

Appendix A – Parks, Open Space and Leisure Master Plan Interim Review

Action Plans	Priority	Timing		Status	Comments
		2014-18	2019-23		
Arenas (Section 5.3)					
<p>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:</p> <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; and • continued progress on the eventual renovation or replacement of the Sudbury Community Arena. 	High	•	•	●	<ul style="list-style-type: none"> • Updated Building Condition Assessments completed in 2018. • Ice utilization monitored on an annual basis. • Valley East Twin Pad Multipurpose Sports Complex project presented to Council on September 16, 2019 <p>https://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=4&id=1357</p> <ul style="list-style-type: none"> • Council has approved a new Arena/Event Centre to be located at the Kingsway Entertainment District.
<p>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.</p>	High	•	•	●	<ul style="list-style-type: none"> • The Valley East Twin Pad Multipurpose Sports Complex report noted that should the project advance, a community engagement process regarding decommissioned ice pads would be initiated as per the Parks, Open Space and Leisure Master Plan.
Indoor Pools (Section 5.4)					
<p>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.</p>	High	•		●	<ul style="list-style-type: none"> • Application has been made for Investing in Canada Infrastructure Program funding under the Community, Culture and Recreation Stream as directed by Council. To date, approximately \$1.5 M has been secured towards estimated capital costs of \$5.5 M for the project.

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Indoor Pools (Section 5.4) Continued					
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	•		●	<ul style="list-style-type: none"> • Pools Infrastructure and Recreation Capital Update report presented to Council on June 19, 2017. https://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&item_id=7&id=1152 • City pools were also part of the scope of the Core Service Review. • A more comprehensive review of City pools would take place should the Therapeutic/Leisure Pool project be realized.
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	•	•	●	<ul style="list-style-type: none"> • City continues to offer adult interest programs such as yoga, tai chi, aerobics, etc. • Implemented indoor walking for older adults in community hall facilities.
6. Maintain existing fitness centres as long as these centres are financially and operationally viable.	Medium	•	•	●	<ul style="list-style-type: none"> • Capital investments approved at the Dowling Leisure Centre and Howard Armstrong Recreation Centre to ensure these facilities remain in a good state of repair.
7. Assess demand for a fitness centre in Walden, should a viable co- location and/or partnership opportunity arise.	Medium		•	●	<ul style="list-style-type: none"> • A private fitness centre has opened in the Walden area satisfying demand for this type of facility.

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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	•	•	●	<ul style="list-style-type: none"> • Council has directed staff to work with local school boards to establish mutually agreeable terms regarding the shared use of facilities. • Agreement to provide a fair matching of costs and benefits while maintaining the fundamental principles which have guided shared use arrangements over the years/ • Formal agreement for Council's review and approval by the end of the third quarter of 2020.
9. Future indoor leisure facility capital projects should consider opportunities to include gymnasiums.	Low	•	•	●	<ul style="list-style-type: none"> • The Valley East Twin Pad Multipurpose Sports Complex proposes the inclusion of gymnasium space as part of its recommended program elements.
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	•	•	●	<ul style="list-style-type: none"> • A Community Halls Review was presented to Council on May 15, 2017. As part of the report recommendations, the management of community halls connected to municipal arenas was transferred to the Arenas Section to streamline operations. <p>https://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&item_id=4&id=1202</p>
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	•	•	●	<ul style="list-style-type: none"> • Introduction of walking programs for older adults in community halls. • Kitchen facilities available for bookings for community cooking classes, groups requiring access to commercial kitchens. • Community halls available at no charge for non-profit organizations for meetings.





