



COMMUNITY SERVICES COMMITTEE AGENDA

Community Services Committee Meeting
Monday, June 19, 2017
Tom Davies Square

COUNCILLOR RENE LAPIERRE, CHAIR

Mike Jakubo, Vice-Chair

6:00 p.m. COMMUNITY SERVICES COMMITTEE MEETING
COMMITTEE ROOM C-11

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DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

PRESENTATIONS

1. Report dated May 29, 2017 from the General Manager of Community Development regarding Local Vision for Community Hub Model. **5 - 10**
(ELECTRONIC PRESENTATION) (RESOLUTION PREPARED)
- Tyler Campbell, Director of Social Services, City of Greater Sudbury
 - Lois Mahon, Member of the Premiers Advisory Council on Community Hubs
- (This report will explore the opportunity to develop a local vision for a Community Hub Model.)

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 May 31, 2017 from the General Manager of Community Development regarding Ontario Basic Income Pilot Announcement. **11 - 44**
(FOR INFORMATION ONLY)
- (This report provides information regarding the launching of the Ontario Basic Income Pilot by the Ontario Government.)
- C-2. Report dated May 31, 2017 from the General Manager of Community Development regarding Framework for Partnership Opportunities for Indoor Turf and Multi Purpose Facilities Interim Report. **45 - 54**
(FOR INFORMATION ONLY)
- (The following report provides the necessary background information required in order to develop a framework to receive and evaluate proposals related to indoor turf, multi-purpose and other recreation facilities.)
- C-3. Report dated May 31, 2017 from the General Manager of Community Development regarding Canada 150. **55 - 61**
(FOR INFORMATION ONLY)
- (This report provides an additional update on planned activities to commemorate Canada 150.)

REGULAR AGENDA

REFERRED & DEFERRED MATTERS

- R-1. Report dated May 30, 2017 from the General Manager of Community Development regarding Playground Revitalization Incremental Report #1. **62 - 71**
(FOR INFORMATION ONLY)
(This report includes a comprehensive review of best practices and policy in regards to playground development and revitalization.)

MANAGERS' REPORTS

- R-2. Report dated May 31, 2017 from the General Manager of Community Development regarding City of Greater Sudbury Social Housing Portfolio Revitalization Plan. **72 - 80**
(RESOLUTION PREPARED)
(This report deals with a request for approval to develop a social housing portfolio revitalization plan through the Request for Proposal process.)
- R-3. Report dated June 6, 2017 from the General Manager of Community Development regarding City of Greater Sudbury Pools Infrastructure and Recreation Capital Update. **81 - 90**
(RESOLUTION PREPARED)
(This report provides an update of municipal pool utilization and capital requirements, along with an update on the Therapeutic/Leisure Pool project.)

ADDENDUM

CIVIC PETITIONS

QUESTION PERIOD AND ANNOUNCEMENTS

NOTICES OF MOTION

ADJOURNMENT

Request for Decision

Local Vision for Community Hub Model

Presented To: Community Services Committee

Presented: Monday, Jun 19, 2017

Report Date Monday, May 29, 2017

Type: Presentations

Resolution

WHEREAS the Province has released the Provincial Framework and Action Plan that was developed by the Special Advisory Group on Community Hubs in August of 2015;

AND WHEREAS Community Hubs are intended to reduce barriers for citizens to access resources by offering single location services in the areas where citizens need it most;

THEREFORE BE IT RESOLVED THAT a strategy on Community Hubs be developed and recommendations on their strategic locations be brought forward with financial implications within the first quarter of 2018 to the Community Services Committee as outlined in the report entitled "Local Vision for Community Hub Model" from the General Manager of Community Development dated May 29, 2017.

Relationship to the Strategic Plan / Health Impact Assessment

Community Hubs align with the strategic plan under the priority of Quality of Life and Place where the City of Greater Sudbury is improving access to services that benefit the health and well-being of individuals.

The Community Hubs initiative is intended to provide a positive health and human service impact for citizens by providing easier access to streamlined services within their neighbourhoods. The long term goal of the initiative is to provide integrated service delivery for citizens based on the relevant needs of the area.

Report Summary

On April 8th, 2015 a Special Advisory Group on Community Hubs was appointed by the Province with a mandate "to review provincial policies, research best practices and develop a framework for adapting existing public properties to become community hubs." A report was brought to the Community Services Committee on January 18th, 2016 that outlined the release of the Provincial Framework and Action Plan that was developed by the Special Advisory Group and further indicated that a business case and operating plan would be a first step in creating a local hub. This report is intended to build on the information that has been presented to the Community Services Committee and to outline a process for strategy development moving forward. This process would then require a detailed business and operating plan to be brought forward for Council approval as outlined in the previous report: (<https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&id=1009&itemid=10665&lang=en>)

Signed By

Report Prepared By

Tyler Campbell
Director of Social Services
Digitally Signed May 29, 17

Health Impact Review

Tyler Campbell
Director of Social Services
Digitally Signed May 29, 17

Division Review

Tyler Campbell
Director of Social Services
Digitally Signed May 29, 17

Recommended by the Department

Catherine Matheson
General Manager of Community Development
Digitally Signed May 31, 17

Financial Implications

Apryl Lukezic
Co-ordinator of Budgets
Digitally Signed May 31, 17

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Jun 7, 17

- Community Services Committee Report dated January 18, 2016.

Financial Implications

There is no financial impact associated with this report, although City of Greater Sudbury may be asked for municipal support of a Community Hub location through the budget process in a future budget year.

Background

On April 8th, 2015 a Special Advisory Group on Community Hubs was appointed by the Province with a mandate "to review provincial policies, research best practices and develop a framework for adapting existing public properties to become community hubs." A report was brought to the Community Services Committee on January 18th, 2016 that outlined the release of the Provincial Framework and Action Plan that was developed by the Special Advisory Group and further indicated that a business case and operating plan would be a first step in creating a local hub.

This report is intended to build on the information that has been presented to the Community Services Committee and to outline a process for strategy development moving forward.

This process would then require a detailed business and operating plan to be brought forward for Council approval as outlined in the previous report:

<https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&id=1009&itemid=10665&lang=en>) - Community Services Committee Report dated January 18, 2016.

Current State

The City of Greater Sudbury has historical experience in the creation of Community Hubs. An excellent example would be the work that was done with the creation of the Best Start Hubs within the Children Services Section. Under the leadership of Children Services and with the help of local champions such as School Boards, the Social Planning Council, and Child and Community Resources, a total of 15 hubs were created in targeted neighbourhoods within the City. These Hubs operate a wide range of services from child care to special needs screening, along with access to services such as Triple P (Positive Parenting Program).

The development process for the Best Start Hubs in the City followed a strategy that built on asset mapping and reviewed factors such as scores on the Early Development Instrument (EDI), along with a review of Census data. These factors led to recommendations regarding the top areas for Hub locations. School Boards worked together with City leadership to find the best fit for schools in the identified neighbourhoods. The Hub locations were also selected based on cultural and language based needs; with an Aboriginal Hub located at the Jubilee Heritage Centre, and Francophone services being offered through the French language School Boards.

In reviewing the success of Hub creation in Greater Sudbury, one the largest factors that contributed to successful implementation was community engagement and leadership. Another hub concept is at the Northeast Centre of Excellence for Seniors Health (Pioneer Manor) where there is a co-location of services including the City of Lakes Family Health Team, the Alzheimer's Society, the Northeast Specialized Geriatric Centre and a primary care physician's office that works directly with Pioneer Manor

residents. As the Centre has been redeveloped over the years, new services were added and integrated into the campus.

One of the local leaders that was part of the development of the Best Start Hubs in Greater Sudbury was appointed to the Premiers Advisory Group for Community Hubs in 2015. Lois Mahon, was the Executive Director for the Child and Community Resources (formerly Child Care Resources) and will continue to act as a resource locally in this next phase of Hub development. Lois is on the agenda for the June 19th Community Services Committee presentation to expand upon the provincial initiatives that have been created thus far.

Both of these examples provide excellent learned experiences that will be included in the development of the Community Hubs strategy as the City moves forward.

Future State

The Community Development Department is engaged with the Planning Department and GIS mapping to identify priority neighbourhoods. Demographic Census data is scheduled to be released in September 2017 which will update the 2011 data on file. Other demographic factors and social detriments of health indicators, along with Ontario Work caseloads would be overlaid to create priority areas for Community Hub interventions.

Possible Locations

The City has an inventory of possible locations that could fit the Community Hub model, including underutilized community hall locations, Greater Sudbury Housing sites, and specialized sites such as Pioneer Manor and surplus schools. Many of these locations already have access to some services which provide an excellent starting point for Hub integration.

Hub Funding Sources

The Province has not announced any Hub funding support at this time and the Provincial approach has been to shape policy at a broader level to enable communities to move forward with local initiatives. The Community Development Department has budgeted \$250,000 in the 2017 capital budget for Community Hubs. Other future sources include possible public/private partnerships and social finance initiatives such as social impact bonds.

Provincial Context

The Province released a one year progress update on the Community Hubs initiative in August 2016, a copy of which can be found here:

<https://www.ontario.ca/page/one-year-progress-update-community-hubs-ontario-strategic-framework-and-action-plan>

This Report outlines three key areas of focus from the provincial perspective:

- 1) Making Better Use of Public Properties;
- 2) Removing Barriers and Enabling Community Hub Development; and
- 3) Building Capacity and Strengthening Local Planning.

The Report also outlines next steps on these initiatives including issues around the sale of public properties for fair market value, issues regarding internal privacy policies and transfer payment modernization. All of these areas will lead to better service integration at the local level.

Next Steps

Work will be completed on community mapping with the assistance of the GIS section in order to come up with targeted locations for Community Hubs. This initiative will lead to discussions with service providers to identify service gaps and potential synergies for service integration.

A report will be brought back to the Community Services Committee within the first quarter of 2018 to provide an update on strategic development and progress. Any budget implications will be brought forward as a business case for the 2018 Budget.

For Information Only

Ontario Basic Income Pilot Announcement

Presented To: Community Services Committee

Presented: Monday, Jun 19, 2017

Report Date: Wednesday, May 31, 2017

Type: Correspondence for Information Only

Resolution

For Information Only

Relationship to the Strategic Plan / Health Impact Assessment

This report refers to operational matters.

The Ontario Basic Income Pilot has been launched to study the impact of a financial supplement to better support vulnerable workers, improve health and education outcomes for people on low incomes.

Report Summary

This report provides information regarding the launching of the Ontario Basic Income Pilot by the Ontario Government.

Financial Implications

There is no financial impact.

Signed By

Report Prepared By

Vivienne Martin
Manager of Employment Support
Digitally Signed May 31, 17

Health Impact Review

Vivienne Martin
Manager of Employment Support
Digitally Signed May 31, 17

Manager Review

Vivienne Martin
Manager of Employment Support
Digitally Signed May 31, 17

Division Review

Tyler Campbell
Director of Social Services
Digitally Signed May 31, 17

Recommended by the Department

Catherine Matheson
General Manager of Community Development
Digitally Signed May 31, 17

Financial Implications

Liisa Brule
Coordinator of Budgets
Digitally Signed Jun 1, 17

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Jun 5, 17

Background

The Ontario Government released its "Basic Income Consultations – What We Heard" in March 2017, which has formed the basis of the Ontario Basic Income Pilot that is being rolled out in:

- Hamilton, Brantford and Brant County - Launching late Spring 2017;
- Thunder Bay and the surrounding area - Launching late Spring 2017;
- Lindsay - Launching by Fall 2017;
- A First Nations pilot will also be included at a later date.

Appendix A: Basic Income Consultations – What We Heard

The locations were selected based on community demographics to study outcomes in urban, rural and mixed urban/rural areas. The regions were also assessed for their economic need, demographics and access to local resources and services.

Details around the pilot are highlighted in a summary document entitled "Ontario's Basic Income Pilot – Studying the Impact of a Basic Income".

Appendix B: Ontario's Basic Income Pilot

The three year pilot is intended to include 4,000 people from across the identified communities. Individuals opting into the program will exit the social assistance system; however Ontario Works and Ontario Disability Support Program (ODSP) recipients, who are randomly selected and voluntarily agree to leave social assistance to participate in the pilot, will retain their eligibility for the Ontario Drug Benefits. Furthermore, those on ODSP and their spouses will remain eligible for dental benefits if they were receiving them prior to entering the Pilot.

Study participants will be:

- randomly selected;
- 18 to 64 years old;
- living in one of the selected test locations for the past 12 months or longer; and
- living on a lower income.

The pilot will measure outcomes in areas such as: food security, stress and anxiety, mental health, health and healthcare usage, housing stability, education and training, employment and labour market participation.

The pilot will support participants going to school to further their education or beginning/continuing to work will receiving the basic income. The basic income will decrease by \$0.50 for every dollar an individual earns through work.

Payment amount

The payment will be based on 75 per cent of the Low Income Measure (LIM), plus other broadly available tax credits and benefits. Following a tax credit model, the Ontario Basic Income Pilot will ensure that participants receive:

- Up to \$16,989 per year for a single person, less 50% of any earned income
- Up to \$24,027 per year for a couple, less 50% of any earned income

By comparison the full entitlement available per year while an individual or family is on Ontario Works or Ontario Disability Support Program is as follows:

Family Composition	Ontario Works	Ontario Disability Support Program
Single person	Up to \$8,470	Up to \$13,536
Couple	Up to \$13,140	Up to \$20,256

For people on either Ontario Works or Ontario Disability Support program deductions for any earned income is calculated as follows; from net earnings each adult declaring earned income is given a \$200 exemption less 50% of the net balance.

Child benefits

Participants currently receiving child benefits, such as the Canada Child Benefit (CCB) and the Ontario Child Benefit (OCB), will continue to be eligible to received them during the pilot.

CPP and EI benefits

Participants on Employment Insurance or on the Canada Pension Plan will have their monthly basic income payment reduced dollar for dollar

Pilot evaluation

The pilot will be evaluated by a third-party research group. An advisory group will also be created to monitor the pilot and ensure its conducted with integrity, rigour and ethical standards.

Public Reporting

The public reporting will occur in 2020, no participant's personal information will be included or shared in any reports.

Next Steps

The City of Greater Sudbury will continue to engage with the Ministry of Community and Social Services to improve outcomes for vulnerable individuals in our community and monitor the results of the pilot. A report will be brought back to the Community Services Committee to provide an update on the pilot outcomes.

Basic Income Consultations: What We Heard

March 2017



BASIC INCOME CONSULTATIONS: WHAT WE HEARD

We're launching a pilot project to see if giving people a basic income can be a simpler and more effective way to provide security, support people living on low incomes and reduce poverty.

This report outlines what we heard from **November 3, 2016 to January 31, 2017**, when we invited Ontarians to share their feedback on the design of a Basic Income Pilot.

