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Type:	Managers' Reports

## Request for Decision

### Home For Good Phase 2 Capital Funding

#### Resolution

THAT the City of Greater Sudbury directs staff to enter into a Home For Good Phase 2 Capital Contribution Agreement to construct affordable housing rental units as outlined in the report entitled "Home For Good Phase 2 Capital Funding", from the General Manager of Community Development, presented at the City Council meeting on March 10, 2020.

#### Relationship to the Strategic Plan / Health Impact Assessment

This report supports Council's Strategic Plan in the area of Housing as it aligns with the Population Health Priority of Housing, Holistic Health, and Age-Friendly Strategy.

#### Report Summary

This report provides an update regarding the Home For Good Phase 2 capital funding, the requirements to take on the funding as laid out by the Ministry of Municipal Affairs & Housing, and our role as Service Manager.

#### Financial Implications

This report has no financial implications.

#### Signed By

**Report Prepared By**

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## **Purpose**

The purpose of this report is to request permission to enter into a Home For Good Phase 2 Capital Contribution Agreement with SW Water Tower Ltd. / I Believe Network with the intent to deliver an agreement to the Ministry of Municipal Affairs & Housing for their review and potential approval.

## **Background**

In March 2017, the Ministry announced that \$100 million would be available for housing and support services and Service Managers from across the Province were invited to submit an expression of interest. As a result, Home For Good Program (HFG) Guidelines and the Ministry of Municipal Affairs & Housing (the Ministry) Expression of Interest (EOI) were presented on October 17, 2017, where Council endorsed the program.

The City of Greater Sudbury's (City) submission aimed to obtain a combination of capital and operating funds to support locally relevant and community-driven solutions to chronic homelessness in Greater Sudbury through a two-phase proposal. Housing Services was approved for operating and capital funding for Phase 1 and Phase 2 was approved for capital funding through a 20 year mortgage subsidy.

The Phase 1 project is nearly complete with the development at 200 Larch Street to provide a permanent location for the Off the Street Shelter, a Harm Reduction Home, and the Sudbury District Nurse Practitioners Office.

Following discussions with the Ministry, the proposed Phase 2 capital affordable housing project was revised to include a minimum of thirty-eight rental units with the capacity to provide support services from various key community stakeholders. Prospective tenants could be selected from the City of Greater Sudbury Housing Services' centralized Urgent Status wait list, the HOMELESSNESS Network, or the coordinated access system. An agreement for Phase 2 was entered into with Canadian Mental Health Association – Sudbury/Manitoulin (CMHA) which was subsequently terminated by the proponent in 2019 due to issues related to capacity.

Upon notification of termination from CMHA, the Service Manager engaged the Province to determine how to move forward with the second phase. The Province indicated that Housing Services has the capacity to approach the community and accept another proponent to complete the Phase 2 capital construction. Housing Services reached out to others within the community throughout the fall of 2019 to determine if there was an interest in the project. No group came forward due to the method in which the affordability payments are made at the end of the capital construction. Historically capital funding flowed via milestone payments – 50% when building permit is issued, 40% upon 50% completion and 10% when final occupancy permit is issued. Under the current program guidelines, the proponent will be required to fund the entire construction project, and will receive partial mortgage payments upon occupancy of the rental units over 20 years.

The Service Manager continued to engage the community and in early 2020 a submission from SW Water Tower Ltd. / I Believe Network was received. It is the proponent being put forward for Council's consideration and is included in Appendix C.

Should this proponent be endorsed by Council, a contribution agreement will be developed and forwarded to the Ministry for their review and approval. Final approval rests with the Ministry of Municipal Affairs & Housing. The contribution agreement needs to be submitted to the Ministry prior to end of their fiscal year (March 31, 2020) in order for the Ministry to consider the request for extension.

### **Role of Service Manager**

The roles and responsibilities of the Service Manager for the Home For Good Program are outlined in the Home For Good Program Guidelines (Appendix A – Home For Good Program Guidelines). The Service Manager engaged in planning activities related to program delivery and administration of the program consistent with Ministry guidelines at the onset of receiving the funding allocation. By-Law 2017-184 confirms that the Manager of Housing Services is authorized to establish the form of and execute agreements with recipients of funds allocated under the Home For Good Program (Appendix B - By-Law 2017-184).

The Service Manager enters into a transfer payment agreement with the Province, and monitors service contracts (contribution agreements) with all service providers as appropriate.