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Community Centres & Halls (Section 5.7) Continued					
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	•	•	●	<ul style="list-style-type: none"> A Community Halls Review was presented to Council on May 15, 2017. The report identified potential alternate options for under-performing facilities. https://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=4&id=1202 Business case and capital submissions for hall investments have been submitted through the budget process.
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	•	•	●	<ul style="list-style-type: none"> Accessibility enhancements completed at Bell Park Main Beach, including the addition of a floating water chair available to the public. Fully accessible family change room developed at the Howard Armstrong Recreation Centre.
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	•	•	●	<ul style="list-style-type: none"> A Children and Youth Programming Review was presented to Council on July 9, 2018 which provides considerations for new youth spaces. https://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=4&id=1264
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	•	•	●	<ul style="list-style-type: none"> A Children and Youth Programming Review was presented to Council on July 9, 2018 which provides considerations for existing youth drop-in centres. https://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=4&id=1264

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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	•	•	●	<ul style="list-style-type: none"> The Rainbow District School Board, in partnership with the Fabio Belli Foundation, opened an indoor sports facility at the Lasalle Secondary School location in February 2020.
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	•		✓	<ul style="list-style-type: none"> Leisure Services Division staff participated in the development of the Greater Sudbury Cultural Plan and continue to support corresponding actions. Leisure Services has assisted in implementing policies and helping to position Greater Sudbury as more friendly to event organizers and film productions.
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	•		●	<ul style="list-style-type: none"> The Grace Hartman Amphitheatre Business Plan review continues to guide the mandate for the facility. Capital investment options were presented as part of the 2014 budget process. <p>https://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=1&id=673</p>
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	•	•	●	<ul style="list-style-type: none"> Gaps in the provision of playground structures are addressed through subdivision development using the 800 meters service radius provision level. New or redeveloped playgrounds meet or exceed the Design of Public Spaces Standard of the Accessibility for Ontarians with Disabilities Act.

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Playgrounds (Section 5.11) Continued					
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	•	•		<ul style="list-style-type: none"> Fully accessible playgrounds for Rayside-Balfour, Nickel Centre and Walden to be addressed through future phases of the Playground Revitalization project.
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	•	•		<ul style="list-style-type: none"> Playgrounds within 400 meters of one another have been identified in previous reports for Council’s consideration. Direction has been to maintain existing provision levels.
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	•	•		<ul style="list-style-type: none"> Council has approved the Playground Revitalization project which will see the replacement of 58 playgrounds rated in poor condition. <p>https://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=7&id=1353</p>
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	•			<ul style="list-style-type: none"> The City’s Recreation App includes playgrounds and other leisure assets and is used for analysis and planning purposes. <p>https://www.greatersudbury.ca/play/maps/recreation-app</p>

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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	•		●	<ul style="list-style-type: none"> The development of a soccer complex at the Gerry McCrory Countryside Arena was explored as part of the City's bid to host the 2021 Canada Summer Games. Capital costs were estimated at \$4.2 M (2016 estimate). Based on current participation rates, and with the development of the indoor turf facility at Lasalle Secondary School, the need for a new soccer complex is not anticipated in the next five years.
25. Provide three additional mini fields in Walden and one additional full field in Rayside-Balfour through park development/expansion or agreement.	High		•	●	<ul style="list-style-type: none"> Additional play fields are not required at this time. Participation rates (registration data) continues to be monitored on an annual basis.
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	•	•	●	<ul style="list-style-type: none"> Participation rates (registration data) continues to be monitored on an annual basis. Information will be utilized to determine where investment in play fields is required.
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	•	•	✓	<ul style="list-style-type: none"> Designated parking spaces at the former Barrydowne Arena for Adanac and Rotary Park users completed in 2016.



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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	•	•	●	<ul style="list-style-type: none"> Youth and adult registration data collected on an annual basis.
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	•	•	●	<ul style="list-style-type: none"> LED lights installed at Terry Fox Sports Complex (field #2) in partnership with Sudbury Minor Baseball Association. Artificial turf installed in the infield of Terry Fox Sports Complex (field #1), in partnership with the Fabio Belli Foundation, providing opportunities for accessible use. Upgrades to baseball diamond at Kivi Park in partnership with the Clifford & Lily Fielding Charitable Foundation.
30. Lower quality practice or scrub diamonds should be evaluated and redeveloped for other uses, where appropriate.	Medium	•	•	●	<ul style="list-style-type: none"> North-end baseball diamond was repurposed to create the Rayside Balfour off-leash dog park.
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	•		●	<ul style="list-style-type: none"> See Action Item 24.