We are also continuing to work with Indigenous communities to tailor a culturally appropriate approach that reflects their advice and perspectives.

We are still in the process of designing the Pilot, which will be launched in Spring 2017.

MINISTERS' MESSAGE

Testing new ways to provide income support and fight poverty

We believe that every family deserves the dignity and security of a life free from poverty. That's why our government is proud to launch a Basic Income Pilot to test a different approach to providing people with income support.

Using the **Discussion Paper** written by the Honourable Hugh Segal as a starting point, consultations were held across the province, giving people a voice in determining what the Pilot could look like. Through this report, we are pleased to present what we heard on how best to design and implement the Basic Income Pilot to address the needs of low income individuals. We continue to work with Indigenous partners to ensure that the unique perspectives of their communities are heard.

Building on this feedback, we will introduce a Basic Income Pilot that will test an evidence-based model on how to improve health, employment and housing outcomes for the people of Ontario.

The Pilot will complement our **Poverty Reduction Strategy**. It will also help inform the work of our **Income Security Reform Working Group**, which has been tasked to build a multi-year plan to reform social assistance within the broader income security landscape.

As we design the Pilot, we will ensure that no one will be worse off because they have chosen to participate. This means that participants can always exit the Pilot if their circumstances change. Evaluation results from the Pilot will be made public to help inform the future income security system.

Basic income is a simplified approach to income support. Beyond a Basic Income, we know that people in Ontario will need other important services like the Ontario Child Benefit. We will ensure that participants have the information they need to decide if the Basic Income Pilot might be right for them based on their unique circumstances.

The energy and enthusiasm that stakeholders, advocates, people with lived experience and other interested individuals brought to the consultations was truly remarkable. As this report demonstrates, the consultation process has provided us with much to consider as we design a model for a Basic Income Pilot in Ontario.

We would like to thank everyone who participated in this important consultation. We are carefully considering all of the feedback we have received as we work to introduce a Basic Income Pilot and are eager to begin the Pilot later this year.



Chris Ballard

Minister Responsible for the
Poverty Reduction Strategy,
Minister of Housing

A handwritten signature in black ink that reads "Chris Ballard".



Dr. Helena Jaczek

Minister of Community
and Social Services

A handwritten signature in black ink that reads "Helena Jaczek".

BACKGROUND

Every day, individuals and families receive income supports through **Ontario Works**, the **Ontario Disability Support Program**, the **Ontario Child Benefit**, and various other tax credits and benefits. While we have heard that we must continue to improve these programs through rate increases and other improvements and through targeted measures in the **Poverty Reduction Strategy**, we believe more could be done.

We want to test a new approach to improving the health and well-being of people living on low incomes. That's why in June 2016, we asked the Honourable Hugh Segal for advice on how to design and implement a Basic Income Pilot in Ontario. Mr. Segal submitted a discussion paper, **Finding a Better Way: A Basic Income Pilot for Ontario**, which we used as the starting point for our consultations with Ontarians.



HOW THE CONSULTATIONS WORKED

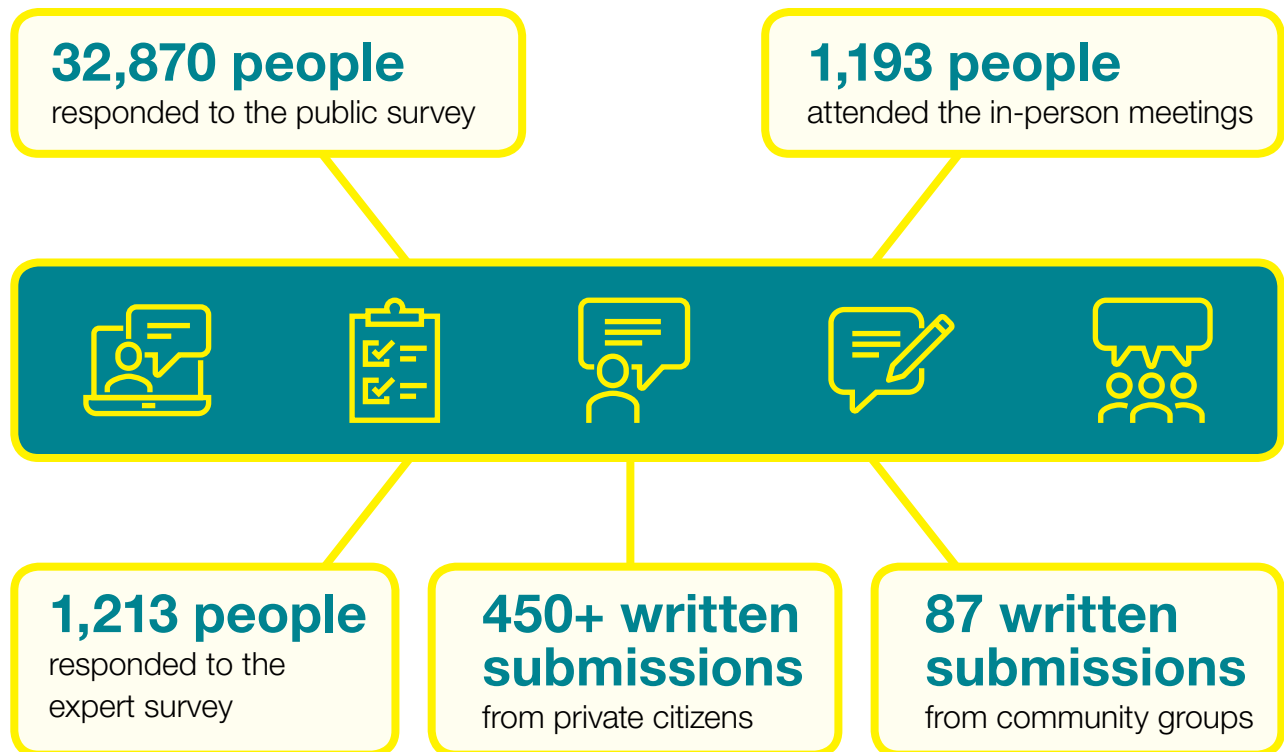
We sought input from people across the province, including people with lived experience with poverty, municipalities, experts, academics, and the general public. We are also working with Indigenous partners to engage with First Nations, urban Indigenous, Métis and Inuit communities.

Broad and inclusive consultations

Our consultations were broad and inclusive, gathering input from a cross-section of people in Ontario. To ensure that everyone had an opportunity to express their opinions on how a Basic Income Pilot should work, we used four complementary approaches to gather feedback:

1. In-person public meetings
2. An online survey for the public
3. An online survey aimed at people who either work in or are interested in the sector
4. Written submissions from the public, community and related groups

Between November 3, 2016 and January 31, 2017:



The public input we received through the consultations is crucial to designing and implementing an effective Basic Income Pilot.

CONSULTATION FINDINGS AT A GLANCE

Many individuals who participated in the consultations support the idea of a Basic Income Pilot. In general, they want the Pilot to:

1. Include a representative sample of participants

Many agreed that Pilot participants be restricted to residents of the Pilot sites aged 18-64. Among those who participated in in-person consultations, there was also strong agreement that the Pilot should include people who are currently receiving social assistance (Ontario Works, Ontario Disability Support Program).

2. Have representative locations

Consultation participants supported selecting locations that represent a cross section of social, economic and demographic profiles that are reflective of the entire province. A majority agreed that the Pilot should include urban, rural and northern locations, with varying populations and poverty rates that are representative of the diverse circumstances experienced across the province.

3. Lift people out of poverty

There was strong agreement that the Basic Income amount should be set at a level that will lift participants out of poverty. There was a divide over how much that level should be, with some participants recommending a level of 75 per cent of the Low Income Measure (LIM). Others thought that it should be set at 100 per cent of the LIM. The LIM is a common income-based definition of poverty, equal to half of the median household income in Ontario, and adjusted for the number of household members. For 2016, 75 per cent of the LIM would be \$16,989 for a single person or \$24,027 for a couple.

4. Run efficiently

Participants were asked if they agreed with piloting the Negative Income Tax (NIT) model, also described as a “refundable tax credit,” that would guarantee a certain level of income. There was solid support for this model, with many respondents noting that it would be a simple, fair system that would encourage employment. While the Discussion Paper specifically recommends against using a Universal Basic Income (or “demogrant”) where all adults in the Pilot would receive the same payment regardless of income level, some people in the in-person consultations suggested using this method.

5. Measure specific outcomes

Participants were primarily focused on the following four outcomes that they believe would be most directly impacted by a basic income: **health, housing, food and work behaviour**.

WHAT WE HEARD

The following is a summary of the thousands of comments, suggestions, and opinions we received during the consultations. Participants provided us with creative and innovative answers to many of the questions that arose during the consultations. As in any public consultation, there were also varying opinions on how we should proceed. This summary is a snapshot of the entire consultation process, organized under the following headings:

Determining eligibility for the Pilot



Selecting locations for the Pilot



Determining the Basic Income benefit amount



Delivering the Pilot results



Evaluating the Basic Income Pilot





DETERMINING ELIGIBILITY FOR THE PILOT

Consultation participants were asked to suggest specific groups of people for the Pilot, and to consider what factors the Pilot should use to determine their eligibility.

Eligibility

Many agreed that Pilot participants should be residents of the Pilot sites who are aged 18-64. There was strong agreement that people currently receiving social assistance (Ontario Works, Ontario Disability Support Program) should also be eligible for the Pilot, which was also suggested in the Discussion Paper. Some also wanted to include seniors in the Pilot, and others suggested including youth aged 16 and 17 who are living independently. Many of those consulted suggested that the criteria for Pilot eligibility should be broad.

Diversity

Participants felt that it was important to ensure a diverse sample of the population, taking into account some groups that are more likely to benefit from a basic income. Some specific groups suggested were:

- those engaged in precarious work
- people trying to enter the workforce (e.g., new graduates and immigrants)
- people receiving Ontario Works or Ontario Disability Support Program benefits
- undocumented residents
- single parents
- First Nations people and communities
- newcomers
- refugees
- homeless people

Income determination

Participants were divided in their opinions on whether to use either individual income or family income to determine eligibility for the Pilot. Participants pointed out advantages for both criteria.

People who preferred using **family income** for eligibility noted:

- family income is the most accurate and fair measure of household resources
- income disparity within families means one member could qualify while others wouldn't
- family cost of living is shared
- household expenses are higher for families than individuals
- family members support each other financially

People who preferred using **individual income** for eligibility noted:

- it provides individuals with more autonomy and choice
- it may reduce financial pressure to remain in abusive relationships
- unemployed members of a family could receive their own basic income directly



SELECTING LOCATIONS FOR THE PILOT

Participants in the consultations were asked to suggest criteria and a process for selecting Pilot locations. They considered whether the Pilot should be launched in multiple communities simultaneously, or phased-in over time.

Variety of locations

Many agreed that the Pilot should include urban, rural, and northern locations, with varying populations and poverty rates. Participants strongly supported selecting locations that reflect the diverse social and economic contexts of Ontario's communities.

Locations with demonstrated need

Another area of broad agreement was to select areas that demonstrate the greatest need, or where there are disproportionately high poverty rates. Participants offered specific suggestions to help select relevant communities that would provide meaningful Pilot data. These included:

- areas most in need, based on regional poverty rates
- areas with low employment rates
- First Nation communities, including urban, rural and isolated locations
- the 10 regions in Ontario with the most people receiving social assistance benefits
- areas with poor health statistics and limited access to housing
- locations with significant economic disparities
- communities with a distressed manufacturing sector

Locations willing to participate

Most participants emphasized the importance of selecting communities that are willing and even enthusiastic to participate in the Pilot. To accomplish this, they suggested:

- identification of suitable communities
- no requirement that communities must apply to be considered
- a simple application process for interested communities
- a random selection process drawing from a pool of interested/suitable communities

Some participants suggested that if someone moves from a designated Pilot area, they should not lose access to Basic Income.

Diverse populations

Many groups underlined the importance of defining diversity in the context of specific communities. For example, diversity in an urban community would likely differ significantly from diversity in a rural setting.

Most groups expressed a preference for locations that reflect various aspects of the province's diversity. These include:

- communities with high levels of ethno-cultural diversity
- First Nations communities

Simultaneous start up

Many participants preferred a simultaneous launch of the Pilot in all locations across Ontario. Advantages cited include:

- different groups can be compared in real time
- the ability to provide data sooner
- being able to offer help to participants sooner
- more reliable and comparable data
- limiting the amount of variation in the study arising from differing timelines

Some suggested a staggered approach to implementing the Pilot, citing the opportunity to work out operational challenges. Possible benefits of a staggered approach include taking the time necessary to slowly roll out the Pilot in a thoughtful and practical way.



DETERMINING THE BASIC INCOME BENEFIT AMOUNT

Consultation participants considered how much a basic income should be and what that amount should do - should it raise incomes significantly, or provide a modest level of stability? They were also asked to suggest what other services and supports should accompany a basic income, and what elements of existing programs (e.g., Ontario Works and Ontario Disability Support Program) should be replaced by the basic income during the Pilot.

The **Discussion Paper** recommended using the Low Income Measure (LIM), a common income-based definition of poverty, to set benefits rates. The LIM is equal to half of the median household in Ontario, and adjusted for the number of people in the household.

Lifting people out of poverty

There was agreement that the Basic Income amount should be set at a level that will lift participants out of poverty, with mixed opinion on how much that level should be, ranging between 75 per cent and 100 per cent of LIM. There was a recognition that the amount should consider the additional needs of families with children. There was a general agreement with the Discussion Paper recommendation that people with disabilities receive an additional \$500 per month, in addition to the 75 per cent or 100 per cent LIM amount.

Table: Potential Basic Income amounts

Household size	75 per cent LIM 2016 estimate	100 per cent LIM 2016 estimate
Single person	\$16,989	\$22,653
Couple	\$24,027	\$32,036

Working with existing programs

There was widespread concern about the effect that a basic income could have on those who are currently receiving Ontario Works or Ontario Disability Support Program benefits. In virtually every consultation, participants agreed with the principle outlined in the Discussion Paper that “no individual will be made worse off during or after the Pilot.”

There was also general agreement that current features of existing benefits (dental, drugs, assistance devices, medical transportation, vision care, etc.) for those on social assistance should be maintained with the Basic Income Pilot.

A small number of participants suggested that the Basic Income should replace other benefit programs, such as Employment Insurance, Old Age Security, Canada Pension Plan, etc.

Many participants also commented that social assistance rates should be raised immediately in order to better meet Ontarians' needs.

Considering cost of living

Many consultation participants referred to the cost of living in communities across Ontario, where it can be higher in some urban and northern areas of the province. For example, the amount required to cover living expenses and basic needs such as food and housing differs according to where one lives. Respondents agreed this should be considered when determining how much a basic income should be.