Under the Home for Good Program, the Province indicated the following guidelines for funding submissions:

- Operating costs for either housing assistance such as rent supplement or support services such as counseling, case management, life skills training, etc.
- Capital costs to increase the supply of physical supportive housing units
- Linkages to housing assistance and support services
- Projects needed to remain affordable (rents at or below 80% of Canada Mortgage and Housing Corporation (CMHC) Average Market Rent (AMR) at the time of occupancy) for at least 20 years
- Encouraged Service Managers to collaborate with other sector organizations (housing, health, community services; children and youth sectors)
- Targeted four provincial priority homelessness areas: chronic homelessness, youth homelessness, Indigenous homelessness, and homelessness following transitions from provincially-funded institutions and service systems (i.e. hospitals and prisons)
- Strived to ensure that individuals with complex needs avoid homelessness and remain stably housed over time, and
- Funds utilized for a variety of housing models.

Proposals submitted to the Ministry needed to demonstrate capacity to deliver all aspects of the proposal (housing assistance, support services, and capital projects (as applicable), which included a list of potential partners. Preference would be given to submissions that could successfully highlight key partnerships that would be leveraged to maximize the benefits of the proposal and provide stronger service integration, and include a variety of new and enhanced arrangements that cover areas such as financial or in-kind contributions, capacity building, or training in addition to service delivery. It is the responsibility of the Service Manager to ensure proponents adhere to these guidelines and any additional requirements included in the agreements.

As with all provincial allocations and consistent with government accounting requirements, any funding not committed by the required timelines would need to be returned to the Province.

### **Next Steps**

If council endorses the recommendation to present the proponent's submission to the Province, Housing Services will work with Legal Service to draft the contribution agreement. Once the agreement is executed, the agreement will then be forwarded to the Ministry of Municipal Affairs and Housing along with the proponent's submission. There is a March 31<sup>st</sup>, 2020 deadline to provide an updated contribution agreement to the Ministry for their review and potential approval.

Service Managers are required to confirm construction start date of projects, complete an Initial Occupancy Report once projects are completed and occupied, as well as an Annual Occupancy Report each year.

Service Managers are also required to obtain from the proponents and forward to the Ministry an audited capital cost statement from an independent auditor(s) within six months of the initial occupancy date, or such additional time acceptable to the Ministry.

Staff will provide an update to Council when a decision on the proposal is provided by the Ministry.

### **Resources Cited**

City Council Meeting, August 13, 2019 - CMHA Home For Good Phase 1 Funding Request

<https://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&attachment=27202.pdf>

Planning Committee Meeting, May 7, 2018 - Lourdes Street, Sudbury - Declaration of Surplus Vacant Land

<https://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=9&id=1223>

Community Services Meeting, March 19, 2018 - Single Source - Home For Good  
<https://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=6&id=1260>

City Council Meeting, October 17, 2017 - Ministry of Housing - Home For Good (HFG) Funding  
<https://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=19&id=1135>

Community Services Meeting, July 10, 2017 - Ministry of Housing Home For Good Funding Expression of Interest  
<https://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=4&id=1203>

2017

# Home For Good (HFG)

## Program Guidelines

Ontario Ministry of Housing  
March 2017





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## Introduction

Supportive housing is widely recognized as being a key component to assisting people living with complex physical and mental health challenges to achieve and maintain housing stability. When delivered appropriately, supportive housing is proven to prevent homelessness and to assist people with lived experience of homelessness to secure and maintain housing.

As part of the 2016 Budget and the Long-Term Affordable Housing Strategy (LTAHS) Update, the Province of Ontario reaffirmed its goal of ending chronic homelessness by 2025. A significant component of this goal is an ongoing investment in supportive housing including:

- Operating funding for housing assistance and support services, eventually assisting up to 6,000 families and individuals in supportive housing; and
- Support for the construction of up to 1,500 new supportive housing units over the long-term.

In total, up to \$33.3 million in operating funding is being made available in 2017-18, up to \$66.6 million is being made available in 2018-19 and up to \$100 million in 2019-20 for housing assistance and support services.

Funding will be delivered through three streams:

- A Service Manager stream to be delivered in select communities;
- An Indigenous stream, to support Indigenous organizations in providing culturally appropriate services and supports; and
- A provincial stream, managed by the Ministries of Health and Long-Term Care (MOHLTC) and Community and Social Services (MCSS), to address the unique needs of very specific target populations transitioning from the correctional and / or forensic systems.

The Service Manager stream of this investment will be captured under a new program called Home For Good (HFG). HFG is a homelessness-focused program, which will provide housing assistance and support services to people within the following four provincial priority homelessness areas:

- Chronic homelessness;
- Youth homelessness;
- Indigenous homelessness; and
- Homelessness following transitions from provincially-funded institutions and service systems (e.g., hospitals and prisons).

For the first two years of the program (2017-18 and 2018-19, respectively), the Service Manager stream will be provided to Consolidated Municipal Service Managers and District Social Services Administration Boards selected through an Expression of Interest (EOI) process. The province proposes to take an open and flexible approach to the EOI, which would be focused on outcomes.

Please note that there is a separately administered stream for non-Service Manager applicants wishing to apply to the Indigenous funding stream. Service Managers are eligible to apply for funding through this EOI to support Indigenous people, provided a partnership is in place with local Indigenous organizations to ensure culturally-appropriate services.

