

Action Plans	Priority	Timing	
		2014-18	2019-23
Arenas (Section 5.3)			
1. Continue to implement the Arena Renewal Strategy, which found a current and long-term demand for 15 total indoor ice pads across the entire City (resulting in a surplus of one ice pad). This will require: <ul style="list-style-type: none">a continued focus on maintaining existing arenas in a safe and community responsive condition, with consideration to the City’s recent building condition assessments;monitoring of usage trends and community demands to assess the possibility of decommissioning one existing ice pad; andcontinued progress on the eventual renovation or replacement of the Sudbury Community Arena.	High	•	•
2. The decision to decommission any arena should be accompanied by a community engagement process, capital lifecycle analysis, evaluation of alternate uses, and options for the continued delivery of leisure services within the affected community.	High	•	•
Indoor Pools (Section 5.4)			
3. 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.	High	•	
4. 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.	High	•	
Fitness Centres (Section 5.5)			
5. Seek opportunities to expand the City’s focus on fitness programs and active living through the maximization of space within community facilities (e.g., multi-purpose rooms, fitness centres, halls, libraries, schools, etc.).	Medium	•	•
6. Maintain existing fitness centres as long as these centres are financially and operationally viable.	Medium	•	•
7. Assess demand for a fitness centre in Walden, should a viable co-location and/or partnership opportunity arise.	Medium		•

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Gymnasiums (Section 5.6)			
8. To facilitate continued community access to school facilities (e.g., gymnasiums, classrooms, sports fields, etc.), maintain joint use agreements with school boards.	High	•	•
9. Future indoor leisure facility capital projects should consider opportunities to include gymnasiums.	Low	•	•
Community Centres & Halls (Section 5.7)			
10. Continue to seek opportunities to streamline hall operations, including contracting out the operation of community halls as a way to mitigate costs and directly engage local communities in hall management.	Medium	•	•
11. As opportunities arise, seek ways to improve the flexibility and multi-use nature of existing community halls to facilitate a wider range of activities and age groups, including activities that focus on the increasing number of older adults.	Medium	•	•
12. Guided by sound asset management practices, maintain and/or upgrade existing community centres and halls to the degree possible, with priority placed on high-use facilities. Alternative options may need to be explored for under-performing halls, in consultation with the affected community.	Medium	•	•
Dedicated Space for Youth & Seniors (Section 5.8)			
13. As opportunities arise, retrofit existing leisure facilities to ensure that these facilities are age-friendly (e.g., welcoming for children/youth, older adults, and all ages in between). This may include relocating services to more accessible locations or the provision of lounge areas, dedicated spaces, storage, accessible washrooms, etc.	High	•	•
14. Should the City establish any new youth or seniors' spaces, strong consideration should be given to co-locating these spaces with community centres, rather than creating new stand-alone facilities.	Medium	•	•
15. Maintain and/or upgrade existing youth and seniors' facilities to the degree possible, with priority placed on high-use facilities. Alternative options may need to be explored for under-utilized and/or deteriorating facilities, in consultation with the affected community.	High	•	•

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Indoor Turf Facilities (Section 5.9)			
16. Municipal development, administration, and/or operation of an indoor sports/soccer facility is not recommended at this time.	Low	•	•
Arts & Culture Facilities (Section 5.10)			
17. Participate in the development and implementation of the City's Cultural Plan being developed by the Greater Sudbury Development Corporation.	Low	•	
18. Continue to implement the 2013 Grace Hartman Amphitheatre Business Plan Review, with priority given to enhancements that promote use by local not-for-profit community groups.	High	•	
Playgrounds (Section 5.11)			
19. 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.	High	•	•
20. To improve geographic distribution, locations in Rayside-Balfour, Nickel Centre, and Walden should be considered for the installation of fully accessible barrier-free playgrounds.	High	•	•
21. Council may 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.	High	•	•
22. For municipal playground sites that are to remain in the active inventory, continue to place a high priority on the maintenance and replacement of play equipment, with consideration to accessibility regulations.	High	•	•
23. Fully integrate the City's inventory of playgrounds (and other leisure assets) within the Geographic Information System to improve analytical tools and future planning.	High	•	
Soccer Fields (Section 5.12)			
24. Develop a soccer complex with three full size lit fields at the Gerry McCrory Countryside Sports Complex. Consideration should be given to developing one field as artificial turf, as well as a support building (dressing rooms, storage, concession, washrooms).	Medium	•	