Additional services and benefits

Many consultation participants offered suggestions for additional services that should be available for participants in the Basic Income Pilot. These suggested services include:

- employment services
- financial literacy training
- income tax support services
- food/nutrition education
- Internet access
- life skills training
- medical benefits (including dental and drug)
- mental health and addictions support



DELIVERING THE PILOT RESULTS

Ontarians were asked if they agreed with the Negative Income Tax (NIT) model, as recommended in the Discussion Paper. Also defined as a refundable tax credit, this model would guarantee a certain level of income regardless of circumstances.

The Discussion Paper specifically recommends against using a Universal Basic Income (or demogrant) where all adults in the Pilot would receive the same payment, subject to income tax. The paper notes that other jurisdictions are testing this method, and that financial costs would be prohibitive. Despite this, many people in the in-person consultations suggested using this method, acknowledging the higher costs.

Consultation participants also offered opinions on how the Basic Income Pilot should respond to changes in a person's income.

Choosing a benefit delivery model

In the NIT model, benefits are provided to those whose income falls below a minimum level. Benefits are adjusted at an established rate, as earned income increases or decreases. Some respondents preferred this delivery model. The preference for NIT rose significantly in step with their understanding of how it would work in practice.

Many respondents who agreed with the use of the NIT model noted that it would be a simple, fair system that would encourage employment. Most preferred to have some type of income tracking (such as the existing income tax system) in place.

Suggestions to enhance delivery through an NIT include:

- additional supports to help participants navigate the income tax system
- setting income levels annually, and allowing for more frequent payments (e.g. monthly or bi-weekly)

Many participants also stated that the Basic Income Pilot should be flexible to reflect changes in a person's circumstances, for example, job loss, divorce or changes in income.

This would ensure that the Basic Income continues to provide stability and income security if a new challenge arises.

For those who favoured a Universal Basic Income model (equal payments to all in the Pilot regardless of income level), its simplicity was seen as a great strength, while its costs were often cited as prohibitive.

Delivering payments

Most participants who favoured the NIT model also felt that delivery using the income tax system would work best. Opinions on how recipients should receive their payments were quite consistent. Various payment systems were suggested, including direct deposit, email money transfers, and reloadable payment cards. Some noted that these payment methods would also ensure privacy and reduce bureaucracy.



EVALUATING THE BASIC INCOME PILOT

Evaluation of the Pilot depends on reliable, secure data that reflect measurable outcomes. Consultation participants ranked the importance of 10 outcomes that could be affected by the Pilot. These outcomes range from health and education to food insecurity and social inclusion. The participants also offered their views on how to protect the privacy of Pilot participants, while ensuring that the data generated by the Pilot is useful for planning purposes and future programs.

Measuring outcomes: health and housing top the list

The Discussion Paper suggested 10 measurable outcomes to be assessed in order of importance by consultation participants. They are:

- health
- life and career choices
- education outcomes
- work behaviour, job search and employment status
- community level impacts where the Pilot operates in local areas
- direct administrative costs or savings
- changes in food security status
- perceptions of citizenship and inclusion for participants
- impact on mobility and housing arrangements
- impact on participants' relationship existing social programs

There was a general agreement that four of the 10 outcomes listed in the Discussion Paper are particularly important: **health, housing, food**, and **work behaviour**. Many participants noted that improvements in these four areas would improve outcomes in most of the other suggested areas. Others declined to rank them, stating that all the outcomes were important.

Participants also offered their own ideas for indicators to assist in measuring progress toward the 10 outcomes. These included:

- food bank usage
- health care wait times
- enrolment in post-secondary and trade programs
- volunteer activity
- homelessness rates
- crime rates
- domestic violence rates
- community safety
- quality of life (e.g. family time, arts)
- mental health
- rates of addiction
- high school and postsecondary graduation rates
- visits to hospital and doctors' offices
- community involvement
- ability to cope and provide for family

Protecting participant privacy

Many participants expressed a strong preference for strict protection of the Pilot recipients' privacy and confidentiality. Another common thread was a belief that recipients could (and would) share their personal information, as long as it could not be traced back to them. Many participants said that if they were in the Basic Income Pilot, they would share their anonymous personal information if they knew how it would be used. Some did not agree that any data should be shared.

With those privacy caveats in place, a strong majority understood and accepted the need to share anonymized research findings with the public. Many also believed that Pilot participants should have access to the results before they are released to the public.

Encouraging participation

Consultation participants offered numerous creative ideas to encourage participation in the Pilot. They include:

- communicating through the media
- helping people to understand how their information will be used
- simplifying the application process
- providing success stories
- being transparent about the purpose of the Pilot as the basis for further research
- emphasizing that it could reduce government spending in the future
- explaining that there will be support provided to participants after the Pilot ends
- discussing the benefits of participation in the Pilot
- ensuring service providers receive education about the Pilot

COMMENTS BEYOND BASIC INCOME

Activists from the “Raise the Rates” campaign attended some of the consultations and read a motion from the floor calling for an immediate increase in social assistance rates.

SUBMISSIONS TO THE BASIC INCOME PILOT CONSULTATIONS

The ministry received submissions from a wide variety of groups and organizations, along with hundreds of submissions from individuals.

Municipalities

Regional Municipality of York

Regional Municipality of Durham - staff

Regional Municipality of Durham - community

Simcoe Muskoka District Health Unit (on behalf of ALPHA-OPHA and Public Health Ontario)

Simcoe County

City of Kawartha Lakes

Region of Peel - staff

Region of Peel - community

London's Child and Youth Network and City of London, Social Services - Lived Experience

London's Child and Youth Network and City of London, Social Services - staff

Association of Municipalities of Ontario

Halton Region

Ontario Municipal Social Services Association

City of Niagara Falls

United Counties of Leeds and Grenville

Toronto Public Health

City of St. Thomas

Community Organizations

Advocacy Centre for Tenants Ontario
 Basic Income Earth Network, Belgium
 Bruce Grey Poverty Task Force
 Centre for Addiction and Mental Health and Empowerment Council
 Campaign 2000/Family Service Toronto
 Canadian Diabetes Association
 Canadian Mental Health Association
 CNIB
 Coalition of Community Health and Resource Centres of Ottawa
 Dietitians of Canada
 Down Syndrome Association of Simcoe County
 Group Ottawa for Basic Income Guarantee
 Guelph and Wellington Task Force for Poverty Elimination
 Halton Poverty Roundtable
 Hamilton Community Food Centre
 Income and Community Development Pillar, Thunder Bay and District
 Poverty Reduction Strategy
 Income Security Advocacy Centre
 Land O'Lakes Community Services
 Louis Even Institute of Social Justice
 March of Dimes Canada
 Middlesex-London Health Unit
 Niagara Poverty Reduction Network
 North Bay Parry Sound District Health Unit
 North Lanark Community Health Centre
 Ontario Association of Interval & Transition Houses (OAITH)
 Survivor Action Committee
 Ontario Council, Canadian Federation of University Women
 Ontario Economic Development Society
 Ontario Native Welfare Administrator's Association
 Ontario Network of Employment Skills Training Projects

Ontario Non-Profit Housing Association
Ontario Society of Nutrition Professionals in Public Health
Ottawa Poverty Reduction Network
Peel Poverty Action Group
Poverty Reduction Network Sarnia-Lambton
Registered Nurses Association of Ontario
Rideau Community Health Services
Sault Ste. Marie and Algoma District
Scarborough Civic Action Network (SCAN)
Simcoe Muskoka District Health Unit
Social Planning Council of York Region
St. Catharines Road to Empowerment
St. Clare's Multifaith Housing Society
Toronto-Danforth Provincial Liberal Association
United Way Peterborough
University of Toronto Public Health & Preventive Medicine
Resident Physicians
West Neighborhood House
West Neighborhood House, Informal Economy project
Yonge Street Mission
YWCA Toronto

Labour

Ontario Federation of Labour
Ontario Public Service Employees Union (OPSEU)
Canadian Union of Public Employees, Ontario
Canadian Union of Public Employees, Local 79

Basic Income Groups

Voice of the Poor Committee
Basic Income Waterloo Region
Hamilton Basic Income
Basic Income Peterborough Network
Kingston Action Group for a Basic Income

Political Organizations

Green Party of Ontario
Green Party of Canada

Ministry of Community and Social Services and Ontario Works Offices

ODSP office, Scarborough
ODSP Client Advisory Group
ODSP office, Brantford
ODSP office, Simcoe
ODSP, Special Services At Home (SSAH), and
Assistance for Children with Severe Disabilities (ACSD)
Lanark County Ontario Works
ODSP office, 47 Sheppard Ave. E, Toronto
ODSP office, Sudbury
Ontario Works, City of Kingston

RELATED RESOURCES

[Basic Income Pilot home page](#)

**[Discussion paper - Finding a Better
Way: A Basic Income Pilot for Ontario](#)**

**If you would like more
information on Basic Income
in Ontario, visit our website:
ontario.ca/basicincome**



Who will evaluate the pilot?

A third-party research consortium will evaluate the pilot. The province will form an advisory group with research and evaluation experts to ensure the pilot is conducted with the utmost integrity, rigour and ethical standards.

For more information about the pilot, please visit www.ontario.ca/basicincome or call **1-844-217-4516**

Ontario's Basic Income Pilot

Studying the impact of a basic income



What is basic income?

A basic income is a payment to eligible families or individuals that ensures a minimum income level regardless of employment status.

What is a basic income?

The pilot will test whether a basic income can better support vulnerable workers, improve health and education outcomes for people on low incomes, and help ensure that everyone shares in Ontario's economic growth. It will measure outcomes in:

- Food security
- Stress and anxiety
- Mental health
- Health and health care usage
- Housing stability
- Education and training
- Employment and labour market participation

Where is the pilot taking place?

The three-year pilot will take place in the following locations:

- Hamilton, Brantford, Brant County - launching late spring 2017
- Thunder Bay and the surrounding area - launching late spring 2017
- Lindsay - launching by fall 2017

How does it work?

Randomly selected individuals will receive information in the mail inviting them to apply to be part of the pilot. Eligible individuals will be randomly selected to either receive the basic income or be part of a control group made up of people who will not be receiving payments. Individuals receiving the basic income will be compared to the selected control group.

Up to 4,000 participants receiving basic income payments will be included in the pilot at full implementation.

Participants will be:

- Randomly selected
- 18 to 64 years old
- Living in one of the test locations for the past 12 months or longer
- Living on a low income.

Ontario is also planning a separate, parallel First Nations Basic Income Pilot, co-created and designed with First Nations partners.

How much will participants receive?

The payment will account for other income and ensure a minimum level of income is provided. Participants will receive:

- Up to \$16,989 per year for a single person, less 50 per cent of any earned income
- Up to \$24,027 per year for a couple, less 50 per cent of any earned income
- Up to an additional \$6,000 per year for a person with a disability.

Participants can go to school to further their education or begin/continue to work while receiving the basic income. The basic income amount will decrease by \$0.50 for every dollar an individual earns through work.

Income from other programs, such as the Canada Pension Plan and Employment Insurance, would reduce the basic income payment dollar for dollar. Income related to children, such as the Ontario Child Benefit and child support, would be exempt. People receiving support through Ontario Works who enter the pilot will continue to receive the Ontario Drug Benefit, and people on the Ontario Disability Support Program will continue to receive the Ontario Drug Benefit and dental benefits.

For Information Only

Framework for Partnership Opportunities for Indoor Turf and Multi Purpose Facilities Interim Report

Presented To: Community Services Committee

Presented: Monday, Jun 19, 2017

Report Date Wednesday, May 31, 2017

Type: Correspondence for Information Only

Resolution

For Information Only

Relationship to the Strategic Plan / Health Impact Assessment

The 2015-2018 Corporate Strategic Plan identified the priority to maintain great public spaces and facilities to provide opportunities for everyone to enjoy, including pools, splash pads, arenas, etc. This report addresses multi-purpose and indoor turf facilities, which if achieved, would provide additional recreation opportunities for residents.

The possible addition of indoor turf facilities would provide year round opportunities for sports such as soccer, baseball, field hockey, football, lacrosse and rugby, having a positive impact on recreational access. A multi-use recreational complex also increases the life of recreational infrastructure and a multi-sport site offers efficiencies and conveniences.

Report Summary

This report provides background information related to indoor turf and multi-purpose facilities which will be used to develop a framework to receive and evaluate proposals related to indoor turf, multi-purpose and other recreation facilities as well as the potential for a multi-pad facility for Valley East.

Financial Implications

There are no financial implications associated with this report.

Signed By

Report Prepared By

Jeff Pafford
Director of Leisure Services
Digitally Signed May 31, 17

Health Impact Review

Jeff Pafford
Director of Leisure Services
Digitally Signed May 31, 17

Manager Review

Jeff Pafford
Director of Leisure Services
Digitally Signed May 31, 17

Division Review

Jeff Pafford
Director of Leisure Services
Digitally Signed May 31, 17

Recommended by the Department

Catherine Matheson
General Manager of Community Development
Digitally Signed May 31, 17

Financial Implications

Apryl Lukezic
Co-ordinator of Budgets
Digitally Signed May 31, 17

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Jun 7, 17

Background

The Community Services Committee received a report entitled “Indoor Turf and Multi-Purpose Facilities” at the meeting of April 3, 2017. The report summarized inquiries and unsolicited proposals received by the City with regards to indoor turf and multi-purpose facilities. The report recommended retaining Monteith Brown Planning Consultants (MBPC) to confirm demand for these types of facilities and develop a framework to receive and evaluate proposals for the development of recreation facilities that require City support.

Additionally, as part of 2016 Budget deliberations, Council requested a report to Community Services regarding a double or triple ice pad in Valley East, include a benefit and budget analysis.

The following report provides the necessary background information required in order to develop a framework to receive and evaluate proposals related to indoor turf, multi-purpose and other recreation facilities.

Multi-Use Recreation Complex Feasibility Study

The City’s Multi-use Recreation Complex Feasibility Study recommended a broad target of one indoor turf field per 100,000 residents based on a municipal comparator scan at that time. This target suggested a requirement of two indoor turf fields (200 by 100 feet) to meet the needs of a variety of field sports and indoor events.

Arena Renewal Strategy (2013)

The Arena Renewal Strategy report contained an extensive analysis of the City of Greater Sudbury’s arena facilities including:

- A summary of the recent life cycle analysis
- Cost recovery data
- Demand and ice usage for City facilities
- General demographic data regarding population and trends in ice usage
- A summary of the community consultations
- Other considerations and some replacement vs. repair scenarios

The findings of the analysis generally suggested that Greater Sudbury will experience little or no growth in the number of ice users, based on current trends. The City’s 16 ice pads, based on the geography of Greater Sudbury, were deemed a reasonable inventory to meet current demand. The report noted that as the population ages, there may be a need to decrease the inventory, unless alternate programming is introduced. Information regarding specific facilities suggested that arenas in the farthest reaches of Greater Sudbury are used the least.

