exploring future subsidies was not a viable option. For the purposes of simplicity, the enclosed revenue projections do not include any subsidy from the City of Greater Sudbury. Any subsidies received would be incremental revenues to the Foundation.

RENTALS DURING NON PRIME TIME HOURS

As previously discussed, to remain conservative, the revenue model enclosed only focuses on revenue that can be earned during prime time hours. However, the Foundation is optimistic that a market also exists for non prime time hours, both in the Peak and Non Peak Seasons. For instance, one key primary market that has not been modelled thus far is the rental of the new building to the various camps held in the city throughout the year. Any revenues received for non prime time rentals will be incremental revenues to the revenue model enclosed in this proposal.

¹⁷ CIBC – KidSport Report, ‘Helping our kids get off the sidelines’, July 2014.

RISK CONSIDERATIONS

Although the Foundation is fully supportive of this facility proposal and believes the operating model will result in an overall increase in the quality of sporting facilities available to Sudbury residents, the Board also recognizes the inherent risks that exist which may not be in their control or span of influence. The following risks are considered noteworthy at this point in the planning phase:

GENERAL ECONOMIC CONDITIONS

The Foundation recognizes that there are several economic factors that could have a significant effect on the construction and operations of a new indoor facility. Economic conditions in the market have a direct impact on the financial viability of any venture. Although the Foundation is confident that the endeavour would be successful under current economic conditions, any significant change in economic conditions would have an impact on the facility's rental ability, and thereby create financial strain on its operations.

Furthermore, since the Foundation's proposal centres on the construction of a new building, the risks and exposures that inherently exist within the construction industry can have an impact on the anticipated timelines. Any work disruption due to strike issues or work stoppages for specific trade groups, can affect the construction progress and present unforeseen circumstances to the Board for consideration.

OTHER PLANNED FACILITY INITIATIVES

During the planning and assessment process, as previously discussed, the Foundation had the opportunity to meet with other private and public entities and institutions, that may still have in their plans objectives of opening other indoor soccer / sports facilities in the City of Greater Sudbury. The Board recognizes that they do not have any control or influence over the long term actions of these organizations, nor has the Board performed any due diligence or analysis on what impact additional future entrants into this same market will have on the proposed facility. However, the Foundation believes that they are in a sound position with their partner of choice, Rainbow District School Board, to design, construct and operate a state of the art facility that will meet the demand of the market and provide the citizens of Sudbury with an exceptional experience.

MUNICIPAL INVOLVEMENT

As is the case with all municipalities, a portion of local tax levies is allocated towards virtually most recreational facilities owned and operated publically for local residents. Although this proposal does not include municipal involvement in the construction and/or operating costs regarding the proposed site, there is obvious benefit to the citizens of the city in having access to such a location. The following excerpt from the city's most recent arena renewal strategy is meant to help quantify the current subsidy program that exists for municipal facilities.

EXISTING SUBSIDY PROGRAMS

Although the City of Greater Sudbury operates various venues for administrative, social, leisure and recreational purposes, the city's subsidization of local arenas is the closest comparison to the indoor sports facility being proposed. The following table summarizes the net impact on the local tax levy resulting from the cost overages that occur at local arenas¹⁸:

Table 3: Total Cost Recovery (capital 2012 estimates and 2011 operating costs/revenues)

	<i>Direct Operating Expense</i>	<i>Average Annual Capital Expense (unfunded)</i>	<i>Total Expense (Op + Cap)</i>	<i>Revenue Total</i>	<i>Annual Net Impact on Levy</i>	<i>Cost Recovery</i>
<i>Gerry McCrory Countryside</i>	\$582,018	\$41,200	\$623,218	\$476,139	(\$147,079)	76.4%
<i>TM Davies</i>	\$599,234	\$129,800	\$729,034	\$452,901	(\$276,133)	62.1%
<i>Sudbury Arena</i>	\$1,472,387	\$382,500	\$1,854,887	\$1,150,131	(\$704,756)	62.0%
<i>Garson</i>	\$421,559	\$88,200	\$509,759	\$284,048	(\$225,711)	55.7%
<i>Raymond Plourde</i>	\$452,987	\$136,600	\$589,587	\$338,901	(\$250,686)	57.5%
<i>McClelland</i>	\$538,828	\$113,200	\$652,028	\$314,717	(\$337,311)	48.3%
<i>Dr. Edgar Leclair</i>	\$426,692	\$192,400	\$619,092	\$263,495	(\$355,597)	42.6%
<i>Carmichael</i>	\$432,420	\$167,700	\$600,120	\$281,527	(\$318,593)	46.9%
<i>Centennial</i>	\$384,890	\$154,800	\$539,690	\$219,369	(\$320,321)	40.6%
<i>Toe Blake (Coniston)</i>	\$424,474	\$116,700	\$541,174	\$228,033	(\$313,141)	42.1%
<i>Cambrian</i>	\$309,328	\$158,200	\$467,528	\$188,889	(\$278,639)	40.4%
<i>Chelmsford</i>	\$451,218	\$281,700	\$732,918	\$283,436	(\$449,482)	38.7%
<i>Capreol (both pads)</i>	\$461,788	\$305,200	\$766,988	\$297,752	(\$469,236)	38.8%
<i>I.J. Coady</i>	\$276,823	\$147,700	\$424,523	\$102,252	(\$322,271)	24.1%

The Foundation is in no way suggesting that the City of Greater Sudbury be held accountable for any capital or operating cost overages experienced by the new indoor facility, but feels the data is relevant to discuss any proposed subsidies to be received by the Foundation in relation to the recovery structures in place with other municipal buildings. It should also be noted that the recovery structure above was published in 2012, whereas current rates may be more or less favourable than what's presented above.

¹⁸ Greater Sudbury Arena Renewal Strategy, January 2013.

CONSTRUCTION & DEVELOPMENT

PROJECT SPECIFICATIONS & CAPITAL COSTS

The capital costs associate with construction and development are as follows:

CATEGORY	FINAL
Civil work (contingency)	\$ 735,000
Air Supported Structure	2,000,000
Artificial Sports Surface	1,100,000
Mechanical	200,000
Electrical	400,000
Upgrades to Existing Fieldhouse	765,000
Soft costs/Equip/Finishes	400,000
Contingency	500,000
TOTAL	\$ 6,100,000

SPECIFIC CONSTRUCTION RISKS

To be discussed and available on request.

FINANCING REQUIREMENT AND FINANCING PLAN

The financing plan for the new facility is as follows:

FUNDING PARTNER	COMMITTED FUNDING
Province of Ontario	\$ 4,000,000
Rainbow District School Board <i>(for school site redevelopment on the Lasalle Secondary School property)</i>	\$ 1,100,000
Fabio Belli Foundation Contingency	\$ 500,000
Greater City of Greater Sudbury	Infrastructure Funding

FINANCIAL ANALYSIS

FINANCIAL PROJECTIONS

The attached financial projections have been developed by the assumptions enclosed, together with the Foundation's knowledge of the local market and current conditions. For the purposes of this forecast, the fiscal year end of the organization has been assumed to be June 30th.

Furthermore, although development and construction activities have not started, for the purposes of this analysis, the assumption is that construction will be completed before the start of the Peak Season in fiscal 2019, being October 2018.

Short Term Projected Income & Cash Flow Statement (Fiscal June 2019 – Fiscal June 2021)

From the first year of operations, given the assumptions used in the attached schedules, it is projected that the proposed facility will generate positive cash flows each year, thereby meeting the Foundation's objective of ensuring a sustainable operation. Variable expenses directly related to the operations of the site are considered appropriate for the nature and size of the structure, and are based on market rates that currently exist.

Revenue is projected in year 2019 based on a utilization rate of 57% during prime times, and is anticipated to grow 35% for year 2020 and 13% for year 2021.

The following table summarizes the earnings before interest, tax, depreciation and amortization for the first 3 years of operations.

YEAR	EBITDA
2019	\$ 10,036
2020	\$ 17,771
2021	\$ 67,873

Long Term Projected Income & Cash Flow Statement (10 Year of Operations)

Using the first three fiscal periods as a base, it is projected that the Foundation will maintain positive cash flows each year during the first ten years of operations.

To remain conservative, the revenue model for years 2022 through 2028 has remained relatively consistent to the revenue profile in 2021, adjusted for a slight growth projection of 1% applied each year following 2021. Although an increase in utilization for future years will naturally occur once operations are running, the attached projections accept the 83% utilization being projected for prime time hours in 2021 as an adequate benchmark for future years as well.