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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	•		●	<ul style="list-style-type: none"> As a result of the Core Service Review, Council has directed staff to prepare a report and policy describing minimum utilization rates and other similar criteria to support Council's further deliberations about KPMG's recommendations to rationalize facilities and review maintained parkland requirements to be presented to Council by the end of the third quarter of 2020.
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	•	•	●	<ul style="list-style-type: none"> New courts realized at York Street Playground, St. Joseph's Playground, Howard Armstrong Recreation Centre and Kivi Park. New basketball standards installed as part of improvements at Percy and Ridgecrest outdoor rinks.
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	•	•	●	<ul style="list-style-type: none"> Courts at O'Connor Park repurposed as dedicated pickleball courts. Courts at Cote Park (Chelmsford) refurbished to include pickleball courts. The City continues to work with the Greater Sudbury Pickleball Association to identify opportunities. <p>https://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=7&id=1262</p>

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Splash Pads & Beaches (Section 5.17)					
<p>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.</p>	Medium	•	•		<ul style="list-style-type: none"> • New splash pads realized in Capreol, Coniston (Adelie Splash Pad), Garson, Onaping, Minnow Lake (Morel Family Foundation Park) and Sudbury’s South End (DJ Hancock Memorial Park). • Splash pads to be initiated in Azilda (Whitewater Lake Park) and Twin Forks in 2020. • Funding commitments in place for splash pad development in Copper Cliff, Delki Dozzi and Val Caron. Projects to be advanced once fund-raising goals are met. • As per the Splash Pad Update 2020 report presented to Council on February 10, 2020 no further development of these types of assets beyond committed projects is recommended as provision targets in the Parks, Open Space & Leisure Master Plan Review (2014) have been met, and provision levels of spray pads in comparison with other municipalities in Canada is exceeded. <p>https://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=2&id=1495</p>
<p>36. Continue to maintain municipally supervised beaches and to ensure that beach access routes meet or exceed the technical requirements of the <i>Accessibility for Ontarians with Disabilities Act</i>. Additional public engagement should be undertaken to determine possible areas for improvement to beach areas.</p>	High	•	•		<ul style="list-style-type: none"> • Accessibility improvements completed at Bell Park Main Beach, including addition of a floating wheel chair for the public. • Kalmo Beach 10-Year Plan to be presented to Community Services Committee, which will provide recommendations for improvements.





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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	•		✓	<ul style="list-style-type: none"> Site selection criteria and design guidelines approved as per the Off-Leash Dog Park Update report presented to Council on April 15, 2019. https://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=3&id=1352
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	•	•	●	<ul style="list-style-type: none"> North End baseball diamond was repurposed to create the Rayside Balfour off-leash dog park. Construction of an off-leash dog park at the Gerry McCrory Countryside Sports Complex to be completed in 2020. https://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=4&id=1359 <ul style="list-style-type: none"> Developing Terms of Reference with defining roles and responsibilities for off-leash dog park organizations..




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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	•		●	<ul style="list-style-type: none"> As a result of the Core Service Review, Council has directed staff to prepare a report and policy describing minimum utilization rates and other similar criteria to support Council's further deliberations about KPMG's recommendations to rationalize facilities and review maintained parkland requirements to be presented to Council by the end of the third quarter of 2020. This review will include outdoor rinks as part of the scope of work.
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	•	•	●	<ul style="list-style-type: none"> A key deliverable identified as part of the 2020 budget process was to establish asset management plans for park and recreation amenities including outdoor rinks to identify an appropriate mix of maintenance and replacement needs to sustain service level targets. Asset management plans will be developed for the City's 56 outdoor rinks in 2020.
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	•	•	●	<ul style="list-style-type: none"> Leisure Services continues to maintain and facilitate community, regional and provincial events at Laurentian Community Track in collaboration with Laurentian University and other community stakeholders.