The following is a summary of key findings from the trends analysis and arena needs assessment conducted as part of the Arena Renewal Strategy:

Aging Arena Infrastructure: Many of Greater Sudbury’s arenas were found to be approaching or beyond their functional life cycle, based on industry standards.

Declining Number of Youth: Based on the further contraction of the youth population forecasted over the next ten years, declining registrations in arena activities can be expected barring any increase in participation rates.

Aging Population: The report suggested that the City's aging population could generate modest requests for additional ice during prime and non-prime times, however, this was unlikely to have any real impact on overall rental demand.

Decreasing Participation in Organized Arena Activities: In line with provincial and regional trends, Greater Sudbury is experiencing decreasing participation in organized ice sports. Recent increases in female hockey participation has helped to reduce this impact, however, trends suggest that these rates have plateaued.

Latent Demand Unrealized: Any latent demand that was anticipated prior to constructing the City's sixteenth rink (Countryside #2) had not been realized. This suggested that Countryside #2 was attracting usage away from the City's more remote arenas rather than accommodating "new" utilization.

Softening Demand: The City's arenas were found to be well utilized during prime hours, however, booking data demonstrated a softening of demand during shoulder times (10 p.m. to 12 a.m. throughout the week).

Decentralized Operations: With the twinning of the Gerry McCrory Countryside Complex, Greater Sudbury began to move in line with other communities that are concentrating multiple ice pads within one facility.

Surplus of Ice: It was anticipated that the City will have a surplus of one ice pad beginning in the 2013/14 season. This surplus is expected to persist, such that there will continue to be sufficient demand to support a City-wide supply of 15 ice pads for the foreseeable future.

Parks Open Space & Leisure Master Plan Review (2014)

Indoor Turf Facilities

The Parks, Open Space & Leisure Master Plan Review (2014) notes that due to the popularity of soccer expanding into all seasons, there is a requirement for artificial turf indoor facilities. The Multi-use Recreation Complex feasibility study completed in 2007 identified demand for two indoor turf fields (200' by 100'), based on a broad target of one indoor turf field per 100,000 residents.

The Leisure Master Plan states that the financial viability of an indoor turf facility is heavily influenced by its size, type of construction, and operating model. The document indicates that many municipalities have chosen to forgo providing indoor field facilities, instead deciding to allow the private sector to fill this void.

Multi Purpose Facilities

One of the principles of the Parks, Open Space and Leisure Master Plan is that multi-purpose leisure facilities are preferred over single purpose facilities, noting that they may not be appropriate for all communities.

The benefit of multi-pad arenas was also reaffirmed in the Leisure Master Plan. It suggests that any future arena construction should give strong consideration to the benefits of multi-pad designs where supported by demand.

CGS Arenas Building Condition Assessment Summary

Building Condition Assessments were completed on municipal arenas in 2012. The BCA's provided an overall condition assessment for each arena, as well as opinions of probable repair costs required in the immediate term (1 to 5 years) and long term (6 to 10 years). A total of \$24,164,000 in capital repairs were called for over a 10 year period for CGS arenas. The following is a summary of the 2012 Building Condition Assessments:

Facility	Construction Date	Building Condition	2013-2017 1 to 5 years	2018-2022 6 to 10 years	Total
Sudbury	1951	Marginally Fair Condition	\$2,375,000	\$1,450,000	\$3,825,000
Capreol	1960 (#1) 1974 (#2)	Fair Condition	\$2,015,000	\$1,037,000	\$3,052,000
Chelmsford	1970	Marginally Fair Condition	\$1,760,000	\$1,057,000	\$2,817,000
Dr. Edgar Leclair	1968	Fair Condition	\$751,000	\$1,173,000	\$1,924,000
Carmichael	1972	Fair Condition	\$921,000	\$756,000	\$1,677,000
Cambrian	1972	Fair Condition	\$895,000	\$687,000	\$1,582,000
Centennial	1972	Fair Condition	\$637,000	\$911,000	\$1,548,000
IJ Coady	1976	Fair Condition	\$682,000	\$795,000	\$1,477,000
Raymond Plourde	1974	Fair Condition	\$764,000	\$602,000	\$1,366,000
TM Davies	1974	Fair Condition	\$563,000	\$737,000	\$1,300,000
Toe Blake	1970	Fair Condition	\$785,000	\$382,000	\$1,167,000
McClelland	1977	Good Condition	\$533,000	\$602,000	\$1,135,000
Garson	1972	Fair Condition	\$420,000	\$462,000	\$882,000
GM Countryside	1993 (#1) 2011 (#2)	Good Condition	\$137,000	\$275,000	\$412,000
Sub Total			\$13,238,000	\$10,926,000	\$24,164,000

The following summarizes capital repairs completed and/or budgeted since Building Condition Assessments were completed in 2012:

Facility	Description of Major Capital Work	Amount
Sudbury	<ul style="list-style-type: none"> •Lighting retrofits •Dehumidification equipment •Platform upgrades •Shoring and stairwell repair 	\$890,033
Capreol	<ul style="list-style-type: none"> •Building shell repairs •HVAC and dehumidification •Condenser replacement •Asbestos abatement •Lighting retrofits •Sports flooring 	\$427,044
Dr. Edgar Leclair	<ul style="list-style-type: none"> •Interior renovations •Compressor replacement •Lighting retrofits •Sports Flooring 	\$182,504
Chelmsford	<ul style="list-style-type: none"> •Arena refurbishment •HVAC equipment •Plant equipment •Gutter installation 	\$2,703,679
Toe Blake	<ul style="list-style-type: none"> •Plant equipment •Sports flooring 	\$53,229
Cambrian	<ul style="list-style-type: none"> •Compressor replacement •Roof replacement •Sports flooring 	\$221,367
Carmichael	<ul style="list-style-type: none"> •Roof replacement •Lighting retrofits •Condenser replacement •Lighting upgrades 	\$479,915
Centennial	<ul style="list-style-type: none"> •Lighting upgrades •HVAC equipment •Sports flooring 	\$84,866
Garson	<ul style="list-style-type: none"> •Replace low-e ceiling •Lighting retrofit •Interior renovations 	\$143,576
TM Davies	<ul style="list-style-type: none"> •Building shell •Lighting retrofit 	\$208,974
Raymond Plourde	<ul style="list-style-type: none"> •Asbestos abatement •Interior renovations •Lighting retrofit •Condenser replacement •Sports flooring 	\$645,236
IJ Coady	<ul style="list-style-type: none"> •Building shell •Interior renovations •Equipment repairs •Sports flooring 	\$243,990
McClelland	<ul style="list-style-type: none"> •Building shell •HVAC upgrades •Condenser replacement •Sports flooring 	\$232,022
GM Countryside	<ul style="list-style-type: none"> •Interior renovations •HVAC equipment 	\$26,212
Total		\$6,542,647.00

Current Status

Indoor Turf Facilities

As noted in previous reports, with the closure of the Exhibition Centre there are currently no indoor turf facilities in the City of Greater Sudbury. Indoor soccer is currently being played in local gymnasiums.

Prior to the closure of the Exhibition Centre, approximately 60 hours per week were booked for indoor soccer and other field sports.

Field Users Participation Figures

The following information regarding 2016 participant numbers was provided to the City by outdoor field users. Information includes soccer participation as well as participation in other field sports, some of which may use an indoor turf facility.

2016 Outdoor Field Users by Sport	
Total soccer participants	4,688
Total baseball/softball participants	5,476
Total football participants	254
Total field participants	10,418

2016 Outdoor Field Users by Youth/Adult	
Total youth participants	5,762
Total adult participants	4,656
Total field participants	10,418

Preliminary Demand Analysis – Indoor Turf Facilities (MBPC)

Research by MBPC indicates that the ratio of outdoor to indoor soccer players was 3 to 1 in Ontario in 2015. Assuming that one-third of all outdoor soccer registrants (estimated at 4,700 participants) would utilize an indoor facility (provincial average), indoor soccer demand is estimated at 1,570 participants.

According to MBPC the average indoor soccer program requires 1 hour per week on an indoor field for about every 25 players (ratio can vary depending on the age of the participant, the level of competition and the type of activity). Applying this ratio to the projected number of participants results in demand for 63 hours per week for indoor soccer activities.

MBPC provides a preliminary estimate of 19 hours per week which can be expected from non-soccer groups based on typical indoor turf facility usage profiles.

Ice Utilization

The Arena Renewal Strategy (2013) found that the prime utilization rate had been declining since the 2008/09 season, with shoulder hours (those at the edges of prime time) mostly affected. The following table identifies the number of hours booked during prime (PT) and non-prime (NPT) hours since the Arena Renewal Strategy was prepared and reveals a similar downward trend.

Weekly Utilization at all City Arenas, 2013/14 to 2016/17 (winter season)				
Season	2013/14	2014/15	2015/16	2016/17
Number of Ice Pads	16	15*	16	16
Prime Time Usage (weekly)				
Youth Hours	723.5	677.5	690	690.5
Adult Hours	159	149.5	151.5	137.5
Other Hours (public skating, maintenance)	19.5	18	19	20.5
Available Hours	170	160	211.5	223.5
PT Usage - Citywide	84%	84%	80%	79%
PT Usage – Sudbury Arenas**	89%	90%	89%	87%
PT Usage – Outlying Arenas***	81%	80%	75%	74%
Non-Prime Time Usage (weekly)				
Youth Hours	103	91	96	90.5
Adult Hours	56.5	63	52	53.5
Other Hours (public skating, maintenance)	203	194.5	201	187.5
Available Hours	141.5	129	155	172.5
NPT Usage - Citywide	72%	73%	69%	66%
NPT Usage – Sudbury Arenas**	87%	86%	83%	76%
NPT Usage – Outlying Arenas***	62%	64%	60%	59%
Overall Usage (weekly)				
Overall Usage - Citywide	80%	81%	77%	75%
Overall Usage – Sudbury Arenas**	88%	89%	87%	83%
Overall Usage – Outlying Arenas***	75%	75%	70%	70%

Notes:

*Chelmsford Arena was closed in 2014/15 for refurbishment

** Sudbury Arenas include Cambrian, Carmichael, Gerry McCrory Countryside (2), McClelland, and Sudbury Arena

*** Outlying arenas include Capreol (2), Centennial, Chelmsford, Dr. Edward Leclair, Garson, I.J. Coady, Raymond Plourde, T.M. Davies, and Toe Blake

Prime time is defined as 8am to 12am on Saturday and Sunday and 5pm to 12am Monday to Friday

Non-prime time is defined as 7am to 8am on Saturday and Sunday and 9:30am to 5pm Monday to Friday

Source: City of Sudbury Arena Logs

In the past four seasons, overall arena usage has declined from 80% to 75%. These declines have occurred equally in both prime and non-prime times, in arenas within Sudbury and as well as outlying areas. For the 2016/17 season, prime time usage was 79% and non-prime time usage was 66% across all arenas. Usage is consistently greater for arenas in Sudbury compared to those in outlying areas – 83% versus 70% in 2016/17.

Ice Sports Participation Numbers

Based on participant numbers provided by minor sports associations (hockey, figure skating, ringette) using City arenas, the total number of organized youth participants decreased from 6,459 in the 2011/12 season to 5,767 in the 2016/17 season, a decrease of 692 players (11%).

With 27,175 residents in Greater Sudbury's 5-19 age cohort (adjusted for undercount) and 5,767 registrants (2016 data, 21.2% of children and youth participate in organized ice sports (a reduction from 23.5% in 2011).

Preliminary Demand Analysis – Arenas (MBPC)

The Arena Renewal Strategy established a market-specific demand target of 1 ice pad per 405 youth registrants.

With a supply of 16 rinks and 5,767 youth registrants, there is currently an average of 360 players per rink (the average was 451/pad in 2008/09 prior to the twinning of Gerry McCrory Countryside). Based on the recommended target of 1 pad per 405 registrants, there is City-wide demand for 14.2 rinks, indicating a surplus of nearly two pads.

Preliminary Findings (MBPC)

Indoor Turf Facilities

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, this translates into a current demand for 1.4 small fields.

If a new facility were to be built, it is recommended that it be appropriately designed to accommodate the current market size. Two small fields can be accommodated on a pitch measuring approximately 200 by 200 feet (excluding run-out space and a clubhouse building). This is about half of the FIFA size field (400 by 200 feet).

If the facility is proposed as a permanent structure, a building that can house two small fields would be appropriate.

There is, however, an economy of scale that is realized in construction, particularly if the facility is an air-supported dome installed over an existing artificial turf field. While the demand analysis indicates that the full field does not need to be bubbled to meet community needs, there may be other circumstances that would merit the full field enclosure. This should be explored further with the primary user groups.

Arenas

Analysis identifies a surplus of 1.8 ice pads at present. There is insufficient support for expanding the supply of municipal arenas in the short and longer term. A surplus of ice exists in the City, which is expected to worsen over the short-term. The impact of this surplus is affecting utilization of the City's outlying areas; however, the desire for equitable geographic distribution is also a consideration.

Any future arena construction should be in the form of replacement facilities, with consideration to multi-pad designs where supported by demand.

Next Steps

The information provided in this report will form the basis for the development of a framework to guide decisions related to partnering for the delivery and provision of recreation services and facilities, including indoor turf and multi-purpose facilities. Additional analysis will also form part of a final report.

The framework and decision process to be developed by Monteith Brown Planning Consultants will include the following:

- Evaluating the potential demand for indoor turf and/or multi-purpose facilities in Greater Sudbury based on readily available information, using the 2014 Parks, Open Space & Leisure Master Plan Review as a point of reference.
- Reporting on indoor turf facility provision and operating models employed in other Ontario communities.
- Establishing a process to evaluate proposals for the development of these types of facilities.
- Identifying next steps in the form of an implementation plan.

The framework and decision process will be included as a report to the Community Services Committee by September 2017.