The Board anticipates being able to keep variable costs for future years proportionately in line with the short-term projections for 2019-2021, and has incorporated appropriate increases for all other expenses over the ten year period.

The following table summarizes the projected cumulative cash flows from operations for the Foundation in select future years.

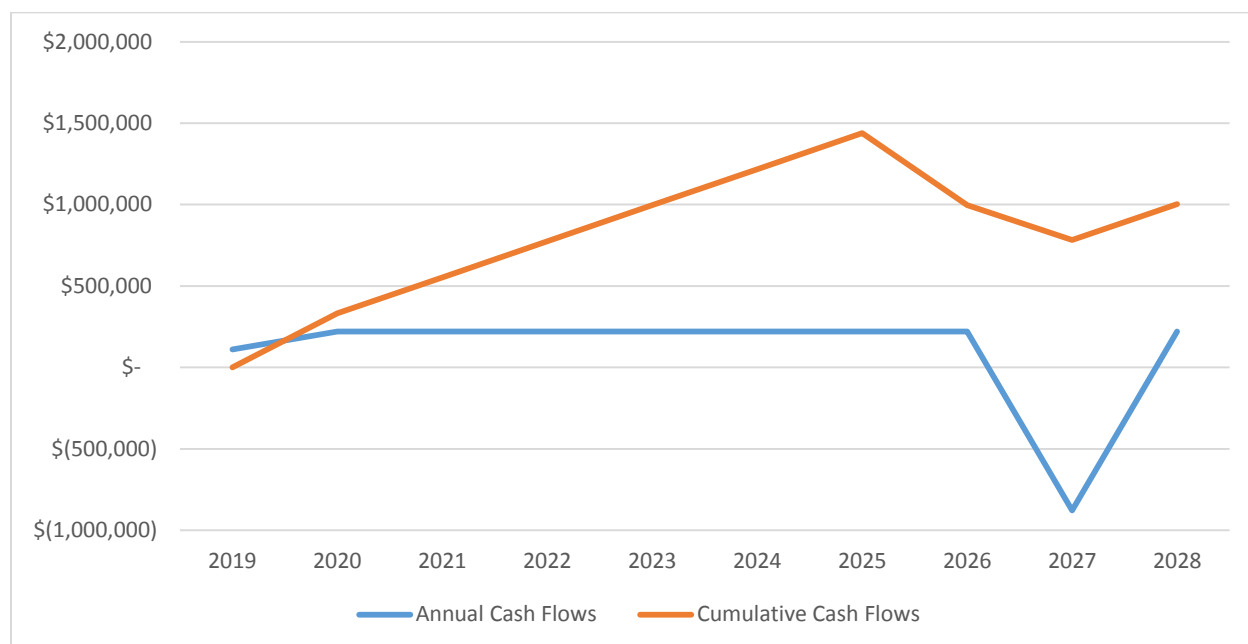
YEAR	EBITDA
2022	\$ 165,977
2025	\$ 393,182
2028	\$ 646,070

Projected Capital Funding & Expenditures

A key aspect of the Foundation's feasibility assessment for the new facility is dependent on future cash flows being adequate to cover capital replacements and expenditures resulting from use of the facility long term.

As is common with other artificial turf based facilities, the Foundation is expecting a useful life of 8 years for the surface, requiring full replacement in year 2026 at an estimated cost of \$1,100,000. Based on other similar projects in communities running air supported structures, the Foundation is estimating the useful life of the structure to be 15 years; at which point the membrane of the structure will need to be replaced. For the purposes of this analysis, it is estimated that the cost to replace the membrane will be 60% of the initial investment of the air supported structure; approximately \$900,000. To fund these anticipated expenditures, the Foundation is forecasting to fund its capital obligations \$110,714 in 2019, and \$221,429 each year thereafter.

After considering the capital requirements over the next ten years, the net cash flows relating to capital expenditures for the Foundation are projected to be as follows:



Overall Commentary

Generally speaking, the financial position projected for the Foundation in the enclosed schedules depicts an organization that can generate sufficient cash flows to both maintain current year operations and also fund future capital expenditure and replacement requirements.

As discussed, the revenue model for field rentals at this point only takes into consideration rentals during prime time periods, allowing for incremental revenues from non prime time hours, still to be considered. Similarly, at this point in the planning phase, the Board has not made decisions on various other funding models, such as naming rights and sponsorship opportunities, presenting the Foundation will even more opportunities to explore. The expense profile developed for this proposal adequately represents the capital and operating costs associated with this venture, and therefore the Board believes its projections are accurate and attainable.

SCHEDULE 1 – SHORT TERM FIELD REVENUE ASSUMPTIONS

	2019	2020	2021
FIELD RENTAL - SOCCER			
Rental Season (Oct - Apr)			
Hourly Charge	\$ 145	\$ 150	\$ 150
Hours Rented Per Week	70	85	95
FIELD RENTAL - BASEBALL			
Rental Season (Oct - Apr)			
Hourly Charge (* 2 field used)	\$ 145	\$ 150	\$ 150
Hours Rented Per Week	10	15	20
FIELD RENTAL - OTHER			
Rental Season (Oct - Apr)			
Hourly Charge	\$ 145	\$ 150	\$ 150
Hours Rented Per Week	5	10	10

SCHEDULE 2 – SHORT TERM ADDITIONAL REVENUE ASSUMPTIONS

ADDITIONAL REVENUES

Organizational Sponsorship	\$ 15,000	\$ 25,000	\$ 25,000
City of Greater Sudbury Subsidy	\$ -	\$ -	\$ -
	<u>\$ 15,000</u>	<u>\$ 25,000</u>	<u>\$ 25,000</u>

SCHEDULE 3 – SHORT TERM PROJECTED INCOME & CASH FLOW STATEMENT

	2019	2020	2021
REVENUE			
Field Rentals	\$ 369,750	\$ 495,000	\$ 562,500
Other (Levies, Sponsorships, Subsidies)	15,000	25,000	25,000
	\$ 384,750	\$ 520,000	\$ 587,500
OPERATING EXPENSES			
Administration and Marketing	\$ 4,000	\$ 5,400	\$ 6,100
General & Equipment Maintenance	5,500	5,775	6,064
Insurance	20,000	20,400	20,808
Janitorial Services	4,000	4,200	4,410
Professional Fees	4,000	4,200	4,410
Salaries & Benefits	100,000	102,000	104,040
Telephone/Internet/Communications	4,000	4,200	4,410
Turf Maintenance	2,500	2,625	2,756
Utilities	120,000	132,000	145,200
Total Operational Expenses	\$ 264,000	\$ 280,800	\$ 298,198
NET INCOME (LOSS)	\$ 120,750	\$ 239,200	\$ 289,302
Net Income (Loss) From Operations	\$ 120,750	\$ 239,200	\$ 289,302
Structure Replacement Fund	(32,143)	(64,286)	(64,286)
Turf Replacement Fund	(78,571)	(157,143)	(157,143)
Net Operating Cash Flow	\$ 10,036	\$ 17,771	\$ 67,873
Cumulative Net Operating Cash Flow		\$ 27,807	\$ 95,681