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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	•	•		<ul style="list-style-type: none"> • New modular skate parks realized at Lions Park (Hanmer) and Berthiaume Park (Chelmsford). • New modular skate park to be opened at Victory Playground in 2020. • Community consultation hosted for new permanent skate park in Val Caron.
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	•			<ul style="list-style-type: none"> • To date there has been no demonstrated community support or demand for these types of facilities.
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	•			<ul style="list-style-type: none"> • New quad chairlift installed at Adanac prior to the 2018/2019 season. • As a result of the Core Service Review, Council has directed staff to prepare a plan for Council's approval to have ski hill operations delivered by a private or not-for-profit third party provider.
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	•			<ul style="list-style-type: none"> • Capreol Ski Hill was repurposed as a sliding facility in 2016. <p>https://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=2&id=846</p>



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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	•			<ul style="list-style-type: none"> Framework for partnerships approved as per the Framework for Partnership Opportunities for Indoor Turf and Multipurpose Facilities Final Report presented to Council on October 23, 2017. https://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=1&id=1154
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	•			<ul style="list-style-type: none"> The park classification system recommended by the Green Space Advisory Panel has been incorporated into section 7.2 of the City's Official Plan through the Phase 1 review, which was approved by the Province on April 26, 2019.
Park Beautification (Section 6.1)					
48. Establish maintenance and capital objectives specific to various park types.	High	•			<ul style="list-style-type: none"> The date for municipalities to have an approved asset management plan for all municipal infrastructure (including parks) that identifies levels of service and the cost of maintaining levels of services is July 1, 2023.

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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	•		●	<ul style="list-style-type: none"> An updated inventory of municipal parks and open spaces which includes property name and classification is included in both the public facing GIS system (Recreation App) as well as the City’s internal GIS system. Additional work on a complete listing of assets within each park type is required.
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	•		✓	<ul style="list-style-type: none"> The following park-specific targets recommended have been incorporated: <ul style="list-style-type: none"> Neighbourhood Park - 1.0 ha / 1,000 residents Community Park – 1.25 ha / 1,000 residents Regional Park – 1.75 ha / 1,000 residents
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	•	•	●	<ul style="list-style-type: none"> Tools and mechanisms identified by the Green Space Advisory Panel are utilized to identify parkland opportunities and to address gaps.
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	•	•	●	<ul style="list-style-type: none"> The City’s Parkland Disposal Policy (By-Law 2010-158) continues to be utilized as the process for the evaluation and notification of potential parkland disposition.
Parkland Policy & Dedication (Section 6.1)					
53. Seek to maximize <i>Planning Act</i> 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	•	•	●	<ul style="list-style-type: none"> The City continues to monitor proposed regulations related to the Community Benefits Authority (under the Planning Act, the Development Charges Act and the Building Code) with respect to potential changes to parkland acquisition.





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Parkland Policy & Dedication (Section 6.1) Continued					
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	•			<ul style="list-style-type: none"> Was incorporated into Section 7.3 of the Official Plan through the Phase 1 review, which was approved by the Province on April 26, 2019. Bill 108, which received Royal Assent on June 6, 2019, amended the Planning Act to repeal Section 51.1 (2) which provided municipalities with the ability to impose alternate parkland dedication requirements. As a result, the City will be amending the Official Plan, at a later date, to remove this policy in accordance with the changes to the Planning Act.
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	•			<ul style="list-style-type: none"> Design guideline principles developed for Neighbourhood and Community Parks. Additional work required on design standards for leisure facilities such as outdoor rinks, outdoor courts, play fields, etc.

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Parkland & Facility Development and Design (Section 6.1) Continued					
<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	•	•	●	<ul style="list-style-type: none"> • Design guideline principles developed for Neighbourhood and Community Parks as per the Playground Revitalization Final Report presented to Council on December 4, 2017. <p>https://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=3&id=1155</p>
Trails & Connectivity (Section 6.2)					
<p>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.</p>	High	•	•	●	<ul style="list-style-type: none"> • The City continues to work with the Rainbow Routes Association and other community partners on the development of non-motorized trails. • Leisure Services Division staff work with the City's Active Transportation Coordinator on active transportation routes and the connectivity to the City's non-motorized trail network.