Summary

The following conclusions are based on the information provided in the report:

- The City of Greater Sudbury can support an indoor turf facility with two small fields on a pitch measuring approximately 200 by 200 feet (excluding run-out space and a clubhouse building).
- Usage is greater for arenas in Sudbury compared to those in outlying areas (83% versus 70% in 2016/17).
- There is currently a surplus of 1.8 ice pads in the City of Greater Sudbury.
- Greater Sudbury's arenas are approaching or beyond their functional life cycle, based on industry standards.
- Any future arena construction should be in the form of replacement facilities, with consideration to multi-pad designs

References

Indoor Turf and Multi Purpose Facilities Report, Community Services Committee (April 3, 2017)
<https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&id=1151&itemid=12457&lang=en>

City of Greater Sudbury Multi-Use Recreational Complex Feasibility Study (2007)
http://www.greatersudbury.ca/content/div_councilagendas/documents/Multi_Use_Recreational_Complex_Report_Nov_7_2007.pdf

Arena Renewal Strategy, Community Services Committee (January 21, 2013)
<https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&id=585&itemid=6394&lang=en>

Parks, Open Space and Leisure Master Plan Review (2014)
[https://www.greatersudbury.ca/sudburyen/assets/File/Leisure%20Master%20Plan%20Review%202014\(1\).pdf](https://www.greatersudbury.ca/sudburyen/assets/File/Leisure%20Master%20Plan%20Review%202014(1).pdf)

For Information Only

Canada 150

Presented To:	Community Services Committee
Presented:	Monday, Jun 19, 2017
Report Date	Wednesday, May 31, 2017
Type:	Correspondence for Information Only

Resolution

For Information Only

Relationship to the Strategic Plan / Health Impact Assessment

The 2015-2018 Corporate Strategic Plan speaks to stronger economic growth through increased festivals and sports tourism events. Canada 150 events will attract visitors and allow Greater Sudbury residents to celebrate our country and community.

Canada 150 events and activities contribute positively to the health and well being of residents, providing opportunities to gather and celebrate.

Report Summary

This report provides an update on the status of the City of Greater Sudbury's (City) application for Ontario 150 Community Celebration Program funding. Although the City was unsuccessful with its funding application, the report details a number of exciting activities taking place in Greater Sudbury for residents to celebrate Canada's 150th.

The report also notes the financial pressures on Science North Canada Day event organizers.

Financial Implications

Leisure Services departmental projects mentioned will be undertaken through 2017 operating budgets and will complement existing departmental programs and initiatives.

Signed By

Report Prepared By

Cindy Dent
Manager of Recreation
Digitally Signed May 31, 17

Health Impact Review

Jeff Pafford
Director of Leisure Services
Digitally Signed May 31, 17

Manager Review

Jeff Pafford
Director of Leisure Services
Digitally Signed May 31, 17

Division Review

Jeff Pafford
Director of Leisure Services
Digitally Signed May 31, 17

Recommended by the Department

Catherine Matheson
General Manager of Community Development
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Financial Implications

Liisa Brule
Coordinator of Budgets
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Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Jun 7, 17

The City of Greater Sudbury's grant application for the Ontario150 Community Celebration Program was not successful; therefore there is no new funding to support Canada 150 events.

A business case will be brought forward in the 2018 budget process regarding enhanced support or possible partnership for future Canada Day celebrations in the community, including events held at Science North.

Background

City Council received a report at the meeting of November 22, 2016 outlining planned activities in conjunction with Canada's 150th birthday. It was also noted that funding had been made available for application through both the Federal Government and Provincial Government. The Provincial opportunities centered on both capital and event based grants.

The City of Greater Sudbury's (City) application to the Ontario150 Community Celebration Program was to fund a concert series and enhance the fireworks display as part of the existing Canada Day celebrations held at Science North.

The grant application to the Ontario150 Community Celebration Program was not successful.

Current Status

As was indicated in the Council report of November 22, 2016 various City of Greater Sudbury departments have collaborated to ensure a coordinated approach to the country's 150th birthday celebration. The following provides an update to ongoing events, grant applications, and initiatives supporting Canada's 150th birthday in the City of Greater Sudbury,

Leisure Services Division

The following are a list of Canada 150 themed events currently offered directly by the Leisure Services Division or occurring on City of Greater Sudbury property through third party providers.

June 4 – August 20 – Peter Schneider Concert Series – Bell Park

This annual concert series is supported by the City of Greater Sudbury and this year's focus has been on Canadian themed performances. These events will also utilize the specific Canada 150 branding materials developed by the Communications Department in all of the advertising opportunities for these concerts.

June 10 – Greater Sudbury Sandcastle Competition - Moonlight Beach (tentative-funding unconfirmed)

To celebrate Canada 150, Leisure Services applied to Participaction150 for a micro grant to support qualified instructors, equipment marketing and promotion for a family fun, active day at Moonlight Beach. This event will offer a Canadian-themed sandcastle competition.

June 21- July 26 Lunchtime Concerts in the Parks (planning underway)

Hosted by Downtown Sudbury, this series would showcase local talent through weekly concerts in Memorial Park beginning mid June and carrying through July. Wednesday lunch hours are being considered for this project.

June 27th – August 29th Ontario150: Great Canadian Film Series (planning underway)
Five Tuesday nights in Memorial Park, featuring Canadian Indie films.

August 8th – The CP Canada 150 Train

Located in the CP parking lot and in recognition of Canada's 150th birthday, CP invites communities to come together and celebrate. Just as the railway connected Canada, the CP Canada 150 Train events will reconnect all generations of Canadians through shared stories of the country's past, acknowledging heroes and leaders of today and building optimism for the future. Activities will include The Heritage Train, concerts, entertainers, family-friendly activities and the Spirit of Tomorrow car.

August 19th – Grace Hartman Amphitheatre concert (planning underway)

Organizers are waiting for public funding announcement in order to confirm this event. Funding application has been made to the Ministry of Tourism, Culture and Sport with an announcement anticipated on June 1.

August 22-23 - "To Canada with Love" – York Street Parking Lot (planning underway)

The 'To Canada with Love' pavilion is a non-commercial/non-corporate, educational and inspirational look at Canada's contemporary cultural identity! The 'To Canada with Love' travelling pavilion is free to the public/host community and is intended to help celebrate and unite Canada in Canada's 150th year.

Design Flower Bed

The design flower bed at the Grace Hartman Amphitheatre will celebrate Canada 150.

Tourism and Culture Section

The Tourism and Culture Division included information in the Spring/Summer Visitor Guide (Appendix A). Tourism and Culture is also finalizing a dedicated page on the tourism website at www.sudburytourism.ca/canada150.

Tourism has also provided a link for citizens and community organizations to submit their events, as well at www.greatersudbury.ca/events which also acts as a resource for people interested in planning an event or celebration.

Libraries and Heritage Services Section

The Greater Sudbury Public Library continues to integrate the theme of Canada 150 in ongoing Library and Heritage programming in partnership with Greater Sudbury Museums.

This section has finalized the development of a travelling exhibition celebrating the history of Greater Sudbury, which will travel throughout the community during 2017. The planned exhibition is focused on facilitating a dialogue around First Nations history and culture in the Sudbury region at the time of confederation. Partnerships are currently being established with First Nations organizations and individuals in collecting contributions for the project.

Pioneer Manor

Pioneer Manor will host the Travelling Library exhibit to allow all residents and families inclusion in the Canada 150 experience. A flower bed on-site will also reflect the Canada 150 logo. Canada Day will be an extra special celebration with ongoing plans on-site to ensure this milestone is appropriately recognized. Special events held throughout the year have, and will continue to have, a Canada 150 theme (Volunteer Recognition, Staff Appreciation and many other special events).

Communications and Community Engagement Division

The Communications and Community Engagement Division has developed a Canada 150 website at www.greatersudbury.ca/canada150.

Communications has also developed Canada 150/Greater Sudbury logos and made them available on the website. These logos are intended for Canada 150 themed events which have received City funding. The Canada 150 link has been distributed to all contact networks to encourage use of logos for events (Tourism, Leisure, francophone stakeholders).

Also, five Canada 150 flags have been purchased and plans are in process with the Mayor's office for these flags to be raised near Canada Day.

Canada Day Celebrations at Science North

A meeting was held with representatives from Science North regarding Canada Day celebrations and to advise that the City's application to enhance the July 1st fireworks display was unsuccessful. During the meeting, Science North officials noted the event increased financial pressures on the annual event and requested additional support to deliver the event in future years.

Summary

In spite of not being successful for Ontario150 Community Event funding, there will be a number of exciting, memorable activities taking place in Greater Sudbury for residents to celebrate Canada's 150th.

Next Steps

Work will continue with community partners on the delivery and promotion of Canada 150 events and activities taking place in the City of Greater Sudbury.

A business case will be brought forward as part of the 2018 budget process regarding enhanced support or possible partnership for future Canada Day celebrations in the community, including events held at Science North.

References

Canada 150 City Council Report (November 22, 2016)

<http://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=10&id=955>



En 2017, le Canada célèbre sa naissance il y a 150 ans. Pendant cette année historique, les Canadiens de partout au pays se rassembleront pour honorer notre merveilleux pays, ses superbes paysages, sa diversité ethnique et sa culture unique en son genre. Comme les gens de communautés d'un bout à l'autre de notre pays, les Sudburois fêteront aussi! Des activités passionnantes et des célébrations communautaires auront lieu dans l'ensemble du Grand Sudbury toute l'année.

Pour les plus récents renseignements sur celles-ci et d'autres activités, veuillez visiter le site tourismesudbury.ca/evenements



Remarquez ce logo qui indique les festivités de Canada 150 dans le calendrier des événements. Consultez-le souvent!



For Information Only

Playground Revitalization Incremental Report #1

Presented To:	Community Services Committee
Presented:	Monday, Jun 19, 2017
Report Date	Tuesday, May 30, 2017
Type:	Referred & Deferred Matters

Resolution

For Information Only

Relationship to the Strategic Plan / Health Impact Assessment

The Corporate Strategic Plan identifies the priority to strengthen the high quality of life Greater Sudbury (City) has to offer. By maintaining and enhancing playgrounds and parkland, the City is providing great public spaces and facilities for everyone to enjoy.

Playgrounds contribute to the health and well being of residents. Playgrounds provide opportunities for active and passive recreation and act as community gathering places.

Report Summary

At the Finance and Administration Committee meeting of April 12, 2017, the report entitled Playground Revitalization was referred to the Community Services Committee, with direction to bring back a series of incremental reports on the subject.

The first incremental report includes a review of best practices and policy in regards to parkland development and revitalization. This report will include direction and action items from the City's Parks, Open Space and Leisure Master Plan in regards to playgrounds and parkland. The report will also include a review of the Green Space Advisory Panel recommendations regarding parkland and implications for play spaces as per the Accessibility for Ontarians with Disabilities Act, 2005 (AODA). The first incremental report will also include a summary of industry trends with regards to playground development and success stories relating to playground redevelopment from other communities.

Signed By

Report Prepared By

Jeff Pafford
Director of Leisure Services
Digitally Signed May 30, 17

Health Impact Review

Jeff Pafford
Director of Leisure Services
Digitally Signed May 30, 17

Manager Review

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Director of Leisure Services
Digitally Signed May 30, 17

Division Review

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Recommended by the Department

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Financial Implications

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Recommended by the C.A.O.

Ed Archer
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The report will also provide an overview of next steps, outlining items to be included with future incremental reports relating to Playground Revitalization.

Financial Implications

There are no financial implications associated with this report. The next steps will include a Final Playground Revitalization report that will focus on a business case for playground enhancements providing various funding options that will be considered as part of the 2018 Budget process.

Background

Playground Revitalization

An information report regarding playgrounds was provided at the Finance & Administration Committee meeting of September 20, 2016. The report provided a an inventory of the City's 189 playground sites and ranked the current inventory of play structures based on a poor, satisfactory, or good rating. Following the report, Council requested an additional report to include options and financing to bring all parks to a city-wide standard to be presented back to the Finance and Administration Committee.

On April 12, 2017 a report entitled "Playground Revitalization" was provided to the Finance & Administration Committee. The report recommended developing a business case to improve 48 playground sites ranked in poor condition at an approximate cost of \$1,920,000 and consideration to dispose of 10 playground sites deemed redundant. The Finance & Administration Committee referred the matter to the Community Services Committee, requesting a series of incremental reports on the subject of playground revitalization. Information requested included:

- A comprehensive review of best practices and policy in regards to parks and playgrounds.
- A review of demographics and needs of playgrounds at a neighbourhood level.
- Consultation with neighbours, children in the area, etc. regarding use of existing playgrounds.
- Considerations for accessibility and various user groups (children, youth, seniors).
- Development of design standards for parks and playgrounds.
- A business case for playground enhancements providing various funding options.

City of Greater Sudbury Playgrounds

The City of Greater Sudbury (City) has a current inventory of 189 playgrounds. This represents a ratio of one for every 87 children, birth to age nine based on 2014 population data. The Parks Open Space and Leisure Master Plan Review (2014) notes that the per capita supply of playgrounds in the City of Greater Sudbury is amongst the highest in Ontario. The Leisure Master Plan notes that the City's numerous small settlement areas and dispersed geographic landscape are part of the reason for the considerable supply.

The Leisure Master Plan identifies that many of the City's playgrounds contain outdated and outmoded play equipment, surface treatments and pathways. The plan also highlights the new built environment regulations of the Accessibility for Ontarians with Disabilities Act which applies to playgrounds installed or redeveloped after 2015.

As part of the Parks Open Space and Leisure Master Plan Review (2014) individuals were surveyed on which activities that anyone in their household participated in during the previous 12 months. 47% of individuals responding indicated that their household made

use of playground equipment. 88% of individuals stated that outdoor leisure facilities, such as playgrounds, are important to their household, however only 50% of individuals responding were satisfied with Greater Sudbury's playgrounds. When asked about what type of facilities individuals support spending additional public funds on, 79% supported additional spending on playgrounds (third out of 22 facility types asked about).

Parks, Open Space and Leisure Master Plan Action Plans

The Parks, Open Space and Leisure Master Plan Review (2014) included a number of action items with respect to play structures, parkland development and design:

- In new or redeveloping urban residential areas, ensure that play structures are provided within an 800-metre radius of every residence without crossing a major arterial road or physical barrier. As per City policy, all new play structures must have a minimum of one play component that is fully accessible. Signage that identifies age-appropriate information should also be provided.
- To improve geographic distribution, locations in Rayside-Balfour, Nickel Centre, and Walden should be considered for the installation of fully accessible barrier-free playgrounds.
- Consider the disposition or re-purposing of surplus playground sites (e.g., those within 400 metres of another playground) within the context of its Parkland Disposal Policy and Green Space Advisory Panel recommendations. Equipment in good repair should be moved to other sites.
- Continue to place a high priority on the maintenance and replacement of play equipment, with consideration to accessibility regulations.
- Integrate the City's inventory of playgrounds (and other leisure assets) within the Geographic Information System to improve analytical tools and future planning.
- Develop a Leisure Facilities Standards Manual to identify facility design standards (e.g. signage, accessibility, support amenities, etc.) to guide the development and redevelopment of leisure facilities.
- In designing parks, continue to:
 - incorporate spaces and amenities encouraging physical activity, wellness, and informal use opportunities;
 - consider the needs of a diverse and aging population through the provision of washrooms, seating, shade/shelter, drinking fountains, pathways, and picnic areas;
 - follow accessibility legislation and guidelines to accommodate persons with disabilities;
 - apply CPTED (Crime Prevention Through Environmental Design) principles;
 - promote designs that encourage sustainable maintenance practices;

- incorporate a balance of native, drought-resistant, and colourful vegetative features;
- utilize materials that are robust, durable, and mindful of future maintenance requirements;
- seek innovative and engaging initiatives that encourage environmental stewardship (e.g., recycling bins);
- encourage public art; and
- encourage active transportation connections and a linked open space system.