SCHEDULE 4 – LONG TERM PROJECTED INCOME & CASH FLOW STATEMENT

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
REVENUE										
Field Rentals	\$ 369,750	\$ 495,000	\$ 562,500	\$ 568,125	\$ 573,806	\$ 579,544	\$ 585,340	\$ 591,193	\$ 597,105	\$ 603,076
Other (Levies, Sponsorships, Subsidies)	15,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
	\$ 384,750	\$ 520,000	\$ 587,500	\$ 593,125	\$ 598,806	\$ 604,544	\$ 610,340	\$ 616,193	\$ 622,105	\$ 628,076
OPERATING EXPENSES										
Administration and Marketing	4,000	5,400	6,100	6,200	6,300	6,400	6,500	6,600	6,700	6,800
General & Equipment Maintenance	5,500	5,775	6,064	6,100	6,200	6,300	6,400	6,500	6,600	6,700
Insurance	20,000	20,400	20,808	21,000	21,200	21,400	21,600	21,800	22,000	22,200
Janitorial Services	4,000	4,200	4,410	4,500	4,500	4,500	4,500	4,500	4,500	4,500
Professional Fees	4,000	4,200	4,410	4,500	4,500	4,500	4,500	4,500	4,500	4,500
Salaries & Benefits	100,000	102,000	104,040	105,100	106,200	107,300	108,400	109,500	110,600	111,700
Telephone/Internet/Communications	4,000	4,200	4,410	4,500	4,500	4,500	4,500	4,500	4,500	4,500
Turf Maintenance	2,500	2,625	2,756	2,800	2,800	2,800	2,800	2,800	2,800	2,800
Utilities	120,000	132,000	145,200	146,700	148,200	149,700	151,200	152,700	154,200	155,700
Total Operational Expenses	264,000	280,800	298,198	301,400	304,400	307,400	310,400	313,400	316,400	319,400
NET INCOME (LOSS)	\$ 120,750	\$ 239,200	\$ 289,302	\$ 291,725	\$ 294,406	\$ 297,144	\$ 299,940	\$ 302,793	\$ 305,705	\$ 308,676
Net Income (Loss) From Operations	\$ 120,750	\$ 239,200	\$ 289,302	\$ 291,725	\$ 294,406	\$ 297,144	\$ 299,940	\$ 302,793	\$ 305,705	\$ 308,676
Capital Fund Replenishment	(32,143)	(64,286)	(64,286)	(64,286)	(64,286)	(64,286)	(64,286)	(64,286)	(64,286)	(64,286)
Turf replacement - Transfer to Capital Fund	(78,571)	(157,143)	(157,143)	(157,143)	(157,143)	(157,143)	(157,143)	(157,143)	(157,143)	(157,143)
Net Operating Cash Flow	\$ 10,036	\$ 17,771	\$ 67,873	\$ 70,296	\$ 72,978	\$ 75,716	\$ 78,511	\$ 81,365	\$ 84,277	\$ 87,248
Cumulative Net Operating Cash Flow		\$ 27,807	\$ 95,681	\$ 165,977	\$ 238,955	\$ 314,670	\$ 393,182	\$ 474,546	\$ 558,823	\$ 646,070

SCHEDULE 5 – PROJECTED CAPITAL FUNDING & EXPENDITURES

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
CASH INFLOWS										
Construction Financing	5,000,000									
Foundation Contingency	600,000									
Capital Fund Replenishment	32,143	64,286	64,286	64,286	64,286	64,286	64,286	64,286	64,286	64,286
Turf Replacement - Transfers	78,571	157,143	157,143	157,143	157,143	157,143	157,143	157,143	157,143	157,143
Total Cash Inflows	5,710,714	221,429	221,429	221,429	221,429	221,429	221,429	221,429	221,429	221,429
CASH OUTFLOWS										
Development & Construction Costs	\$ (4,500,000)									
Initial Turf Instalation	(1,100,000)									
Turf Replacement									(1,100,000)	
Total Cash Outflows	(5,600,000)	-	-	-	-	-	-	-	(1,100,000)	-
NET CASH FLOWS	\$ 110,714	\$ 221,429	\$ 221,429	\$ 221,429	\$ 221,429	\$ 221,429	\$ 221,429	\$ 221,429	\$ (878,571)	\$ 221,429
CUMULATIVE CASH FLOWS		\$ 332,143	\$ 553,571	\$ 775,000	\$ 996,429	\$ 1,217,857	\$ 1,439,286	\$ 1,660,714	\$ 782,143	\$ 1,003,571

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Request for Decision

Valley East Twin Pad Next Steps

Presented To: Community Services Committee

Presented: Monday, Jul 09, 2018

Report Date: Friday, Jun 22, 2018

Type: Managers' Reports

Resolution

THAT the City of Greater Sudbury directs staff to prepare a business case for detailed design work for a twin pad arena facility as outlined in the report entitled "Valley East Twin Pad Next Steps" from the General Manager of Community Development, presented at the Community Services Committee meeting on July 9, 2018, for consideration for inclusion in the 2019 municipal budget process.

Relationship to the Strategic Plan / Health Impact Assessment

This report supports Council's Strategic Plan in the area of Quality of Life and Place as it aligns with the Population Health Priorities of Families, Play Opportunities and Age Friendly Strategy. The development of a new twin pad facility will allow for programs and services which would improve the health and well-being of youth, families and seniors.

Report Summary

This report provides an overview of the proposed community consultation process and next steps with respect to a Valley East Twin Pad facility. The report includes information about the work which will be completed beginning in 2018 including a preliminary design and soil study work. The report seeks direction to bring forward a business case as part of the 2019 municipal budget process for funding for a detailed design.

Financial Implications

Soil study and preliminary design work will be funded through existing dollars in the Citizen and Leisure Services 2018 Capital Envelope.

Signed By

Report Prepared By

Jody Cameron
Manager of Arenas
Digitally Signed Jun 22, 18

Health Impact Review

Jody Cameron
Manager of Arenas
Digitally Signed Jun 22, 18

Division Review

Jeff Pafford
Director of Leisure Services
Digitally Signed Jun 22, 18

Financial Implications

Jim Lister
Manager of Financial Planning and Budgeting
Digitally Signed Jun 22, 18

Recommended by the Department

Catherine Matheson
General Manager of Community Development
Digitally Signed Jun 25, 18

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Jun 26, 18

Upon Council's approval a business case will be brought forward for detailed design work as part of the 2019 municipal budget process.

Background

At the June 19, 2017 Community Services Committee meeting, resolution CS2017-16 was passed stating "that the City of Greater Sudbury Council directs staff to prepare a business case to replace various arenas and/or ice pads, with the build of a multi-pad/multi-purpose arena facility in Valley East, indicating the cost of the build, recommended location, efficiencies to be had, financial options for the build, and any/or all other information to assist Council with its deliberations, to be included in the 2018 budget process."

As part of the 2018 budget process, Council received a business case for a Valley East Twin Pad arena. The business case identified the Howard Armstrong Recreation Centre location as a potential location for a new twin pad facility.

Business Case for Valley East Twin Pad

At the December 5th, 2017 Finance and Administration meeting staff presented a business case titled Valley East Twin Pad for Council's consideration. The business case informed Council of the following:

- The City of Greater Sudbury (City) operates a total of sixteen (16) ice pads that are contained in fourteen (14) municipal arenas, with Capreol Arena and Gerry McCrory Countryside Sports Complex being twin pad facilities.
- The average age of the ice facilities in the City is more than 40 years, with the majority being constructed between 1950 and 1978.
- The City has a surplus of 1.8 ice pads at present and data suggests insufficient support for expanding the supply of municipal arenas.
- Capital requirements over the 10 years for the existing inventory of arenas in Valley East (Raymond Plourde, Centennial, and Capreol - Side 1 Arenas) amount to \$6.67 million.
- Of the three potential sites evaluated in the business case, the Howard Armstrong Recreation Centre parkland was recommended as the most suitable location for a new twin pad facility. There is 28 acres of parkland on site allowing room for parking, complimentary benefits, and is municipally owned reducing the overall project cost due to not having to purchase property. A new twin-pad facility would require approximately eight acres of land.
- The City was in the process of considering the proposal to declare 10 of the 28 acres that is municipally owned parkland at the Howard Armstrong Recreation Centre as surplus, and offering it for sale to Conseil scolaire catholique du Nouvel-Ontario (CSCNO) for the construction of a new elementary school.
- Two scenarios were proposed of potential actions to consider if a new twin pad was built. The first scenario proposes to close the two existing arenas in Valley East (Centennial Arena and Raymond Plourde Arenas). The total operating savings to the levy would be \$407,744. Total 10 year capital savings would be \$3.7M for a total savings of \$4.1M. The second scenario proposes the closure of the two existing arenas in Valley East (Centennial and Raymond Plourde Arenas and pad 1 at the Capreol Arena). The total operating savings to the levy would

be \$521,294. Total 10 year capital savings would be \$6.7M for a total savings of \$7.2M.

- Financial projections for the new Valley East twin pad suggest that when using revenue data from the arenas proposed to be replaced, and using expenses and historical data from the operations of the Gerry McCrory Countryside Sports Complex, the net levy impact was projected to be \$202,929. This translates into an operational savings of approximately \$318,365 per year if the other arenas closed and were replaced with the new twin pad.
- A Class “D” estimate was conducted using industry standard square foot pricing for an indoor hockey rink. The square foot price range is \$175- \$250 per square foot with a median of \$218.50 per square foot. A square foot range for the twin pad facility is 100,000 -125,000 square feet. Using the median average a Class D construction estimate for a new twin pad arena is \$24-\$27M.
- The estimated annual payment of the new Valley East twin pad if debt financed would be \$1,611,957 at 3.7% interest over 25 years, starting in 2020, less the net operating savings related to the closure of the three facilities identified.