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		2014-18	2019-23
25. Provide three additional mini fields in Walden and one additional full field in Rayside-Balfour through park development/expansion or agreement.	High		•
26. Continue to upgrade existing soccer fields to meet local needs, including the identification of additional fields suitable for lighting installation. Preference should generally be given to fields in areas of need and park sites with multiple fields.	Medium	•	•
27. Maintain access to the parking lot at the former Barrydowne Arena in order to provide parking for the newly established mini fields at Adanac/Rotary Park.	High	•	•
Ball Diamonds (Section 5.13)			
28. Demand for additional diamonds is not anticipated during the timeframe of this Plan. Nevertheless, the City should continue to monitor registration data, with particular focus on the Sudbury and Rayside-Balfour areas.	Low	•	•
29. Upgrades may be made to selected diamonds with the assistance of local organizations, including the installation of lights at the Terry Fox Complex (Diamond #2). Preference should generally be given to fields in areas of need and park sites with multiple fields.	High	•	•
30. Lower quality practice or scrub diamonds should be evaluated and redeveloped for other uses, where appropriate.	Medium	•	•
Other Sports Fields (Section 5.14)			
31. Ensure that the artificial turf field recommended for the Gerry McCrory Countryside Sports Complex is designed to accommodate a wide range of field sports, including football, field lacrosse, ultimate frisbee, etc.	Medium	•	
Outdoor Basketball Courts (Section 5.15)			
32. Undertake an “observation project” to document usage and assist in prioritizing opportunities for the re-purposing, repair, and/or expansion of unscheduled and casual use park amenities, such as tennis courts, basketball courts, bocce courts, playgrounds, etc.	High	•	
33. New basketball court development may be considered within noted gap areas and new residential subdivisions that do not have any municipal courts within 1-kilometre. New facilities should be designed as half courts unless the goal is to create opportunities for outdoor ice skating on the same pad.	Medium	•	•

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Outdoor Tennis Courts (Section 5.16)			
34. No additional courts are required in any area of the City during the timeframe of this Plan. The City should convert under-utilized tennis pads in over-supplied areas to other alternative uses (e.g., pickleball) or remove the courts entirely to mitigate capital requirements.	Medium	•	•
Splash Pads & Beaches (Section 5.17)			
35. Continue to expand the municipal splash pad inventory through application of a 1.5-kilometre service radius within urban residential areas. Based on the present distribution, seven to eight new splash pads would be required to meet this target, including sites within Garson, Onaping/Dowling, Capreol, Sudbury (South End, Minnow Lake, and Bell Park), and possibly Azilda and/or Val Caron. Splash pads should be provided in community parks that have access to washrooms, change areas, and off-street parking.	Medium	•	•
36. Continue to maintain municipally supervised beaches and to ensure that beach access routes meet or exceed the technical requirements of the Accessibility for Ontarians with Disabilities Act. Additional public engagement should be undertaken to determine possible areas for improvement to beach areas.	High	•	•
Off-Leash Dog Parks (Section 5.18)			
37. Establish formal criteria for identifying and evaluating potential sites for future off-leash dog parks, with consideration to those identified in this Plan.	High	•	
38. Engage local communities and organizations in the planning, creation, and operation of future off-leash dog parks, with priority given to the City's larger urban areas, including: Sudbury (south/southwest area); Rayside-Balfour; and Valley East.	High	•	•
Outdoor Ice Rinks (Section 5.19)			
39. Establish a policy to address the rationalization of existing rinks and provision of new outdoor rinks, as well as to undertake a review of the outdoor rink program to ensure that it is making the most effective use of available funding.	High	•	
40. Maintain existing outdoor rinks to the degree possible, with priority placed on high-use facilities. Alternative options may need to be explored for under-utilized and/or deteriorating facilities, in consultation with the affected community.	High	•	•