Green Space Advisory Panel Recommendations

The Green Space Advisory Panel's 2010 Report, provided a definition of a park classification system and details of each park class including purpose, intended use, facilities and features, size and service area/standard.

The parks classification system recommended by the GSAP allows green space to be classified as one of the following types of parks:

- Neighbourhood Park: to meet the recreational needs of its immediate neighbourhood
- Community Park: to provide the space and supportive facilities needed for active recreation
- Regional Park: to be a focal point for the City as a whole
- Linear Park: to be a connector for people and/or wildlife
- Natural Park: to protect a natural area while meeting residents' needs for passive recreation
- Special Purpose Park (cultural/historical): to protect sites with historic, scientific, cultural, social, or spiritual importance; or to serve a special, specific purpose
- Ecological Reserve: to protect significant natural areas with ecological and/or geological importance, or that capture a characteristic natural feature of the City
- Facilities: while not an official category, the inventory in the 2013 GSAP Interim Report contained land upon which indoor facilities (e.g., community centres, arenas, etc.) are situated

For the purposes of the playground revitalization reports, the following parkland classes are included as part of the review:

Type	Neighborhood Park	Community Park
Purpose	To meet the recreational needs of the neighbourhood.	To provide the space and supportive facilities needed for active recreation in the community.
General Description	Easily accessible neighbourhood park space. May contain play equipment, sand boxes, benches, informal playing fields, natural areas, benches, community gardens, etc, depending on the needs of the neighbourhood.	Developed park that can provide a focus for active recreation. Multi-purpose and catering to all ages. Centrally located close to major residential areas, if possible designed pedestrian access; on arterial or collector roads for ease of community access.
Facilities and Features	Safe pedestrian access. May contain play equipment, room for casual play, shaded rest areas. May also contain open space, natural areas, walking trails and other features.	Facilities for active recreation such as sports fields, hard courts, outside rinks, indoor facilities, beaches, picnic areas, paths, natural areas. Safe pedestrian and bicycle access, access by public transit, and sufficient parking.
Size	Typically 0.2 – 1 hectare.	Typically 2 – 10 hectares.
Service Area and Standard	<ul style="list-style-type: none"> •Serves immediate neighbourhood (up to 10 minute walk). •0.25 ha per 1000 residents, within 800m without crossing a major barrier. 	<ul style="list-style-type: none"> •Serves a community/settlement area (up to 20 minute walk) •1.5 ha per 1000 residents, within 1600m without crossing a major barrier.

The Green Space Advisory Panel Final Report (2010) also provides a list of green space opportunities along with a rating structure for potential parkland acquisitions. The Interim Green Space Advisory Panel Report (2013) further examined additional green space opportunities and refined existing information. As a result, several gaps for green spaces have been noted by service area for both neighbourhood and community parks. This information will be used as part of the playground revitalization process.

AODA and Play Spaces

The Integrated Accessibility Standards Regulation, Ontario Regulation 191/11 and the Accessibility for Ontarians with Disabilities Act, 2005 (AODA) call for a number of requirements related to outdoor play spaces. Outdoor play spaces are defined as an area that includes play equipment, such as swings, or features such as logs, rocks, sand

or water, where the equipment or features are designed and placed to provide play opportunities and experiences for children and caregivers.

The Standard provides a broad definition of play space in order to allow communities to decide what will meet their needs based on community need, budget and site characteristics (size, opportunities and restrictions).

New or significantly redeveloped, existing outdoor play spaces must meet the following technical requirements:

- incorporate accessibility features such as, but not limited to, sensory and active play components for children and caregivers with various disabilities;
- provide a ground surface that is firm and stable to accommodate users with mobility devices, yet resilient enough to absorb impact for injury prevention in the area around the play equipment; and
- provide sufficient clearance in and around the play space to allow children with various disabilities and their caregivers room to move around the space.

The Standard also requires municipalities to consult on the needs of children and caregivers with various disabilities before building new, or redeveloping existing, play spaces, including consultation with accessibility advisory committees (where established).

Elements such as exterior paths of travel, outdoor public use eating areas, and accessible parking must also meet the requirements specified by the Standard.

Industry Trends

The playground equipment industry has recognized the challenges of attracting children and families away from screen time and providing interesting play opportunities. The following is a summary of trends in the parks and playgrounds industry:

Nature Inspired Playgrounds

Newer playgrounds are being designed to incorporate elements which connect children to the natural environment. Equipment is designed to have the look and feel of rocks, wood, etc. There are also examples of incorporating natural elements as part of playground design.

Playgrounds for All

With AODA requirements, more inclusive playgrounds are being built. Playgrounds are being designed to bring people of all abilities together, to include all types of children within the same play space. Playground manufacturers have also recognized the benefits of designing equipment so that parents can also take part in activities (multi-generational equipment).

Fitness Focused Play

Playgrounds are opportunities to provide physical fitness opportunities, and as such the design of equipment is changing to encourage climbing, balance, strength and coordination. Ropes, webs, obstacles, balance boards and are replacing some of the pieces which are traditional elements like slides, swings and steps.

Adult fitness equipment continues to be part of modern playground design. This equipment often utilizes body weight as a resistance and provides opportunities for individuals to improve core strength, balance and flexibility.

Themed Playgrounds

Many new playgrounds are being designed with a theme such as space, science, music, animals, etc. A playground theme provides an opportunity to design a playground around a neighbourhood's local history or culture.

Sensory and Music Play

Outdoor musical instruments continue to be incorporated as part of playground design. Music stimulates the brain and aids in cognitive and motor development. Children with autism or cognitive issues find challenges with socialization, communication, play and imagination. Sensory play panels encourage exploration and discovery, and provide a "just-right" experience for those seeking sensory stimulation.

Integrated Shade

Manufacturers have recognized the need to provide shade at playgrounds, and have incorporated sails and sun covers into playground design and park furniture.

The Weston Family Parks Challenge

With a commitment of \$5 million over three years, The W. Garfield Weston Foundation launched the Weston Family Parks Challenge to ensure the long-term sustainability of Toronto's parks. Building on the success of the first year, the Ontario Trillium Foundation joined in 2014 with an additional commitment of \$1.125 million towards the initiative.

The Weston Family Parks Challenge supported projects over a three year period which enhanced the natural elements in parks, engaged community partners and offered new solutions to manage and maintain parks. The program sought innovation in park design and partnerships that could be replicated elsewhere.

The organization called Park People authored a report entitled Breaking New Ground, Lessons and Impacts from the Weston Family Parks Challenge. This report provides several recommendations to consider as Greater Sudbury looks to revitalize or possibly repurpose a park. Lessons learned include:

- Engage communities in the long-term stewardship of natural areas
- Support local community park champions
- Keep residents engaged through creative programming
- Use food as a catalyst for community development
- Provide economic and skill-building opportunities

KaBoom!

KaBOOM! is a non-profit organization dedicated to bringing balanced and active play into the daily lives of all kids, particularly those growing up in poverty. KaBoom! has built or improved over 16,700 play spaces, including O'Connor Playground in Greater Sudbury.

The KaBoom! organization also provides information online for communities to utilize for playground build or revitalization projects. Resources include:

- Step by step instructions for community based enhancement projects including instructions for landscaping, seating areas, shading, etc.
- A toolkit designed to walk organizations through the process of how to create a community-build play space.
- Annual reports and studies outlining the importance and benefits of play.

Summary

The Parks, Open Space and Leisure Master Plan as well as Green Space Advisory Panel reports provide the foundation for sound playground planning moving forward. Incorporating AODA requirements and considering industry trends and best practices in playground and parkland design, will result in enhanced public spaces resulting in a high quality of life for City of Greater Sudbury residents.

Next Steps

The second interim Playground Revitalization report scheduled in the fall of 2017 will provide a review of demographics and playground needs at a neighbourhood level. In order to complete this report, the Leisure Services Division will be undertaking the following work:

- Consultation with Community Action Networks and Neighbourhood Playground Associations regarding playground needs and opportunities.
- Engage the community at large (neighbours, children, youth, etc.) regarding suggestions and ideas for playground improvements.
- Observation project at local playgrounds to determine utilization.
- Working with City of Greater Sudbury GIS Division to prioritize neighbourhood profiles and determine priority areas to be considered for playground enhancements.
- Development of design standards and guidelines for Neighbourhood and Community Parks. Design standards and guidelines would include recommendations for types of equipment, seating areas, shade structures, waste receptacles, washroom facilities and other park amenities.

The final Playground Revitalization report will focus on a business case for playground enhancements providing various funding options. The final report will be brought forward as part of the 2018 budget process.

References

Playgrounds Report, Finance and Administration Committee (September 20, 2016)
<http://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=7&id=973>

Playground Revitalization Report, Finance and Administration Committee (April 12, 2017)
<http://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&lang=en&id=1169&itemid=12145>

Parks, Open Space and Leisure Master Plan Review (2014)
([https://www.greatersudbury.ca/sudburyen/assets/File/Leisure%20Master%20Plan%20Review%202014\(1\).pdf](https://www.greatersudbury.ca/sudburyen/assets/File/Leisure%20Master%20Plan%20Review%202014(1).pdf))

Final Report of the Green Space Advisory Panel (June 2010)
http://www.greatersudbury.ca/content/div_planning/documents/GSAP_June_8_with_appendix.pdf

Interim Green Space Advisory Panel Report (November 2013)
<https://www.greatersudbury.ca/linkservid/735D205A-BAC2-521F-C7ADE63B79FAFFC7/showMeta/0/>

Pathways to Recreation – Learning about Ontario’s Accessibility Standard for the Design of Public Spaces (Parks and Recreation Ontario)
http://www.prontario.org/index.php/ci_id/9179.htm

Breaking New Ground, Lessons and Impacts from the Weston Family Parks Challenge
https://parkpeople.ca/wp-content/uploads/2017/04/Park-People_Breaking-New-Ground-2017.pdf

KaBoom!
<https://kaboom.org>

Request for Decision

City of Greater Sudbury Social Housing Portfolio Revitalization Plan

Presented To: Community Services Committee

Presented: Monday, Jun 19, 2017

Report Date: Wednesday, May 31, 2017

Type: Managers' Reports

Resolution

THAT the City of Greater Sudbury approves the development of a Portfolio Revitalization and Capital Financing Plan and supports the funding application submitted to the Ministry of Housing for the Innovation, Evidence and Capacity Building Fund to fund up to \$100,000 of the cost of the revitalization plan;

AND THAT the costs of the revitalization plan in excess of Ministry funding be funded up to \$200,000 from the Social Housing Capital Reserve Fund as outlined in the report entitled "City of Greater Sudbury Social Housing Portfolio Revitalization Plan" from the General Manager of Community Development dated May 31, 2017.

Relationship to the Strategic Plan / Health Impact Assessment

This report refers to operational matters.

There will be a positive impact on the community which will identify where the social housing gaps are and develop a plan that aligns the social housing portfolio with the needs of the community.

Report Summary

City Of Greater Sudbury Housing Services in partnership with the Greater Sudbury Housing Corporation (GSHC) are supporting a Request for Proposal (RFP) to develop a Portfolio Revitalization and Capital Financing Plan (Plan).

The goal is to have a practical and comprehensive plan that will enable the City of Greater Sudbury (CGS) and GSHC to move forward with revitalization of the portfolio in a fiscally prudent manner. The Plan will help meet the goals and objectives of Greater Together – City Of Greater Sudbury Corporate Strategic Plan, the

Signed By

Report Prepared By

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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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GSHC Strategic Plan, the City Of Greater Sudbury Housing and Homelessness Plan as well as other City Of Greater Sudbury initiatives related to the social housing sector. Revitalization plans are well recognized as excellent capital asset management plans in Social Housing Industry.

Financial Implications

If approved, the cost of the Plan up to \$200,000 will be funded from the Social Housing Capital Reserve Fund with no impact to the tax levy.

Background

History of Public Housing

Prior to the enactment of the Social Housing Reform Act (SHRA), the social housing stock was comprised of two (2) major types of social housing. Public housing was owned by the Ontario Housing Corporation (OHC) and operated by the local housing authorities. The second type, non-profit housing, was owned by individual non-profit and cooperative housing corporations. Both types of social housing providers were linked to the Province by a variety of operating agreements and funding arrangements. The non-profit sector was further divided between provincially led housing programs and federally led housing programs. Like the Province, the Federal government played a major role in housing. It cost shared programs with the Province as well as directly delivered social housing through the Canada Mortgage & Housing Corporation (CMHC).

Devolution

With the passing of the SHRA in December 2000, the Province transferred to the municipal sector both its provincial social housing program funding and administrative responsibilities and the federal non-profit housing responsibilities. The Province designated 47 Service Managers to assume the former provincial role. The legislation also transferred the public housing portfolio to the Service Manager, making the municipality the sole shareholder of the local housing corporation (Greater Sudbury Housing Corporation).

Legislation that was enacted made the municipality responsible for the provision of 3,749 rent-geared-to-income units in the community. Housing Services accomplished this through its funding of the local non-profit providers. The legislation also made City Of Greater Sudbury responsible for the operation of a central social housing wait list registry for rent-geared-to-income applicants.

In 2012, the Province repealed the Social Housing Reform Act and replaced it with the Housing Services Act, 2011 (HSA). The HSA expands on the municipality's role of service manager. Additional duties included the creation and implementation of a 10 year Housing and Homelessness Plan. Council adopted its initial plan in December 2013. Planning, Housing and Social Services provide annual updates to Council regarding the progress made in the plan.

Non-Profit Housing Portfolio

The local portfolio is comprised of 22 non-profit, 14 cooperative, and 5 federal social housing providers. A total of 4,448 social housing units fall within Housing Services' funding and administration envelope. Of the total social housing units, 1848 are owned and managed by Greater Sudbury Housing Corporation; 746 are rent supplement units that are offered through private landlords, and the remaining 1854 units are broken down as follows:

Non Profits	RGI #	Total Units	1 Bed	2 Bed	3 Bed	4 Bed	5 Bed	1 Bed Mod	2 Bed Mod	3 Bed Mod
22	659	825	490	244	86	5	0	46	18	8

Cooperatives	RGI #	Total Units	1 Bed	2 Bed	3 Bed	4 Bed	5 Bed	1 Bed Mod	2 Bed Mod	3 Bed Mod
14	496	636	144	257	217	18	0	10	20	8

Federal	RGI #	Total Units	1 Bed	2 Bed	3 Bed	4 Bed	5 Bed	1 Bed Mod	2 Bed Mod	3 Bed Mod
5		393	218	87	78	10	0	15	3	0

End of operating Agreements (EOA)

End of operating agreements refers to the expiry of the operating agreements that are in place for each social housing project. Operating agreements set out the amount, duration and conditions of the subsidy provided by the municipality and their expiry, often tied to a 35 year amortization period, meaning that when the mortgage expires, social housing providers are solely responsible for their projects ongoing financial viability. Social Housing providers will no longer be subsidized and therefore eligible to set their own unit rent charges..