At the December 5th, 2017 meeting, Council directed Leisure Services to conduct community consultation and to undertake site assessment (soil study) and obtain a preliminary design.

Update

As identified above and in the business case for the Valley East Twin Pad, the City of Greater Sudbury (City) was considering a proposal to declare 10 acres of the municipally owned parkland at the Howard Armstrong Recreation Centre surplus, and offering it for sale to Conseil scolaire catholique du Nouvel-Ontario (CSCNO) for the construction of a new elementary school.

A report was presented to the Planning Committee on May 28, 2018 regarding this matter. The Planning Committee approved the recommendation that the City would not declare the parkland surplus for the purposes of selling parkland to CSCNO.

Preliminary Design Work

In order to obtain additional information about the topography and soil conditions in the Howard Armstrong Recreation Centre area, the City will arrange for soil studies this summer.

The City will also engage a third party through a competitive process to provide a preliminary design for a potential twin pad facility. To inform the preliminary design, the City will undertake a community consultation process in the fall of 2018. As part of the process, stakeholders and the public will be asked to provide input into design features and characteristics. The following design elements for a new twin pad facility were previously recommended as part of the 2018 business case:

- A twin-pad or triple-pad facility (2 NHL size 85' x 200' ice surfaces) with capability for summer ice. One ice surface designed for people with disabilities (i.e. see through benches, level with ice, etc). May also look at one ice pad being full Olympic size, especially to aid with speed skaters.
- Eight (8) secure dressing rooms per ice surface (with stick holders and white boards), plus one additional dressing room per ice surface dedicated to be identified as alternate dressing room, for a total of nine (9) dressing rooms. At least two (2) dressing rooms associated with one of the ice surfaces to accommodate persons with disabilities.
- An ample lobby with food court/café, social space/sitting areas, views of the ice surfaces, information boards/electronic signs and water bottle refill stations.
- Comfortable seating for 300 to 400 per ice surface and depending on intended use, more seating may be required in one pad.
- Running/walking track around the top of one of the pads.
- Offices and storage for major user groups.
- First aid room.
- Referee rooms of sufficient size to accommodate four-person crews. Referee's rooms should be located in isolation of dressing rooms.
- Multi-purpose/gymnasium space and meeting rooms (initial allowance of 4,000 square feet).
- Wide hallways and automatic sliding doors (main entrance and dressing rooms).
- User friendly public address system, sound system and scoreboards.
- Air conditioning to encourage summer non-ice uses in one or more ice surfaces.
- An energy-efficient facility.
- Adequate parking with a drop-off zone (including bus parking).

It is recommended that the community consultation process be initiated in the fall of 2018, at the start of the next arena season. The consultation process is recommended to have two parts. First, input will be sought on the major design elements of a twin pad facility. The second phase will provide an opportunity for feedback on the preliminary design developed.

Given the community feedback received through the proposed parkland disposal process, any proposed twin pad facility incorporates and enhances the existing informal trail network in the area. A preliminary landscape design will also form part of the work.

Soil study and preliminary design work will be funded through existing dollars in the Citizen and Leisure Services 2018 capital envelope.

Next Steps

It is recommended that detailed design work take place in 2019, which would allow the project to commence in 2020 upon Council approval. With detailed design drawings, the project would also be considered shovel ready for any potential external funding which may become available. Detailed design is estimated to be at 6% of total project budget. The business case presented as part of the 2018 budget process estimated a total project budget of \$24M to \$26M. Estimated detailed design costs would be approximately \$1.5M.

Upon Council's approval, a business case will be brought forward for detailed design work as part of the 2019 municipal budget process.

References

4040 Elmview Drive Hanmer – Proposed Sale of Parkland, Planning Committee (May 28, 2018)

<http://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=6&id=1224>

Finalization of the 2018 Budget Appendix 5 – Valley East Twin Pad, Finance & Administration Committee (December 5, 2017)

<http://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&attachment=20991.pdf>

Arena Renewal Strategy, Community Services Committee (January 21, 2013)

<http://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=3&id=585>

City of Greater Sudbury Parks, Open Space & Leisure Master Plan Review (2014)

<https://www.greatersudbury.ca/play/parks-and-playgrounds1/parks-open-space-and-leisure-master-plan-review-2014/>

Request for Decision

Health and Housing Working Group Final Report

Presented To: Community Services Committee

Presented: Monday, Jul 09, 2018

Report Date: Friday, Jun 15, 2018

Type: Managers' Reports

Resolution

THAT the City of Greater Sudbury approves the request to prepare an Implementation and Consultation Strategy with respect to Action Item 2 of the Affordable Housing Strategy, as outlined in the report entitled "Health and Housing Working Group Final Report", from the General Manager of Community Development, presented at the Community Services Committee meeting on July 9, 2018.

Relationship to the Strategic Plan / Health Impact Assessment

This report supports Council's Strategic Plan in the area of Quality of Life and Place as it aligns with the Population Health Priorities of Families, Housing, Age Friendly Strategy, and Healthy Streets. The Affordable Housing Community Improvement Plan includes the development of an affordable housing strategy, targeted to seniors and those who have low incomes, including policy review, removal of barriers and consideration of incentives as a key priority to building affordable rental housing.

Report Summary

This report authored by Melissa Riou, Senior Planner, Community & Strategic Planning Section, provides a summary of the status of each of the five (5) action items that were identified as playing a vital role in increasing affordable housing in the City of Greater Sudbury.

Financial Implications

There are no financial implications associated with the land banking of the properties identified. Financial implications pertaining to disposal of the properties would be contemplated in the 2019 budget deliberations.

Signed By

Report Prepared By

Cindi Briscoe
Manager, Housing Services
Digitally Signed Jun 15, 18

Health Impact Review

Cindi Briscoe
Manager, Housing Services
Digitally Signed Jun 15, 18

Manager Review

Cindi Briscoe
Manager, Housing Services
Digitally Signed Jun 15, 18

Financial Implications

Jim Lister
Manager of Financial Planning and Budgeting
Digitally Signed Jun 25, 18

Recommended by the Department

Catherine Matheson
General Manager of Community Development
Digitally Signed Jun 25, 18

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Jun 26, 18

Purpose

The purpose of this report is to present the completed affordable housing strategy.

This report provides a summary of the status of each of the five action items that were identified as playing a vital role in increasing affordable housing in the City of Greater Sudbury. Additionally, this report seeks direction from Council to prepare an implementation and consultation strategy with respect to action item 2 of the affordable housing strategy, which includes undertaking steps to land bank municipal lands for future development in accordance with the Affordable Housing Community Improvement Plan for consideration in Q1 of 2019.

Background

Council's Corporate Strategic Plan (2015-2018) identifies the development of an affordable housing strategy, targeted to seniors and people who have low incomes, including policy review, removal of barriers and consideration of incentives as a key priority. Further, the Corporate Strategic Plan provides direction to develop a surplus municipal property affordable housing strategy.

Between 2016 and 2017 a review of literature and best practices along with public and private stakeholder consultation was undertaken to establish key priorities for the City of Greater Sudbury (City) affordable housing strategy. At the Community Services meeting of July 10, 2017, resolution CS2017-17 directed the Health and Housing Working Group to further investigate and make recommendations regarding the following Action Items:

- **Action Item 1.** Development of an Affordable Housing Community Improvement Plan (AHCIP), including: locational criteria, design criteria, financial incentives, provide the City the ability to acquire, prepare and dispose of property for affordable housing, requirements for units to meet affordable housing definitions, and use of the Social Housing Capital Reserve Fund as a funding source for the AHCIP;
- **Action Item 2.** Investigate options for parkland disposal and the use of surplus municipal land;
- **Action Item 3.** Investigate amendments to the Zoning By-law 2010-100Z to be more flexible and encourage affordable housing development across the housing continuum;
- **Action Item 4.** Designate a single point of contact for affordable housing and develop a consolidated affordable housing webpage;
- **Action Item 5.** Investigate changes to the Development Charges By-law 2014-151 (as amended by By-law 2016-120) to ensure that affordable housing criteria

align with any Federal or Provincial funding programs as part of the scheduled review in 2018-2019.

The Health and Housing Working Group committed to completion of the affordable housing strategy by July of 2018. Each of the Action Items that define the strategy are either implemented or in the process of being implemented, as outlined in the following sections. This report addresses and seeks direction for the Health and Housing Working Group to prepare an implementation and consultation strategy for Council's consideration with respect to Action Item 2 to land bank municipal properties for future use in accordance with the Affordable Housing CIP.