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Trails & Connectivity (Section 6.2) Continued					
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	•			<ul style="list-style-type: none"> New policies for park design including active transportation connections and a linked open space system have been incorporated into section 7.0 of the City's Official Plan through the Phase 1 review.
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	•	•		<ul style="list-style-type: none"> In accordance with the HCI Policy (By-Law 2018-129), proposed capital projects are evaluated for eligibility against the POSLMP to ensure they align with its priorities.
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	•	•		<ul style="list-style-type: none"> The Core Service Review included an in-depth review of arenas, parks and recreation, which provided recommendations for new approaches for service delivery and efficiencies.
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	•			<ul style="list-style-type: none"> Affordable Access to Recreation Strategy report presented to Council on June 26, 2018. https://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=16&id=1243

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Affordable Access to Recreation (Section 7.3) Continued					
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	•		●	<ul style="list-style-type: none"> • City has introduced additional free access programs including indoor walking at community halls and free public skating. • Business cases prepared for additional universal programs through 2019 and 2020 budget deliberations.
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	•		●	<ul style="list-style-type: none"> • Leisure Services Division maintains a list of referral agencies who provide program subsidies. • The City's Affordable Access to Recreation Strategy noted the need to strengthen relationships with funding agencies.
64. Build on the community mapping initiative (GIS and online) to identify leisure facilities and programs that are free to the community.	High	•		✓	<ul style="list-style-type: none"> • Feel Free to Feel Fit Healthy Community Maps posted online. http://www.greatersudbury.ca/?LinkServID=1640F831-A624-CBA9-717B9F11CA1BC69F • City's website includes a section for Affordable Fun which promotes no cost and low cost leisure activities.






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Affordable Access to Recreation (Section 7.3) Continued					
65. Develop a communication strategy and create a brand for affordable access that could be incorporated within the City's "Healthy Community" initiative.	Medium	•		●	<ul style="list-style-type: none"> As part of the City of Greater Sudbury website redevelopment, affordable fun activities are featured prominently providing residents with information about no cost and low cost activities and recreation opportunities. The City also produces the Active Living Guide on a quarterly basis. This publication provides information about low and no cost activities for older adults and is circulated to various locations such as local older adult centres, retirement homes, and public libraries.
66. Encourage all agencies and leisure organizations to be advocates by recognizing, celebrating, and advertising their support towards affordable access.	Medium	•		●	<ul style="list-style-type: none"> The City's Affordable Access to Recreation Strategy made recommendations that when leasing municipal space to third parties, language is included to ensure that universal and low cost programs and services are provided. This language has been included with agreements with the Northern Water Sports Centre and the Sudbury Indoor Tennis Centre. The Affordable Access to Recreation Strategy recommended that the City take a lead role in reconvening the Greater Sudbury Physical Activity and Recreation Roundtable to ensure that other associations and organizations are following the City's lead in advancing affordable access to recreation. Affordable Access to Recreation Strategy report presented to Council on June 26, 2018. <p>https://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=16&id=1243</p>

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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	•	•	●	<ul style="list-style-type: none"> The City continues to collaborate with recreation stakeholders regarding recreation and leisure programming to promote inclusive play opportunities.
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	•		●	<ul style="list-style-type: none"> The new definition of Older Adult approved by Council is 65+ (per resolutions FA2015-56 and CC2015-403). City has discontinued printing of the Leisure Guide but now produces an Active Living Guide for Older Adults.
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	•		✓	<ul style="list-style-type: none"> An Age-Friendly Community Action Plan was presented to Council on November 22, 2017. https://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=1&id=1137 The City of Greater Sudbury received a Category 1-Age-Friendly Community Recognition Award in March 2018. https://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=5&id=1264

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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	•	•		<ul style="list-style-type: none"> As a result of the Core Service Review, Council has directed staff to update the User Fee Policy to include a framework that guides what portion of recreation costs should be recovered by user fees and the rate of subsidy that should be provided by taxpayers for Council's review and approval by the end of the third quarter of 2020
71. Evaluate the City's policies on user fee waiver/space donation relative to leisure services.	Medium	•			<ul style="list-style-type: none"> The City's User Fee By-Law provides provisions for free space for non-profit organizations for meetings and special events.
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	•	•		<ul style="list-style-type: none"> The City has not realized any significant disposal of parkland to date which would result in the reallocation of operating funds.
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	•			<ul style="list-style-type: none"> The City is currently undertaking a Communications Review and developing a Civic Engagement Strategy.
74. Upgrade the City's recreation management software to improve customer service, customer intelligence, trend tracking, and performance indicators.	High		•		<ul style="list-style-type: none"> City's new recreation management software for program registration and facility booking launched on March 4, 2020. <p>https://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&attachment=28083.pdf</p>