When the projects were built and the operating agreements developed, the philosophy was that following repayment of the mortgage, a social housing project should be able to generate sufficient revenue to maintain its viability, while continuing to provide affordable housing. However, the reality today is that maintaining financial viability in a post EOA environment is more challenging. Buildings that house a high percentage of tenants on a rent geared to income basis, and those social housing providers with fewer number of units, will have a more difficult time generating sufficient revenues to meet operating needs. In addition, the physical condition of the building may affect viability where there are not sufficient reserves to meet current and/or future capital needs. EOA creates a risk that the subsidized rent charges will have to be increased to market rents in order to generate sufficient revenue to cover their ongoing operating and capital requirements.

The Service Manager is working with staff at the social housing projects that are coming to the end of their operating agreements to ensure that they are aware of their financial obligations at the end of their agreements.

Below is a list of mortgage expiry dates:

Date	Non Profit	Cooperative	Federal	Total Units
2018			1	20
2019			1	155
2020			2	110
2021			2	61
2022		1		44
2023	2	2	1	192
2024			1	6
2025	3	1	2	159
2026	4	1		128
2027	8	3	1	515
2028	3	3	4	293
2029		3		126
2030		1		45
Total				1854

GSHC Housing Portfolio

A shareholder's declaration and operating framework were adopted by Council in 2003. This document outlines the City's relationship with GSHC.

City Of Greater Sudbury's first relationship with the GSHC is that of sole shareholder. This role is defined by the Business Corporations Act. Council assumes the role of shareholder at the AGM and/or special GSHC shareholder meetings. Council has control over the governance structure of the GSHC. As shareholder, Council can decide on the board composition, appoint board members, limit the powers of the Board, select the auditors, assess GSHC's performance, and establish a communication protocol.

City Of Greater Sudbury's second relationship with the GSHC is that of service manager. The operating framework ensures stable and predictable funding for the GSHC, simplifies and harmonizes the social housing program structures and funding models in order to reduce administration costs, acknowledges that the service manager requires timely information, and establishes rules governing the accountability of the GSHC to City Of Greater Sudbury.

GSHC	RGI #	Total Units	1 Bed	2 Bed	3 Bed	4 Bed	5 Bed	1 Bed Mod	2 Bed Mod	3 Bed Mod
	1848	1848	778	338	525	161	46	0	0	0

The GSHC owns and manages 1,848 rental units and is the largest social housing landlord in the City Of Greater Sudbury. All units are rent geared- to-income (RGI); the GSHC currently has no dedicated market rent or affordable housing (low end of market) components. Properties range in type from high rise buildings to single family homes.

Revitalization Plan Considerations

Revitalization refers to the process of renewing existing housing assets to create an improved living environment over the long-term. Social housing revitalization includes a range of changes in relation to land, buildings and associated infrastructure. Revitalization initiatives can be large, such as demolishing existing properties and rebuilding them from scratch or they can be small, such as adding a new section to an existing building or giving a "face lift" to a building's units. Social housing providers can revitalize their assets in a number of ways that include:

- Redeveloping under-utilized parcels of land/current sites
- Creating new, modern and energy efficient units
- Redeveloping or retrofitting existing buildings and units to make them more energy and operationally efficient
- Redeveloping or retrofitting existing buildings and units to better meet shifting demand of social housing
- Making changes to the mix of RGI units and market rent units to improve cash flow and better integration of tenants
- Refinancing existing assets and/or selling assets to fund redevelopments and capital improvement work
- Identifying threats and opportunities for the City of Greater Sudbury related to the end of operating agreements with local non-profit social housing providers

Revitalization can assist social housing providers to operate their portfolios more cost effectively and improve the quality of the housing services provided to tenants. It can also result in positive social changes that improve the communities and neighbourhoods where social housing buildings are located.

Demographics

The Plan will incorporate current demographics and forecasted changes to the population and demographic base in the City of Greater Sudbury. Demographic information will be made available to consultants via the City Of Greater Sudbury Housing and Homelessness Background Study, the North East Local Health Integration Network Innovative Housing with Health Supports in Northeastern Ontario Strategic Plan, the GSHC property management software data base, and the City of Greater Sudbury GIS data.

Need / Demand

Wait lists for social housing are managed by the City Of Greater Sudbury Housing Services office, Central Housing Registry. Currently, the highest demand is for one bedroom senior and adult units followed by two bedroom units. Demand for larger social housing units with 3, 4 and 5 bedrooms is weak. Currently, the social housing stock does not meet the demographic need reflected on the wait lists now or as projected in the future. There is a significant mismatch between available social housing stock and wait list demand.

Housing Options

The Plan will examine a range of possibilities and housing options, including but not limited to:

- Intensification through demolition and reconstruction
- Capital revitalization and renewal of existing properties
- Leveraging current assets (mortgage or disposal)
- Acquisition of existing residential rental housing (non-profit sector or private sector)
- Acquisition and conversion to residential rental housing
- Market rent housing (outside of the social housing program)
- Low end of market housing (affordable housing)
- Affordable home ownership
- Supportive housing, and
- Mixed use with a supportive housing component

Plan Deliverables

Development of the Plan will include two phases.

The first phase will be development of a strategic asset management framework which will guide actions, plans and decisions for revitalization, repurposing, replacement or disposing of assets and any financing initiatives including mortgaging current assets.

The second phase will involve development of the Plan including specific deliverables. The final version of the Plan will be presented to the GSHC Board of Directors and to the Shareholder – City of Greater Sudbury Council for consideration and approval.

Phase 1 – Information Gathering and General Direction

- A work plan will be developed demonstrating how the consultant will organize, undertake and facilitate stakeholder engagement to inform the general direction of the Plan. This work plan will include meeting with, but not limited to, the City Of Greater Sudbury General Manager of Community Development and Manager of Housing Services/Municipal Service Manager, the GSHC Asset Management Committee, CEO and Senior Management Team, social housing property managers, and tenant group(s).
- In collaboration with various City Of Greater Sudbury and GSHC staff, the consultant will gather relevant information and data from various sources such as Asset Planner software, Yardi Voyager Software, City of Greater Sudbury GIS data, GSHC Strategic Plan Environmental Scan, City of Greater Sudbury Housing and Homelessness Plan, NE LHIN Housing with Health Supports Strategic Plan, and other published reports.
- Meetings with City of Greater Sudbury/GSHC Senior staff to review baseline information and the portfolio rationalization results, and refine the general direction of the assets management framework.
- A review of findings of current local housing studies, reports, trends and analysis that have already been completed on the current and future need/demand for affordable housing in the City of Greater Sudbury. The Plan will include a high level summary of findings and will comment on items such as wait list demand, demand for specific unit sizes/ types, target groups etc. in the City of Greater Sudbury.
- Develop the strategic asset management framework which will guide development of the Plan and any Plan actions, recommendations and decisions for revitalization, repurposing, replacement or disposing of assets and any financing initiatives including mortgaging current assets.

Phase 2 – Plan Development

The successful proponent will be expected to develop a complete and comprehensive Portfolio Revitalization and Capital Financing Plan which will include but not be limited to six (6) key deliverable areas; Acquiring/Creating, Maintaining, Redeveloping, Selling/Disposing, Repurposing and Refinancing.

- A concise direction and plan which identifies and prioritizes specific actions for implementation to revitalize the social housing portfolio (specifically the GSHC stock) through acquiring/creating, maintaining current stock, redeveloping/refurbishing stock, repurposing, acquisitions or conversions, and the options for financing specific actions including divestment or refinancing.
- Business plans and proposed conceptual site plan design containing building(s) location, size and description for each property identified and recommended for redevelopment, renewal, repurposing acquisition or conversion. Financing options and financial analysis for these revitalization opportunities, inclusive of financial forecasting using current and future revenue streams and operating costs based on a variety of possible scenarios including income from mixed income housing, unit intensification, market rent units and commercial leased space.

- Business plans and proposed conceptual site plan design containing building(s) location, size and description for any opportunities for new development on either existing GSHC lands which are underutilized or City of Greater Sudbury surplus lands. Financing options and financial analysis for these opportunities, inclusive of financial forecasting using projected revenue streams and operating costs based on a variety of possible scenarios including revenue from mixed income housing, market rent units and commercial leased space.
- An assessment of properties suitable for redevelopment or potential sites for development and their relationship to neighbouring properties and the broader community, to identify opportunities for engaging and leveraging community support services and City of Greater Sudbury community development opportunities to promote quality of life and place, and age friendly communities.
- An assessment of the marketability of new units and current units after redevelopment under different tenures (e.g. market rent, affordable low end of market, rent-geared-to-income, portable housing benefits, etc.).
- An analysis and assessment of potential funding and financing options.
- An environmental scan on the general condition of the non-profit housing portfolio stock based on a review of building condition assessments that have been completed by providers.
- An analysis of the threats and opportunities for revitalization of local non-profit housing related to the end of operating agreements including refinancing, sale or amalgamation.
- A cost benefit analysis and assessment of the feasibility and practicability of selling current portfolio assets (single family dwellings) to reduce operating costs and raise capital to facilitate revitalization initiatives. This work will include an analysis of the potential net proceeds from sale considering current real estate market conditions, any requirements of the Social Housing Service Agreement and reimbursement to senior levels of government and any requirements of the Housing Services Act.
- A risk assessment of each recommended revitalization action which will identify potential risks and challenges, legal requirements and barriers, assess the impact of potential risks/barriers and provide solutions to eliminate barriers and mitigate risk to the GSHC and City of Greater Sudbury as Shareholder.
- A timeline for implementation and completion of each of the portfolio revitalization opportunities and a timeline for completion of the entire Portfolio Revitalization and Capital Financing Plan indicating mitigating factors that could impact timing.

Potential Funding – Ministry of Housing Innovation, Evidence and Capacity Building Fund

The Ministry of Housing has launched an Innovation, Evidence and Capacity Building (IEC) Fund that will provide funding of up to \$100,000 for approved projects/initiatives that support the Province's Long Term Affordable Housing Strategy (LTAHS) and increases Service Managers' ability to manage change, develop new skills, and take advantage of new opportunities. The development of a revitalization plan for the Social Housing portfolio in the City of Greater Sudbury would provide the necessary framework in order to identify the risks and opportunities with respect to the existing housing stock, and develop strategies to create a sustainable supply of social housing units that aligns with waitlist demand. City of Greater Sudbury Housing Services and the Greater Sudbury Housing Corporation (GSHC) in partnership have prepared and submitted a proposal to take advantage of this funding opportunity. The deadline to apply was May 26, 2017.

Next Steps

City of Greater Sudbury Housing Services and GSHC will collaborate with the City of Greater Sudbury Purchasing Department to develop an RFP for the creation of the Revitalization Plan. The RFP award will be contingent upon grant approval to contribute to the cost of the project. City of Greater Sudbury Housing Services will continue to work with Non-Profit Providers on the completion of their Building Condition Assessments and gather the necessary information in order to complete the Plan. Updates on the status of the IEC funding application and RFP for the Revitalization Plan will be provided to Council in the Fall of 2017. Should the grant application not be successful, the RFP will not be awarded until staff seeks Council's direction regarding alternative funding sources.

References

SHRA (Social Housing Reform Act), December 2000, <https://www.ontario.ca/laws>

Housing Services Act, 2011 (HAS), January 2012, <https://www.ontario.ca/laws>

City Council, September 23, 2003, *Shareholder's Declaration and Operating Framework between the City of Greater Sudbury and the Greater Sudbury Housing Corporation*

Request for Decision

City of Greater Sudbury Pools Infrastructure and Recreation Capital Update

Presented To: Community Services Committee

Presented: Monday, Jun 19, 2017

Report Date Tuesday, Jun 06, 2017

Type: Managers' Reports

Resolution

THAT the City of Greater Sudbury endorses the Therapeutic/Leisure pool project as a priority as well as recreation capital funding for aged recreation facilities (i.e. arenas) for any announcements related to recreation infrastructure funding as outlined in the report entitled "City of Greater Sudbury Pools Infrastructure and Recreation Capital Update" from the General Manager of Community Development dated June 6, 2017.

Relationship to the Strategic Plan / Health Impact Assessment

The 2015-2018 Corporate Strategic Plan identified the priority to maintain great public spaces and facilities to provide opportunities for everyone to enjoy, including pools, splash pads, arenas, etc. This report speaks to the need for capital investment in City pool facilities.

The City of Greater Sudbury has previously confirmed support for the provision of a Therapeutic/Leisure Pool at the Lionel E. Lalonde Centre. Investment in a Therapeutic/Leisure pool facility would have a positive health and well being on individuals by creating opportunities to keep citizens more active in a safe and accessible environment.

Signed By

Report Prepared By

Cindy Dent
Manager of Recreation
Digitally Signed Jun 6, 17

Health Impact Review

Cindy Dent
Manager of Recreation
Digitally Signed Jun 6, 17

Division Review

Jeff Pafford
Director of Leisure Services
Digitally Signed Jun 6, 17

Recommended by the Department

Catherine Matheson
General Manager of Community Development
Digitally Signed Jun 6, 17

Financial Implications

Apryl Lukezic
Co-ordinator of Budgets
Digitally Signed Jun 6, 17

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Jun 7, 17

Report Summary

This report provides an update of municipal pool utilization and capital requirements. The report also provides an update on the Therapeutic/Leisure Therapy Pool project.

Given the increased costs to operate and maintain existing City pools due to their advanced age, and the

confirmed Council support for the provision of a Therapeutic/Leisure Pool it is recommended that the Therapeutic/Leisure Pool project be given priority consideration for any recreation infrastructure funding announced by senior levels of government.

Financial Implications

This report has no financial implications. There is capital funding for a therapeutic pool identified in the Citizen & Leisure capital budget outlook for 2018 in the amount of \$656,000.

Background

City of Greater Sudbury Pool Inventory

There are five municipal indoor aquatic facilities located in the City of Greater Sudbury:

- Gatchell Pool
- Howard Armstrong Recreation Centre
- Nickel District Pool
- Onaping Pool
- R.G. Dow Pool

Onaping Pool

The Onaping Pool was an addition to the Onaping Community Centre in 1967. The pool features a single tank measuring 12 metres long and 5 metres wide; there is no accessibility ramp or chairlift at this pool. The community centre also has change rooms, a gymnasium, library and other community spaces.