Action Item 1. Affordable Housing Community Improvement Plan

The draft Affordable Housing Community Improvement Plan (AHCIP) was presented to Planning Committee on April 9, 2018. The report requested direction to undertake public consultation on the draft AHCIP in accordance with Sections 17(23) and 28 of the Planning Act, which is required prior to the adoption of a new Community Improvement Plan.

The purpose of the AHCIP is to assist in the development of affordable housing in the City by providing incentive-based programs which encourage the creation of affordable housing units. Authority for the provision of financial incentives is provided by Section 106 of the Municipal Act R.S.O. 2001 and the above mentioned sections of the Planning Act. Within a Community Improvement Project Area a municipality may acquire, hold, clear, grade or prepare land for community improvement, lease, sell or otherwise dispose of land acquired or held by it in conformity with the CIP. Additionally, a municipality may make grants or loans to owners or tenants in conformity with the CIP.

The proposed AHCIP provides incentives for affordable housing projects that meet certain locational and design criteria. To serve the needs of tenants, affordable housing units require close proximity and access to services that support that population including public transit, schools, health care facilities, and commercial areas. The design criteria is intended to ensure that these are high quality developments that are indistinguishable from adjacent market developments, as well as requiring programmable space. Proposed programs under the CIP include: Tax Increment Equivalent Grant Program, Planning and Building Fees Rebate Program, Feasibility Program, Residential Incentive Program and a Second Unit Incentive Program.

Funding of the proposed AHCIP through the Social Housing Capital Reserve Fund will be considered when the AHCIP is brought forward for adoption to the July 9, 2018 Planning Committee Meeting. This will provide certainty with respect to a funding source as well

as flexibility to adapt to Provincial or Federal Programs which may coordinate with this program.

Action Item 2. Surplus Municipal Land

An assessment of surplus municipal lands as per the Quality of Life and Place Pillar of Council's Strategic Plan was undertaken to determine which lands may be suitable for the development of multi-residential affordable housing projects. Evaluation criteria were established based on best practices utilized by other municipalities and include locational criteria to ensure close proximity and access to public transit, public services and facilities, medical facilities, pharmacies and commercial areas. Lands which are located within the flood plain, smaller than one acre, or subject to other development constraints such as limited availability of municipal services or terrain unsuitable for development are removed from the inventory.

Approximately 50 properties were identified through the preliminary review based on the above criteria. The properties were further screened for development constraints, such as rocky terrain, making development of the sites more costly. This eliminated approximately 20 additional sites. The typical zoning of the properties identified through the review process is Park or Open Space under Zoning By-law 2010-100Z. In order to utilize properties zoned Park for development under the AHCIP, the City would be required to follow the process and criteria outlined in the Parkland Disposal By-law 2010-158 in addition to undertaking applications under the Planning Act. Both Parkland Disposal and Planning Act processes require a comprehensive public consultation process.

During the review of municipal best practices, land banking was found to be a crucial element in the development of affordable housing. Land, site preparation and servicing are major cost factors for the creation of housing affordability; this can be mitigated by providing suitable sites as part of a Community Improvement Plan. It is also proposed that the preferred sites be pre-zoned for future development, subject to a holding provision which would be removed upon the proponent entering into an agreement with the City under the AHCIP. Pre-zoning lands is favourable as it provides certainty for developers, and addresses timelines associated with funding received from Provincial or Federal levels of government.

As part of land banking for future use under the AHCIP, the Health and Housing Working Group recommend that a detailed implementation and consultation strategy be prepared for Councils consideration, prior to undertaking any parkland disposal or Planning Act process. This strategy would include a full review of the required Parkland Disposal and Planning Act processes, a detailed consultation strategy, visual representations of possible development scenarios, recommended built form and

development parameters and urban design. It is recommended that the Health and Housing Working Group be directed to present this strategy to Council for their consideration in Q1 of 2019.

Action Item 3. Zoning By-law Amendments

The draft Zoning By-law amendment was presented to Planning Committee on April 9, 2018. The report requested direction to undertake public consultation on the draft amendments in accordance with Section 34 (12) of the Planning Act, which is required prior to the approval of an amendment to the Zoning By-law.

Zoning By-law amendments are proposed under three general categories: parking, form of housing, and density. These changes originate from initial consultation with local service providers and the development community. The Health and Housing Working Group heard that the cost of providing parking can be a deterrent to development and are proposing reductions to parking requirements where affordable housing development is adjacent to areas that are highly serviced by public transit. The Health and Housing Working Group in consulting identified the need for more flexible types of housing, including shared housing. With respect to density, there is a trend to permit the creation of smaller lots to decrease development costs and to permit a diversity of lot sizes within subdivisions. Proposed amendments addressing the provision of smaller lot sizes would allow for reductions in lot area and width for a certain number of lots within a plan of subdivision as of right.

These proposed amendments will be considered by Planning Committee at a public hearing on July 9th, 2018.

Action Item 4. Single Point of Contact

Service providers and the development community identified difficulty in determining who the appropriate contact is to discuss affordable housing projects, and are referred to various points of contact who each deal with different aspects of the process. A single point of contact knowledgeable in all components and roles associated with affordable housing both at the City and external agencies has been designated. A senior planner with the Planning Services Division will guide members of the public, development community and/or service providers through the process or to the appropriate contacts. In addition, a consolidated affordable housing web page has been created to assist in streamlining information on affordable housing.

Action Item 5. Development Charges

The Health and Housing Working Group was directed to investigate changes to the Development Charges By-law to ensure that affordable housing criteria align with the requirements of any Federal or Provincial funding programs as part of the scheduled review in 2018-2019.

Council will be provided with an opportunity to address this action item as part of the scheduled Development Charges background study and by-law process in early 2019.

Consultation and Monitoring

Work on the affordable housing strategy was initiated in 2016 with a review of literature and best practices. Consultation with service providers as well as the Development Liaison Advisory Committee (DLAC) was undertaken in February and March of 2017. Based on feedback from these groups and review of best practices, the Health and Housing Working Group presented five action items to Community Services Committee in July 2017 requesting direction for further investigation. An update on the status of each item was presented to Community Services Committee in December 2017. A second session of consultation with the service providers and DLAC in February 2018. On April 9, 2018 a report requesting direction to begin public consultation on action items 1 (Affordable Housing Community Improvement Plan) and 3 (Zoning By-law Amendments) was presented to Planning Committee. Public consultation on these items occurred in early June, with a series of open houses held on June 4th at the New Sudbury Library, June 5th at the Parkside Centre and June 7th at the Howard Armstrong Centre. Comments received from the open houses as well as the on-line comment form will assist the proposed AHCIP and housing related amendments to the Zoning By-law scheduled to be considered by Planning Committee on July 9, 2018. Further public consultation will be required for the implementation of other action items.

The Health and Housing Working Group will monitor key indicators related to affordable housing including, the creation of new affordable housing units, the mix of housing types being developed, the average market rent and purchase prices of homes in the City. Monitoring will be reported to Council annually as part of the Housing and Homelessness Plan update.

Next Steps

As per direction from Council received on August 22, 2017 (Resolution CS2017-17), the Health and Housing Working Group has completed the 5 Action Items under the Affordable Housing Strategy and is in the process of implementation of those items. The draft Affordable Housing Community Improvement Plan and proposed amendments to the Zoning By-law will be considered for approval by Planning Committee on July 9th, 2018. With respect to the surplus municipal land strategy, this report seeks Council

direction to prepare an implementation and consultation strategy for land banking for Council's consideration in Q1 of 2019.

References

1. Health and Housing Update, July 10, 2017
<http://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&lang=en&id=1203&itemid=12729>
2. Health and Housing Update 2, December 4, 2017
<https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&lang=en&id=1155&itemid=12730>
3. Corporate Strategic Plan (2015-2018) <https://www.greatersudbury.ca/city-hall/reports-studies-policies-and-plans/strategic-plans1/>
4. Health and Housing Update: Affordable Housing Strategy, April 9, 2018
<https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&lang=en&id=1221&itemid=14435>
5. Zoning By-law 2010-100Z <https://www.greatersudbury.ca/do-business/zoning/>
6. Development Charges By-law <https://www.greatersudbury.ca/live/building-and-renovating/development-charges/>
7. Planning Act <https://www.ontario.ca/laws/statute/90p13>

Request for Decision

Security at Transit Terminal

Presented To: Community Services
Committee

Presented: Monday, Jul 09, 2018

Report Date Monday, Jun 25, 2018

Type: Managers' Reports

Resolution

THAT the City of Greater Sudbury approves the additional hours of contracted uniform security as outlined in the report entitled, "Security at Transit Terminal", from the General Manager of Corporate Services, presented at the Community Services Committee meeting on July 9, 2018;

AND THAT the City of Greater Sudbury directs staff to prepare a business case to transfer Security Services at Transit and on board buses to City of Greater Sudbury Staff for consideration for inclusion in the 2019 municipal budget process.