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Running Tracks (Section 5.20)			
41. Continue to maintain and support the Laurentian Community Track for local use and to ensure its viability for hosting regional and provincial-level track and field competitions.	Medium	•	•
Skate & BMX Parks (Section 5.21)			
42. Develop up to four additional skate parks in Sudbury (gaps include the South End, New Sudbury, Downtown, and Copper Cliff) as well as one additional skate park in Valley East to improve geographic distribution. Skateboarders should be engaged in the design, creation, and operation of new facilities.	Medium	•	•
43. Explore options for bike pump parks/tracks as needs arise (instead of BMX parks that tend to require greater maintenance and volunteer support).	Low	•	
Ski Hills (Section 5.22)			
44. Ensure the sustainability of municipal ski hills through responsible asset management, customer-responsive programs and services, and four-season opportunities. Lifecycle analysis indicates that the replacement of lift equipment at the Adanac and Lively ski hills will be required in the near term.	High	•	
45. Given the low utilization of the Capreol Ski Hill, its continued operation must be rationalized. A detailed operational review should be undertaken, including the exploration of alternate uses and consultation with stakeholders. Major capital investment at this location is not recommended without a proper business plan and strategy.	High	•	
Other Leisure Facilities (Section 5.23)			
46. Develop a formal partnership framework to evaluate municipal involvement in unsolicited proposals for specialized leisure facilities. At a minimum, this framework should require proponents to prepare comprehensive business plans (completed to the City's satisfaction) to enable the evaluation.	Medium	•	
Parkland Classification (Section 6.1)			
47. Consider the park classification system created by the Green Space Advisory Panel as part of the City's Official Plan Review; dividing the classification system into two groups: (1) Active Parkland (Neighbourhood, Community, and Regional Parks) to which the per capita provision target will apply; and (2) Open Space (Linear, Natural, and Special Purpose Parks and Ecological Reserve).	High	•	

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Park Beautification (Section 6.1)			
48. Establish maintenance and capital objectives specific to various park types.	High	•	
Parkland Inventory & Requirements (Section 6.1)			
49. Maintain an updated inventory and geographic database of municipal parks, open space, and landscaped/horticultural properties (including a standardized property name, classification, and listing of assets) and establish a protocol for updating the database.	High	•	
50. Consider amending the park-specific provision targets for Neighbourhood, Community, and Regional Parks, while continuing to maintain an overall target of 4.0 hectares of active parkland per 1,000 residents.	High	•	
Parkland Gaps (Section 6.1)			
51. The City should use a variety of tools and mechanisms to identify and address priority gaps in the active parkland inventory; these options are identified in the Green Space Advisory Panel reports.	Medium	•	•
Surplus Parkland (Section 6.1)			
52. The City should continue to evaluate and implement its Parkland Disposal Policy, with reference to this Master Plan and the Green Space Advisory Panel reports.	High	•	•
Parkland Policy & Dedication (Section 6.1)			
53. Seek to maximize Planning Act provisions in acquiring parkland (or cash-in-lieu) and establishing a linked open space system, with consideration to the findings of this Master Plan and Green Space Advisory Panel Reports.	High	•	•
54. Through the City’s Official Plan Review, consider options for providing parkland within areas of residential intensification. This may include (but not be limited to) changes to the alternate parkland requirement (1 hectare per 300 units) for the highest density applications, new park types in urban areas, and options for renewing and revitalizing existing parks intended to serve areas of residential intensification.	Low	•	
Parkland & Facility Development and Design (Section 6.1)			
55. 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.	Medium	•	

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<p>56. In designing parks, continue to:</p> <ul style="list-style-type: none"> • 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. 	High	•	•
Trails & Connectivity (Section 6.2)			
57. Continue to work with partners on the expansion of recreational trails, active transportation choices, and associated support infrastructure, as guided by the City of Greater Sudbury Sustainable Mobility Plan, Official Plan, and related initiatives.	High	•	•
58. In the Official Plan Review, the importance of trails and active transportation should be strengthened through the identification of a preferred network and implementation policies. A policy to allow for the conveyance of land for pathways within new subdivisions (as permitted by Section 51 of the Planning Act) should also be considered.	High	•	
Healthy Community Challenges & Priorities (Section 7.1)			
59. Consider the findings of this Master Plan as part of the City's Healthy Community initiative.	High	•	•
Municipal Role in Service Delivery (Section 7.2)			
60. Evaluate the delivery of leisure services on a regular basis, including consideration to new approaches that may improve service efficiency and cost effectiveness.	Medium	•	•