R.G. Dow Pool

This facility was built in 1971 and offers a single tank that measures 25 metres long and 12 metres wide with supporting change rooms and a pool chairlift. Supporting pool amenities at R. G. Dow Pool include change rooms, stairs, a ladder, and a chairlift.

Nickel District Pool

Constructed in 1972, this facility provides a single tank measuring 25 metres by 10 metres wide. Supporting pool amenities include change rooms, stairs, a ladder, and a chairlift.

Gatchell Pool

Gatchell Pool was originally constructed in 1975. The facility provides a single tank measuring 25 metres long and 15 metres wide with supporting change rooms and a pool ramp and chairlift.

Howard Armstrong Recreation Centre

The Howard Armstrong Recreation Centre was constructed in 1982 and boasts a single tank measuring 25 metres long and 15 metres wide. Other supporting amenities at this facility includes a pool ramp, steps, and change rooms, in addition to a cardio and weight room, squash courts, and indoor walking track.

The municipal supply is supplemented by post-secondary and not-for profit pools that offer varying degrees of public access:

- Finalandia Village (small pool)
- Health Sciences North (therapy pool)
- Laurentian University (50 metre, 8-lane pool with diving platforms)
- YMCA of Sudbury (lap pool and therapeutic leisure pool)

CGS Pool Utilization

City of Greater Sudbury pools offer recreational swimming opportunities through adult lane swims, public swims, family swims and aquafit classes through drop-in passes. The pools offer a full catalogue of learn to swim lessons and aquatic leadership courses. Pools are also available for private rentals for birthday parties, etc. The following is a summary of swim visits by facility and type for the years 2010 through 2016:

Swim Visits by Facility 2012-2016						
Facility	2012	2013	2014	2015	2016	Change (2012-2016)
Gatchell	35,549	42,260	36,598	36,879	37,317	5.0%
HARC	60,278	69,453	69,015	68,033	72,344	20.0%
Nickel District	41,839	44,591	35,131	35,443	32,894	-21.4%
Onaping	7,412	3,286	10,043	8,806	7,231	-2.4%
R.G. Dow	31,616	33,031	34,246	36,408	36,704	16.1%
Total	176,694	192,621	185,033	185,569	186,490	5.5%

Swim Visits by Type 2012-2016						
Facility	2012	2013	2014	2015	2016	Change (2012-2016)
Lessons	66,652	72,217	68,688	70,896	69,376	4.1%
Aquafit / Aquacises	23,470	25,410	26,218	25,872	24,881	6.0%
Recreational Swim Visits	63,356	69,351	68,486	67,125	66,845	5.5%
Rentals	23,216	25,643	21,641	21,676	25,388	9.4%
Total	176,694	192,621	185,033	185,569	186,490	5.5%

As per the City of Greater Sudbury Therapeutic Pool Feasibility Study (2014) most pools have a theoretical maximum design capacity of 125,000 to 200,000 swim visits per year depending on design. 50% of the maximum design capacity is generally considered to be at the upper end of the comfortable capacity when considering lower use during non-prime times and programming mix. Based on 2012 data, the study stated that the City's pools operated at about 60% of their theoretical capacity (or 30% of their maximum design capacity). Capacity has increased slightly since 2012 based on utilization numbers (approximately 65% based on 2016 data).

City Wide Aquatic Needs

The Therapeutic Pool Feasibility Study (2014) suggested a provision standard of one (1) indoor aquatic centre per 25,000 population. Using the 161,531 population figure for the City of Greater Sudbury as per the Canada 2016 Census, the provision standard suggests the requirement for 6.5 aquatic facilities. This results in a surplus of 0.5 facilities when accounting for the five (5) City of Greater Sudbury facilities plus the YMCA Sudbury and Laurentian University facilities.

CGS Pool Building Condition Assessment Summary

Building Condition Assessments were completed on municipal pool facilities in 2012. The BCA's provide an overall condition assessment for each pool, as well as opinions of probable repair costs required in the immediate term (1 to 5 years) and long term (6 to 10 years). A total of \$4,512,000 in capital repairs were called for over a 10 year period for CGS pools. The following is a summary of the building condition assessments:

Facility	Construction Date	Building Condition	2013-2017 1 to 5 years	2018-2022 6 to 10 years
Onaping	1967	Fair / Poor Condition	\$981,000	\$265,000
R.G. Dow	1971	Fair / Poor Condition	\$667,000	\$22,000
Nickel District	1972	Fair / Poor Condition	\$714,000	\$21,000
Gatchell	1975	Fair / Poor Condition	\$607,700	\$78,000
HARC	1982	Good Condition	\$181,000	\$976,000
Sub Total			\$3,150,700	\$1,362,000

The following capital repairs have been completed and/or budgeted since receiving the Building Condition Assessments:

Facility	Description	2013-2017 1 to 5 year Expenditures	Amount
HARC	<ul style="list-style-type: none"> •New pool filter •Replace/repair drains •Install new pump 	2012-2013	\$130,036
Gatchell	<ul style="list-style-type: none"> •Repair drainage pipes •Racing lane •New lockers 	2013	\$34,172
Gatchell	Relighting	2013	\$140,019
Gatchell	Building shell	2014	\$16,000
R.G. Dow	Building shell	2014	\$20,000
Various	<ul style="list-style-type: none"> •Gatchell soffit & venting •R.G. Dow storage reel •Nickel District flooring 	2015	\$10,502
HARC	Heating & ventilation	2015	\$60,000
Nickel District	Roof repair	2016	\$225,000
R.G. Dow	Roof repair	2016	\$50,000
Nickel District	Exterior restoration	2016	\$35,000
Gatchell	Tank repairs	2016	\$115,628
R.G. Dow	HVAC replacement	2017	\$190,000
HARC	Refurbish pool deck	2017	\$70,000
HARC	Family washroom	2017	\$100,000
Total			\$1,196,358

City of Greater Sudbury Therapeutic Pool

In February 2014, the City of Greater Sudbury completed a Therapeutic Pool Feasibility Study to assess options for adding a therapeutic pool to the Lionel E. Lalonde Centre in Rayside-Balfour. The feasibility study recommended a multi-use pool with an estimated project value of \$4.7 million and would accommodate similar activities to a stand-alone Therapeutic Pool but would also have the advantage of accommodating a wider range of opportunities, specifically for infants, toddlers, and young children to participate in swimming lessons and leisure swimming. The aquatic facility is recommended to be approximately 7,400 square feet, including pool tank, deck space, change room, studio, control desk, storage, and mechanical.

Community consultation regarding the Therapeutic Pool was conducted as part of the Parks, Open Space and Leisure Master Plan Review (2014). The online survey for the Master Plan found that 55% of respondents supported the Therapeutic Pool proposal (19% are not in support) and 30% of respondents felt that they would be somewhat, very, or extremely likely to use the facility on a regular basis. Given the facility's proposed market and programming, this was deemed a favourable finding that supported the project's usage targets.

At its City Council meeting on Tuesday, February 23, 2016, City Council approved the following resolution:

WHEREAS on June 12th, 2012, City Council approved the City of Greater Sudbury Strategic Plan 2012-2014, which included Council's priorities as determined at their priority setting meetings in 2011, which included a Therapeutic Pool in the Healthy Community category;

AND WHEREAS on February 3rd, 2014, the Community Services Committee accepted a Feasibility Study completed by the consulting team of Monteith Brown Planning Consultants, providing direction and recommending a Therapeutic/Leisure Pool at the Lionel E. Lalonde Centre, which recommendation was later approved by City Council;

AND WHEREAS in June of 2014, Council approved the Parks, Open Space & Leisure Master Plan Review which recommended the provision of a Therapeutic/Leisure Pool at the Lionel E. Lalonde Centre and which included online survey results which indicated that 55% of respondents support this proposal;

AND WHEREAS in 2014, a petition was circulated which included 2500 signatures in support of the Therapeutic/Leisure Pool at the Lionel E. Lalonde Centre;

AND WHEREAS seed Capital funding in the amount of \$656,000 has been identified under the 2017 Citizen and Leisure Capital Project Outlook

THEREFORE BE IT RESOLVED that the City of Greater Sudbury confirms its support for the provision of a Therapeutic/Leisure Pool at the Lionel E. Lalonde Centre and encourages fundraising and grant application efforts to commence, subject to the success of the fundraising campaign.

Parks, Open Space and Leisure Master Plan Review

The Parks, Open Space and Leisure Master Plan Review noted the increased costs to operate and maintain City pools due to their advanced age. Furthermore, Gatchell, R.G. Dow and Nickel District pools are stand-alone facilities that do not benefit from the cost efficiencies associated with shared operations. The Leisure Master Plan Review called for the following action plans:

- Implement the City's Therapeutic Pool Feasibility Study to realize the provision of a therapeutic/leisure pool at the Lionel E. Lalonde Centre in Rayside-Balfour.
- Undertake a review of the City's indoor pools to identify opportunities for operational efficiencies, increasing utilization, and an evaluation of capital requirements and options for facility renewal/closure. The decision to close or re-purpose any facility should come after a one year review period following the development of a new facility.

Current Status

Recent developments relating to City of Greater Sudbury pools and the therapeutic pool project are as follows;

Gatchell Pool Tank Repairs

Last summer, Gatchell Pool was closed for a two week period to complete emergency repairs. The pool had been losing significant water which was discovered to be the result of a major crack the length of the pool tank. Capital Assets has estimated that a complete tank replacement, if necessary, will cost approximately \$1.5 million. Additional investigation is still required.

Nickel District Pool Exterior Repairs

Issues with the Nickel District Pool exterior walls were originally identified in the Building Condition Assessment completed in 2012 and called for restoration in the amount of \$20,000 in the 1-5 year time frame. \$35,000 was budgeted for engineering and exterior wall repairs as part of the 2016 Capital Budget.

Upon further investigation, it was discovered that the issues with the façade were found to be more significant than originally anticipated through work with architects and structural engineers. Engineers have recommended completing remediation, which includes the entire replacement of the pool façade, prior to next winter season (snow load) at an estimated cost of \$410,000. Emergency repairs will be funded through the reallocation of surpluses realized in the 2017 Citizen & Leisure Services capital budget. It is anticipated that necessary repairs will not impact programming.

Pool Dehumidification and HVAC Systems

Other than the Howard Armstrong Recreation Centre, no pool is equipped with an active dehumidification system. The lack of dehumidification equipment may be the cause of issues with exterior façade erosion. Capital Assets estimates that the cost to introduce a new system to a pool to be \$350,000.

Building systems at the Howard Armstrong Recreation Centre are also presenting challenges. There are issues with the HVAC, dehumidification and hot water on demand systems. Cost to replace the Howard Armstrong Recreation Centre HVAC and dehumidification equipment is estimated at \$1.0 million and replacement of the hot water demand system is estimated at \$100,000.

AODA Requirements and Pools

As of January 1, 2016, all facilities that require extensive modifications are required to conform to the latest iteration of the Ontario Building Code (OBC) for Accessibility for Ontarians with Disabilities Act (AODA) compliance. All the pool facilities currently meet their Code of the day, but not current standards. They are also not required to be upgraded to current OBC at this time, as they are not under extensive renovations. To modify existing facilities and bring them up to current OBC AODA regulations will likely

be cost prohibitive. The Building Condition Assessments completed in 2012 called for accessibility improvements totaling \$720,000 for all five pools.

Therapeutic/Leisure Pool Project Update

Staff have been supporting the work of the ward councillor and the community fundraising committee. Fundraising materials have been developed and various grant opportunities at both the provincial and federal level are being explored with no confirmations to date.

Federal Budget 2017 – Recreational Infrastructure

As part of the Federal Government's 2017 Budget, investments of \$21.9 billion over 111 years were proposed to support social infrastructure in Canadian communities, including investments in recreational infrastructure. Additional details regarding eligible projects or application processes are not known at this time.

Other Recreation Infrastructure Challenges

The Parks, Open Space and Leisure Master Plan Review reaffirmed that the City's parks and leisure infrastructure is aging and in need of strategic renewal. The plan notes that the infrastructure renewal and facility development needs for recreational services over the next ten years far outstrip the resources allocated in the City's capital program. Specific to arenas, the Plan notes that the average age of ice facilities in the City is over 40 years, with the majority being constructed prior to 1978.

The report entitled "Framework for Partnership Opportunities for Indoor Turf and Multi Purpose Facilities Interim Report" dated May 31, 2017 to the Community Services Committee further demonstrated that City of Greater Sudbury arenas are approaching or beyond their functional life cycle, based on industry standards.

Summary

As noted in the Parks, Open Space and Leisure Master Plan Review, the age and condition of the existing inventory of municipal pools are resulting in pressures on capital budgets and operations. Building Condition Assessments in 2012 state several pool systems, equipment and elements are approaching life expectancy.

The Leisure Master Plan notes excess capacity within the existing inventory of pools. In the event that senior government levels announce further details regarding recreation infrastructure funding, it is recommended that the Therapeutic/Leisure Pool project be given priority consideration for any available applications.

As noted in the Therapeutic Pool Feasibility Study, the development of a new facility should trigger a review of other municipal pools, with the closure of an aging and/or under-performing pool being one possible outcome.

In the meantime, as the Leisure Master Plan recommends, existing indoor pool facilities will be maintained as long as the pools are financially and operationally viable, with

consideration given to completed Building Condition Assessments and more recent developments.

Next Steps

Additional investigative work will be coordinated with Capital Assets to develop capital outlook figures for Gatchell Pool tank repairs, pool dehumidification equipment and Howard Armstrong Recreation Centre building system enhancements.

The Community Development Department will continue to support the fundraising efforts of the community group working on the Therapeutic/Leisure Pool project.

References

City of Greater Sudbury Therapeutic Pool Feasibility Study (January 21, 2014)
<http://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&attachment=11479.pdf>

Parks, Open Space and Leisure Master Plan Review (2014)
[https://www.greatersudbury.ca/sudburyen/assets/File/Leisure%20Master%20Plan%20Review%202014\(1\).pdf](https://www.greatersudbury.ca/sudburyen/assets/File/Leisure%20Master%20Plan%20Review%202014(1).pdf)

Framework for Partnership Opportunities for Indoor Turf and Multi Purpose Facilities Interim Report, Community Services Committee (May 31, 2017)
<https://agendasonline.greatersudbury.ca/admin/index.cfm?pg=agendaItems&action=view&id=13176>



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;

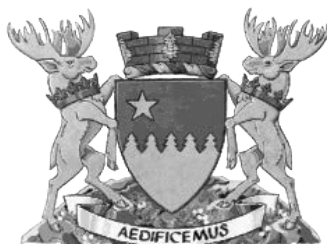
AND WHEREAS the City of Greater Sudbury official motto is "Come, Let Us Build Together," and was chosen to celebrate our city's diversity and inspire collective effort and inclusion;

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.