Relationship to the Strategic Plan / Health Impact Assessment

This report refers to the commitment to review and modify the transit system with a focus on reliability, convenience and safety, as well as connecting neighborhoods and communities, under the Sustainability Infrastructure Strategic Priority.

Report Summary

Greater Sudbury Transit is committed to delivering a transportation system that promotes the health, safety and security of passengers and Transit Operators. A number of initiatives are currently underway, with a significant emphasis on enhancing customer experience by creating a transit system that is easily accessible, convenient, comfortable and enjoyable for all passengers. One key initiative consists of a service level review for security practices both at the Downtown Transit Terminal, on board Transit buses and more broadly in the downtown core. The safety of Transit Riders and Staff at the Transit Terminal is a priority. Perceptions of safety among riders and generally within the Downtown is also a priority. Transit and Security & Bylaw City Staff are recommending immediate changes to service level for security at the Terminal and further, more broadly across a number of CGS facilities.

Financial Implications

Signed By

Report Prepared By

Brendan Adair
Manager of Security and By-Law
Digitally Signed Jun 25, 18

Health Impact Review

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Financial Implications

Jim Lister
Manager of Financial Planning and
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Recommended by the Department

Kevin Fowke
General Manager of Corporate
Services
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Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Jun 25, 18

If approved, the cost to provide two contracted uniform security for all hours of operations at the Transit Centre is approximately \$86,000 annually. This represents an impact in 2018 of approximately \$36,000. Staff will make best efforts to monitor revenues and expenditures throughout the remainder of 2018 to manage the additional costs. The 2019 base operating budget will be adjusted to reflect the full cost.

If directed, a business case for enhanced security will be prepared for consideration in the 2019 budget deliberations.

Background

The purpose of this report is to inform Committee about a service level enhancement for security services at the Transit Terminal and on board Transit buses. The following will describe a recommendation that better supports ensuring the safety of staff and riders, while reducing the gap between what can be effectively handled by a Municipal Law Enforcement Officer and what needs to be escalated to Police.

Greater Sudbury Transit is committed to delivering a transportation system that promotes the health, safety and security of passengers and Transit Operators. A number of initiatives are currently underway, with significant emphasis on enhancing customer experience, by creating a transit system that is easily accessible, convenient, comfortable and enjoyable for all passengers.

One key initiative consists of a service level review for security practices both at the Downtown Transit Terminal, on board Transit buses and more broadly in the downtown core. The safety of Transit Riders and Staff at the Transit Terminal is a priority. Perceptions of safety among riders and generally within the Downtown is also a priority. Transit and Security & Bylaw City Staff are recommending immediate changes to service level for security at the Terminal and further, more broadly across a number of CGS facilities.

Several factors that have led to the undertaking of this initiative include:

- The Transit Action Plan Engagement process and a Greater Sudbury Transit employee survey, where “safety and security” was identified as a priority, requiring improvement.
- A Downtown Transit Area Working Group has been formed with the purpose of reviewing what can be done to reduce loitering of non-transit users at the Transit Terminal and reduce the perceived sense of risk in the Downtown core, resulting from the behavior of some citizens in the area.
- Operator assaults and other undesirable behavior as experienced across Canada and at the Transit Terminal and on buses, are problems experienced by Greater Sudbury Transit. The Transit Safety Task Force is reviewing safety practices as a result of recent physical assaults on operators.

Incidents highlighting safety and security risks, include:

- May 28, 2017- A Transit Operator was injured when a male suspect assaulted him with a knife on board a Transit Bus
- March 29, 2018- After being escorted from property by Security, a male suspect physically assaults a contracted security guard and threatens the guard with a knife.

- April 01, 2018- A male suspect, armed with two (2) knives, is shot by Police within the Transit Terminal after attempting to gain access to the security office and charging at police while armed.
- April 25, 2018- A male suspect, is arrested by Police within the Transit Terminal after it was confirmed that the suspect was armed with a knife and had a desire for self harm/suicide.

Police respond to higher level criminal activity at the Transit Terminal and on board buses, yet more minor offences do not attract the same response by Police when considering their call volume. These ongoing security incidents at Transit are negatively impacting the perception that the system and facility is safe, and if left unchecked, will negatively impact ridership.

Proposed Enhanced Service Level- Security

Staff recommend doubling the billable contract security hours at Transit, ensuring two guards will be physically posted at the Transit Terminal for all hours of operation, between 6:00 am and 12:30 am. In order to respond to identified risks at the Transit Terminal and to support obligation within the Occupational Health and Safety Act, it is recommended this remain in place until such time that the delivery of security services is transferred to City employees, or a more permanent contracted solution is in place.

City Staff recommend that security services work is better aligned, internally, under Corporate Services and within the Bylaw and Security Department. This recommendation is based on the need for the creation of an environment, at the Terminal and on board buses, that is perceived safe and secure by Transit Riders and Staff. A recent security incident at the Transit Terminal, where a man armed with two knives was shot by Police, has gravely impacted the perception that the area is safe, and if left unchecked, will undoubtedly negatively impact ridership, employee engagement and trust in the Municipality.

Considering that, two (2) business days following the April 01, 2018 shooting at the Transit Terminal, two (2) knives/weapons were located stashed on Transit property, there is a clear illustration that immediate changes are needed. As suggested by the Ontario MTO, *"patrol and educational programs can also mitigate the impacts of crime and traveller fears. Implementation of these measures can deter criminals and reduce the financial and operational costs of crime, increasing the sense of security for travellers, and preventing loss of ridership."*

City Staff recommend an enhancement to the delivery of Security/Enforcement Services in the Municipality that would see the transfer of funds from contracted services to City staff. This proposal recommends an enhanced service level for the

delivery of security services for Transit Services. In addition to the current service level of Municipal Law Enforcement Officers (MLEO's) in the City of Greater Sudbury, Staff recommend the provision of Municipal Law Enforcement/Security at the Transit Terminal and on board Transit Buses by a team of four (4) MLEO's per day. This would eliminate the need for the existing security contract, which expires on September 30, 2018.

In House Municipal Law Enforcement Officer (MLEO) Enforcement Services

As investigated by the Canadian Urban Transit Association *"to discourage threats and deal with incidents that occur, some transit systems are enhancing the legal powers of security personnel"*. The provision of security and enforcement services by MLEO's is a model of service in place within other large Ontario Cities. An MLEO, often referred to as a By-law Officer, hosts additional legal authorities as delegated to them by the Municipality, and coupled with authorities to enforce other Municipal, Provincial and Federal legislation, offers a higher level of service than a comparable contracted security guard.

Within their Corporate Security Department, the Municipality designates all City of Mississauga Corporate Security Officer's as MLEO's. Equipped with higher level of legal authority and training, these Officers actively patrol and respond to security incidents at Transit and all City property. Within their security operations center, all calls for service are received and dispatched to a team of mobile MLEO's to attend to incidents at all City facilities. To provide an active level of deterrence, MLEO's are posted to patrol and enforce By-laws at City Facilities and the Transit Terminal/Hub, while a crew of MLEO's are also deployed on buses or mobile patrol to effectively respond to on board transit incidents.

In Mississauga, MLEO's have the ability to inform, educate or enforce on a wide variety of Municipal, Provincial and Federal legislation. Enforcement action can range from general occurrence report, trespass issuance, provincial offence notice (fine) issuance, through to arrest under the Criminal Code or Trespass to Property Act.

In addition to Mississauga, the City of Brampton and Toronto both host a dedicated internal security staff to actively patrol City facilities, whether posted at key locations or on mobile patrol. The City of Ottawa uses MLEO's to patrol and enforce in City parks.

Consistent Security Incidents

While the incidence of crime may be lower compared to public perception, some high-risk security incidents do occur on property and aboard the system; with incidents resulting in serious injury. An examination of security related incidents occurring at the Transit Terminal between January 2017 and March 2018 reveals security engagements as outlined in Table 1. These stats do not consider the number of security incidents that occur on board buses, where it has been reported by Driver's that it is normal to be

yelled at or harassed.