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Affordable Access to Recreation (Section 7.3)			
61. Formalize the Affordable Access to Recreation policy in order to bolster universal access to physical activity and recreation opportunities based on an ability-to-pay model.	High	•	
62. Build on the existing program offerings to maximize opportunities for free access to municipal facilities (for all age groups) where expenses would be neutral (e.g., drop-in programs, open gym, open houses at fitness facilities, public skating / swimming, etc.). In doing so, create pilot program opportunities at municipal facilities to evaluate public interest and to further evaluate the net budget impact. Explore funding opportunities to cover cost for staff wages, benefits, etc.	High	•	
63. Create and maintain an updated list of agencies that fund and/or provide subsidies, in order to refer citizens that require financial assistance to participate in municipal recreational programs.	Medium	•	
64. Build on the community mapping initiative (GIS and online) to identify leisure facilities and programs that are free to the community.	High	•	
65. Develop a communication strategy and create a brand for affordable access that could be incorporated within the City’s “Healthy Community” initiative.	Medium	•	
66. Encourage all agencies and leisure organizations to be advocates by recognizing, celebrating, and advertising their support towards affordable access.	Medium	•	
Program Delivery (Section 7.4)			
67. Continue to undertake program planning in coordination with community partners and in response to local needs, with an emphasis on services that promote physical activity and social inclusion.	High	•	•
68. Utilize “older adult” (not “senior”) as the preferred term in all City publications regarding the 55+ age cohort, including (but not limited to) the Leisure Guide, communication and promotion materials, and signage. Encourage partners to adopt a similar practice.	High	•	

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69. Undertake an Older Adult Strategy and pursue “age-friendly” community status for the City of Greater Sudbury. This will require an action plan for ensuring that leisure policies, services, and infrastructure enable people of all ages – particularly older adults – to be active in the community.	High	•	
User Fees & Cost Recovery (Section 7.5)			
70. Regularly assess rates and fees for leisure programs and facilities to ensure that they represent a fair and equitable balance between true costs and public benefits. Include annual capital requirements within cost recovery targets to provide a true indication of the balance between user fee contributions, taxation, and other funding sources.	High	•	•
71. Evaluate the City’s policies on user fee waiver/space donation relative to leisure services.	Medium	•	
72. Should the City close or dispose of any parks or leisure facilities, consideration should be given to reallocating the operating funds from these former assets to the capital renewal of retained assets within the same community.	Low	•	•
Community Engagement, Marketing, and Customer Service (Section 7.6)			
73. Review the Communication and Marketing Strategy to ensure that it is effective in creating awareness and engaging all members of the community. The Strategy should reflect the continued development of new technologies, including social media, and explore new means to reach younger demographics.	High	•	
74. Upgrade the City’s recreation management software to improve customer service, customer intelligence, trend tracking, and performance indicators.	High		•
Sport & Leisure-Based Tourism (Section 7.7)			
75. Continue to foster relationships between the City, Sport Tourism Advisory Panel, SportLink, and other partners (e.g., hospitality sector, sports groups, volunteers, etc.) to strengthen sports tourism in Greater Sudbury.	Medium	•	•
76. With sectoral partners, create an Event Hosting Strategy to define roles and responsibilities, funding guidelines, potential bids to pursue, etc.	Medium	•	

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77. Give consideration to regional, provincial, and national design and hosting standards when upgrading, redeveloping, and developing indoor and outdoor sports facilities.	Medium	•	•
Staffing & Volunteer Management (Section 7.8)			
78. Undertake a scoped review of staffing gaps, responsibilities, efficiencies, and training requirements within the Leisure Services Division.	High	•	
79. Identify opportunities to strengthen the City's role in supporting volunteerism within the leisure delivery system.	Medium	•	•
Partnerships (Section 7.9)			
80. Where appropriate, consider partnerships with public, not-for-profit, and/or private organizations in financing, developing, operating, and/or maintaining parks and leisure facilities and services in an effort to improve cost efficiency and enhance community benefit.	High	•	•
81. Seek corporate sponsorships to enhance the delivery of leisure programs and services.	High	•	•
82. Develop a standardized partnership framework to guide decisions relating to new and existing relationships with outside groups in the delivery and provision of leisure services and facilities.	Medium	•	
Implementation Strategy (Section 8.1)			
83. Ensure that sufficient annual operating funds are allocated to approved capital projects.	High	•	•
84. Continue to seek alternative funding sources (e.g., fundraising, sponsorships, grants, etc.) to supplement existing resources and to enable full implementation of the Master Plan.	High	•	•
Monitoring and Updating the Master Plan (Section 8.2)			
85. Implement a system for the regular implementation, monitoring, and review of the Master Plan.	High	•	•
86. Reconfirm the direction, priorities and accomplishments of the Master Plan in 2019. Undertake a complete review and update of the Master Plan in the year 2024.	High		•