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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	•	•	●	<ul style="list-style-type: none"> City has successfully hosted the 2018 Telus Cup, 2019 Esso Cup and has secured the U18 National Curling Championships.
76. With sectoral partners, create an Event Hosting Strategy to define roles and responsibilities, funding guidelines, potential bids to pursue, etc.	Medium	•		✓	<ul style="list-style-type: none"> Recommendations from the Sports Tourism Advisory Panel presented to Council on October 7, 2014. https://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=12&id=789 Recommendations are used to help shape the City's approach to event hosting, definition of roles and identifying potential bid opportunities.
77. Give consideration to regional, provincial, and national design and hosting standards when upgrading, redeveloping, and developing indoor and outdoor sports facilities.	Medium	•	•	●	<ul style="list-style-type: none"> As part of the City's Canada Summer Games Bid, technical requirements from relevant National Sporting Organizations were reviewed and capital upgrades identified.

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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	•		●	<ul style="list-style-type: none"> As vacancies occur within the Leisure Services Division, roles are revised to address gaps and needs. Over the last number of years, roles in Leisure Services have been modified to provide resourcing around project management, special event support, customer service support, policy development and process improvement.
79. Identify opportunities to strengthen the City’s role in supporting volunteerism within the leisure delivery system.	Medium	•	•	●	<ul style="list-style-type: none"> The City continues to collaborate with Volunteer Sudbury to promote volunteer opportunities with Leisure Services and on recruitment, retention and recognition of volunteers.
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	•	•	✓	<ul style="list-style-type: none"> See Action Item 46.
81. Seek corporate sponsorships to enhance the delivery of leisure programs and services.	High	•	•	●	<ul style="list-style-type: none"> A key deliverable identified as part of the 2020 budget process was to review and update the City’s Corporate Sponsorship Policy in order to secure funding and develop partnerships for investment in new leisure infrastructure
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	•		✓	<ul style="list-style-type: none"> See Action Item 46.

Legend: ✓ Achieved ● Ongoing/In-process ● To be Initiated ● No Action Required

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Implementation Strategy (Section 8.1)					
83. Ensure that sufficient annual operating funds are allocated to approved capital projects.	High	•	•		<ul style="list-style-type: none"> • As per Capital Budget processes, all capital prioritization submissions and business cases include considerations for operational costs associated with projects. • As per Healthy Community Initiative (HCI) policy, operating costs associated with HCI Capital projects are included.
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	•	•		<ul style="list-style-type: none"> • The City continues to seek alternative sources of funds for capital investment of existing and new leisure infrastructure. • The City has received significant investment from local businesses and foundations to realize projects such as the Adelie Splash Pad, Kivi Park development, Howard Armstrong Recreation Centre beach volleyball and basketball courts, Morel Family Foundation Park redevelopment and Terry Fox Sports Complex improvements. • Provincial and federal grants have been leveraged for programs and projects such as Ridgecrest Playground improvements, O'Connor pickleball courts, Ryan Heights After School Program and the Therapeutic/Leisure Pool. • Community fund-raising has led to the realization of numerous playground improvements, splash pad projects and park enhancements. • HCI Capital Grants continue to be leveraged towards advancement of POSLMP action items and investment in leisure infrastructure.

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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	•	•	●	<ul style="list-style-type: none"> The Parks, Open Space and Leisure Master Plan Review (2014) contains action items that are reviewed and used as the basis for annual work plan development, capital budget submissions and business cases. Recommended provision levels and targets are reviewed and monitored through benchmarking and dashboard reporting.
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		•	●	<ul style="list-style-type: none"> Interim review of the Parks, Open Space and Leisure Master Plan Review presented to the Community Services Committee in April 2020.

Legend: ✓ Achieved ● Ongoing/In-process ● To be Initiated ● No Action Required