2017	GSPS on site. Assisting Security OR Police matter not involving Security	EMS on site. Assisting Security	Person removed from Terminal by Security No Disturbance	Person removed from Terminal by Security Disturbance	Total Security Engagements (A) + (B)	Weapon found or confiscated by Security.
January	19	9	46	10	56	No data
February	25	7	36	24	60	No data
March	22	14	38	22	60	No data
April	23	15	31	28	59	No data
May	20	13	26	29	55	No data
June	27	13	30	32	62	No data
July	26	18	30	30	60	No data
August	18	9	23	24	47	No data
September	18	10	13	36	49	1
October	16	7	24	11	35	0
November	16	4	24	29	53	1
December	12	10	26	20	46	0
2017 Annual Totals	242	129	347	295	642	2
2018						
January	16	7	17	22	39	0

February	23	8	16	24	40	4
March	21	10	11	29	40	6

Table 1: Security Incidents January 2017 to March 2018

The heading "Removed from Terminal by Security- No Disturbance" refers to situations where an individual was found on Transit property acting in a manner that negatively impacted the service delivery for Transit. Often times, these incidents consist of a resident displaying signs of intoxication (drugs and/or alcohol). These incidents are addressed by contracted Security on site, who will engage with the individual in order to remove them from Transit property without a disturbance (Criminal Code definition) being created. In some cases, the assistance of EMS is required.

The heading "Removed from Terminal by Security- Disturbance" refers to a wide variety of anti-social situations where an individual or groups of individuals have caused a disturbance (Criminal Code definition) on Transit property. These incidents are addressed through the contracted Security Guard on site, who engage with the individual(s) in order to discourage or discontinue the activity. In some cases, the assistance of the Greater Sudbury Police and/or EMS is required.

Often times, more serious security incidents result in the issuance of a Trespass to Property Notice, which is enforced by contracted security to ensure the person does not attend the Terminal or ride a bus. Higher level incidents will result in Greater Sudbury Police Services being called to support with addressing the immediate safety and security concern.

In 2017, there was an average of 54 higher risk interactions reported per month on Transit property by contracted uniformed security, with only the Trespass to Property Act to support enforcement. Q1 2018 was slightly lower than Q1 2017, with an average of 40 higher risk interactions reported per month. A trend that is alarming currently is the increase in weapons (edged or other) found on site.

Fare evasion, and unruly behavior are common issues on buses and there is currently not an effective response model for these concerns to be addressed in a timely manner. Keeping in mind that Greater Sudbury Police will respond to all emergencies with priority, and that hours of operation for Greater Sudbury Transit Services are from 6:00am until 2:00am, incidents occurring on buses and at the Terminal that are not causing an immediate physical threat can be better addressed by an enhanced level of service through the Municipality.

Partnership with Greater Sudbury Police Services

There is a positive relationship between the City of Greater Sudbury's Transit Services and Greater Sudbury Police Services. On a daily basis, GSPS Officers check in at transit and provide support to Security Guards posted at that site. Between January 01, 2018 and June 15, 2018, GSPS have been at the Transit Terminal in excess of 214 times whether called for assistance or for a proactive patrol.

In the Fall of 2017, Greater Sudbury Transit and Security and By-Law Services met with Greater Sudbury Police, and their feedback was that the issues of concern are primarily operational in nature. At the highest level, Police confirmed that providing a police staff team at transit would not be an efficient use of resources. Their commitments going forward are as follows:

- Continuing focused patrols in the area and provide support when requested in emergencies
- Looking for opportunities to collaborate; all involved will continue to look for partnership opportunities with Mental Health Services in hopes to positively impact the environment at the Transit Terminal.
- Promoting Transit Safety Messages to the public through their social media platforms.

MLEO at posted at Transit- Additional Mobile Response/On Board

Equipped with higher legislative authorities than a contracted security guard, MLEO's will provide active deterrence and enforcement for residents and Staff at the Transit Terminal, while supporting the operation of the Transit Terminal and overseeing and managing all disruptive activities on the property. Two (2) MLEO's will be physically posted at the Transit Terminal for all hours of operation, between 6:00 am and 12:30 am. In addition to having higher legislative authorities to respond to a variety of incidents, the provision of a second dedicated Officer at the Terminal will allow for a higher level of deterrence and safety for Staff that work at the terminal. This service better allows for safer and more active monitor and deterrence of anti-social or criminal behaviours, and support for effective resolution.

Further, whether assigned to ride City buses, or assigned to a mobile response vehicle, two (2) MLEO's will be deployed to respond to security incidents that take place away from the terminal and on board buses. This mobile response unit will be able to proactively or reactively deploy on board buses and offer an aspect of education, deterrence and enforcement for incidents such as fare evasion, disruption or harassment/threats toward Bus Operators.

When considering the prevalence of incidents of assault, alcohol use, fare evasion and disruptive behaviours on board buses and at the Terminal, there is a cost to the Municipality as it relates to the use of the Transit Service. As noted by the MTO, *"actual and perceived lack of safety at transit stops, stations and platforms can result in lost ridership, stigmatization and lower revenue. Vandalism and crime also cause damaged equipment, lost workdays, and compensation payments, and affect employee health and morale."* Whether aboard a bus, or at the Transit Terminal, MLEO's have the authority to arrest, issue fines or trespass someone from all City of Greater Sudbury facilities. Their authorization to do so comes from various forms of legislation, including the Criminal Code of Canada, the Trespass to Property Act and a variety of City By-laws. With a higher level of training for use of force and an increase ability to enforce legislation, this service will better address risks to staff and riders, creating a safe working environment, conducive to requirements within the Occupational Health and Safety Act.

This enhanced service level results in a total of 28,392 hours annually in the Junior Bylaw Officer Classification. .

Proposed Officer Deployment

Sr. By-law Officer (current position)

- Enforce all (applicable) City By-laws
- Animal Control Enforcement
- Support for Jr. Enforcement Services

Jr. By-law Officer- Animal/Parking (current position)

- Operate Animal Shelter
- Dedicated Response- Animal Control
- Parking Enforcement
- Portable Sign Enforcement

Jr. By-law Officer- Enforcement/Parking (new position)

- Security Enforcement at Transit Terminal
- Mobile Response for Transit and Community Development Facilities
- Parking Enforcement

This service level enhancement is comprised of eight (8) Full Time FTE's, with the remainder supported by P/T hours and assuming the rating of Group 10 (3), the annual cost for two (2) MLEO's at the Terminal and on Mobile Response would be \$1,087,787. Transferring a total of \$134,775 from contract dollars for the current provision of contracted security at Transit, the increased annual cost is estimated to be \$953,012. .

Costs for contracted uniform security is predicted to increase due to the new minimum wage legislation and very likely will cost more than prior contracts. The current security

contract, CPS15-4, has been in place since November 20, 2015 and expires on September 30, 2018. The City has an option to enter into a two (2) year extension term, with the same terms and conditions, and agreed upon rate of payment. The current billing rate is for a security guard at Transit or for Mobile Patrol is \$19.47/hr (guard makes \$14/hr). Since the implementation of Bill 148, the contractor has expressed challenges with operating under the current fee schedule and it is anticipated that any extension will be negotiated at a much higher billing rate.

Departmental operational budget costs of approximately \$40,000 annually are expected with this enhanced service. There will be a requirement for annual training (use of force, tactical communication, first aid/mental health first aid) an increase in uniforms and required office expenses as well as costs associated with a fleet vehicle. Inquiries with Greater Sudbury Police Service have been made in hopes to partner with their Training Branch for training needs that would be similar to an Auxiliary Police Officer.

With an ability to recruit and retain a high caliber employee(s), this enhanced service level will address a current gap in the provision of security services in the municipality, where the current model of service does not allow for a dedicated response for staff and residents. Where incidents occur daily on-board buses, in absence of a direct and immediate threat to safety, Police have a difficult time responding. Although Corporate Security staff currently work to investigate all incidents and provide support through the issuance of trespass and cease and desist notices, this enhanced service would allow for a trained, uniformed Officer to provide a timely and more immediate response to a number of incidents at Transit or on board buses. Using a variety of legislative authorities, this would provide for the safety and security of those staff and residents that use CGS services.

Transit By-Law

While Greater Sudbury Transit has always requested that passengers behave in a safe and appropriate manner, a Transit By-Law should be considered, similar to other Municipalities such as Sault Ste. Marie, Hamilton, Mississauga, York and Ottawa. A Transit By-Law establishes rules and regulations governing the use of the Transit system and provide the opportunity for enforcement officers to issue offence notices to those contravening the By-Law, thereby providing a deterrent to undesirable behavior.

Examples of conduct that is inappropriate and could be included in a Transit By-Law:

- Failing to pay fare to access Greater Sudbury Transit Services
- Smoking cigarettes or e-cigarettes on buses, in terminals, shelters or bus stops
- Riding a bicycle, skateboard or rollerblading inside a transit station or terminal
- Riding or holding on to the exterior of a transit vehicle

- Operating a radio or other device without headphones
- Failing to wear shirt or shoes
- Spitting
- Improper handling of animals
- Begging, soliciting or panhandling
- Damaging or attempting to damage transit property
- Holding the doors of a transit vehicle, or blocking the doors
- Using profane, obscene language, or causing disturbance or nuisance
- Carrying an open container of alcohol

Next Steps

In order to reduce the risk to security staff working at the Terminal, continuing from the additional seven (7) hours of security services per day that has already been added, Staff recommend doubling the billable contract security hours at Transit. This ensures two (2) uniformed contracted security guards on shift for all hours that the Terminal is open to Staff and Riders, between 6:00 AM and 12:30 AM per day. Staff will make best efforts to monitor revenues and expenditures throughout the remainder of 2018 to manage the additional costs. The 2019 base operating budget will be adjusted to reflect the full cost. This service level will remain until such time that the delivery of security services is transferred to City employees.

In time for the expiry date of the contract, City Staff will negotiate the optional two (2) year Extension Term for contract CPS15-4, with any increased costs being added to the 2019 base operating budget.

City Staff will refresh Risk Assessments at the Terminal, on board buses, more broadly in the Downtown and in other areas that could be served by an enhanced patrol capability, such as Parks, Libraries, Pools, CSC's.

In collaboration with the Transit Safety Task Force, Greater Sudbury Transit Staff will develop a Transit Safety plan. The plan will be distributed to all Transit employees, and will be a living document requiring updates and reviews as risks are identified and programs or policies are implemented.

Staff will develop a business case for two (2) MLEO's posted at the Transit Terminal and two (2) MELO's on Patrol. As part of the 2019 Budget process, this will provide Council with options and a proposed finalized plan.

Staff will develop a Communications Plan to support immediate and next steps.

Staff will develop a Transit Bylaw to support the recommended service level enhancements and overall safety and security at the Terminal and on board buses.

Resources Cited

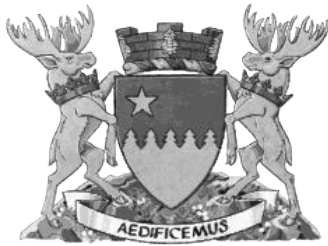
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City of Greater Sudbury Charter

WHEREAS Municipalities are governed by the Ontario Municipal Act, 2001;

AND WHEREAS the City of Greater Sudbury has established Vision, Mission and Values that give direction to staff and City Councillors;

AND WHEREAS City Council and its associated boards are guided by a Code of Ethics, as outlined in Appendix B of the City of Greater Sudbury's Procedure Bylaw, most recently updated in 2011;

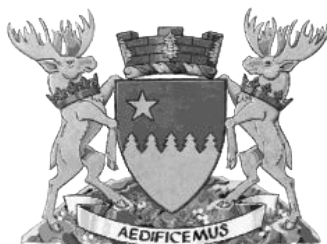
AND WHEREAS the City of Greater Sudbury official motto is "Come, Let Us Build Together," and was chosen to celebrate our city's diversity and inspire collective effort and inclusion;

THEREFORE BE IT RESOLVED THAT Council for the City of Greater Sudbury approves, adopts and signs the following City of Greater Sudbury Charter to complement these guiding principles:

As Members of Council, we hereby acknowledge the privilege to be elected to the City of Greater Sudbury Council for the 2014-2018 term of office. During this time, we pledge to always represent the citizens and to work together always in the interest of the City of Greater Sudbury.

Accordingly, we commit to:

- Perform our roles, as defined in the Ontario Municipal Act (2001), the City's bylaws and City policies;
- Act with transparency, openness, accountability and dedication to our citizens, consistent with the City's Vision, Mission and Values and the City official motto;
- Follow the Code of Ethical Conduct for Members of Council, and all City policies that apply to Members of Council;
- Act today in the interest of tomorrow, by being responsible stewards of the City, including its finances, assets, services, public places, and the natural environment;
- Manage the resources in our trust efficiently, prudently, responsibly and to the best of our ability;
- Build a climate of trust, openness and transparency that sets a standard for all the City's goals and objectives;
- Always act with respect for all Council and for all persons who come before us;
- Ensure citizen engagement is encouraged and promoted;
- Advocate for economic development, encouraging innovation, productivity and job creation;
- Inspire cultural growth by promoting sports, film, the arts, music, theatre and architectural excellence;
- Respect our historical and natural heritage by protecting and preserving important buildings, landmarks, landscapes, lakes and water bodies;
- Promote unity through diversity as a characteristic of Greater Sudbury citizenship;
- Become civic and regional leaders by encouraging the sharing of ideas, knowledge and experience;
- Work towards achieving the best possible quality of life and standard of living for all Greater Sudbury residents;



Charte de la Ville du Grand Sudbury

ATTENDU QUE les municipalités sont régies par la Loi de 2001 sur les municipalités (Ontario);

ATTENDU QUE la Ville du Grand Sudbury a élaboré une vision, une mission et des valeurs qui guident le personnel et les conseillers municipaux;

ATTENDU QUE le Conseil municipal et ses conseils sont guidés par un code d'éthique, comme l'indique l'annexe B du Règlement de procédure de la Ville du Grand Sudbury dont la dernière version date de 2011;

ATTENDU QUE la devise officielle de la Ville du Grand Sudbury, « Ensemble, bâtissons notre avenir », a été choisie afin de célébrer la diversité de notre municipalité ainsi que d'inspirer un effort collectif et l'inclusion;

QU'IL SOIT RÉSOLU QUE le Conseil de la Ville du Grand Sudbury approuve et adopte la charte suivante de la Ville du Grand Sudbury, qui sert de complément à ces principes directeurs, et qu'il y appose sa signature:

À titre de membres du Conseil, nous reconnaissons par la présente le privilège d'être élus au Conseil du Grand Sudbury pour le mandat de 2014-2018. Durant cette période, nous promettons de toujours représenter les citoyens et de travailler ensemble, sans cesse dans l'intérêt de la Ville du Grand Sudbury.

Par conséquent, nous nous engageons à :

- assumer nos rôles tels qu'ils sont définis dans la Loi de 2001 sur les municipalités, les règlements et les politiques de la Ville;
- faire preuve de transparence, d'ouverture, de responsabilité et de dévouement envers les citoyens, conformément à la vision, à la mission et aux valeurs ainsi qu'à la devise officielle de la municipalité;
- suivre le Code d'éthique des membres du Conseil et toutes les politiques de la municipalité qui s'appliquent à eux;
- agir aujourd'hui pour demain en étant des intendants responsables de la municipalité, y compris de ses finances, biens, services, endroits publics et du milieu naturel;
- gérer les ressources qui nous sont confiées de façon efficiente, prudente, responsable et de notre mieux;
- créer un climat de confiance, d'ouverture et de transparence qui établit une norme pour tous les objectifs de la municipalité;
- agir sans cesse en respectant tous les membres du Conseil et les gens se présentant devant eux;
- veiller à ce qu'on encourage et favorise l'engagement des citoyens;
- plaider pour le développement économique, à encourager l'innovation, la productivité et la création d'emplois;
- être une source d'inspiration pour la croissance culturelle en faisant la promotion de l'excellence dans les domaines du sport, du cinéma, des arts, de la musique, du théâtre et de l'architecture;
- respecter notre patrimoine historique et naturel en protégeant et en préservant les édifices, les lieux d'intérêt, les paysages, les lacs et les plans d'eau d'importance;
- favoriser l'unité par la diversité en tant que caractéristique de la citoyenneté au Grand Sudbury;
- devenir des chefs de file municipaux et régionaux en favorisant les échanges d'idées, de connaissances et concernant l'expérience;
- viser l'atteinte de la meilleure qualité et du meilleur niveau de vie possible pour tous les résidents du Grand Sudbury.