Funds to be made available for the first two years of the program will include operating funding for housing assistance and support services, as well as capital funding to develop new supportive housing units.

It is the province's intention to provide those Service Managers selected for initial program delivery with operating funding on an ongoing basis, beyond the initial two year period (subject to annual provincial budget approvals, and fulfilment of accountability requirements). Depending on the results of the first two years, the province may consider expanding the program to additional communities with the incremental funding available in the third year (2019-20).

The following Program Guidelines provide information about the administration of HFG. The guidelines will apply to the first two years of the program only (2017-18 and 2018-19), and may be updated on an as needed basis.

## Provincial Context

In recent years, the province has moved forward with several strategic activities and reports to tackle the challenges of housing and homelessness. HFG is informed by these activities and reports, which include:

### 1) Poverty Reduction Strategy

Through its second Poverty Reduction Strategy, ["Realizing Our Potential"](https://www.ontario.ca/page/realizing-our-potential-ontarios-poverty-reduction-strategy-2014-2019-all) (<https://www.ontario.ca/page/realizing-our-potential-ontarios-poverty-reduction-strategy-2014-2019-all>) launched in September 2014, Ontario made commitments including:

- Ending homelessness over the long-term;
- Building the evidence base required to guide effective poverty reduction policies and programs; and
- Seeking expert advice to help define homelessness, understand how to measure and collect relevant data, and to set a target related to homelessness.

### 2) Expert Advisory Panel on Homelessness

In January 2015, Ontario established an Expert Advisory Panel on Homelessness to provide recommendations on how to achieve the goal of ending homelessness under the Province's Poverty Reduction Strategy. In October 2015, the Panel released its report, ["A Place to Call Home: Report of the Expert Advisory Panel on Homelessness"](http://www.mah.gov.on.ca/AssetFactory.aspx?did=11038) (<http://www.mah.gov.on.ca/AssetFactory.aspx?did=11038>).

The Panel's report includes recommendations on the need to define, measure, and collect data on homelessness and the importance of setting a target to end chronic homelessness in Ontario. In response, the government committed to a number of immediate and long-term actions, including:

- Setting a target to end chronic homelessness in 10 years, by 2025;
- Adopting the recommended definition of homelessness, including chronic homelessness, to build common language and understanding about homelessness;
- Planning to require enumeration at the local level to gather data about homelessness; and
- Prioritizing provincial actions to reduce homelessness in four areas: chronic homelessness; youth homelessness; Indigenous homelessness; and homelessness following transitions from provincially-funded institutions and service systems (e.g., hospitals and prisons).

Adopting these four provincial priorities supports the overall target of ending chronic homelessness. It recognizes that achieving the target requires both the housing of people who are currently chronically homeless and also the prevention of additional people becoming chronically homeless. The provincial priorities recognize groups who are disproportionately represented among the homeless, and at high risk of becoming chronically homeless.

### 3) Long-Term Affordable Housing Strategy (LTAHS) Update

In March 2016, Ontario unveiled its Long-Term Affordable Housing Strategy Update, which reflects new research and best practices that support Ontario's transformation towards a better housing system, including the design and administration of this program.

The LTAHS Update is guided by an updated vision that:

“Every person has an affordable, suitable and adequate home to provide the foundation to secure employment, raise a family and build strong communities.”

The vision is associated with two overarching outcomes:

- All Ontarians have an affordable, suitable and adequate home; and
- Ending chronic homelessness and reduced overall homelessness.

Also, as part of the LTAHS Update, the government developed a [Supportive Housing Policy Framework \(http://www.mah.gov.on.ca/Page15268.aspx\)](http://www.mah.gov.on.ca/Page15268.aspx), and a [Best Practice Guide \(http://www.mah.gov.on.ca/Page15259.aspx\)](http://www.mah.gov.on.ca/Page15259.aspx). These documents should be considered when designing local supportive housing programs. The Framework helps to foster a coordinated supportive housing system and sets out expectations related to system and client outcomes, while the Best Practice Guide assists housing and service providers by identifying best practices in the delivery of housing and supports.

#### 4) Comprehensive Mental Health and Addictions Strategy – Phase 2

In 2011, the Province launched the [Comprehensive Mental Health and Addictions Strategy](http://www.children.gov.on.ca/htdocs/English/professionals/specialneeds/mentalhealth/mentalhealthstrategy.aspx) (<http://www.children.gov.on.ca/htdocs/English/professionals/specialneeds/mentalhealth/mentalhealthstrategy.aspx>), which has helped people access coordinated mental health services, when and where they need them. Phase 2 of the Strategy includes the creation of a Mental Health and Addictions Leadership Advisory Council, and increasing support to community services partners.

In its 2016 report, [“Moving Forward – Better Mental Health Means Better Health”](http://www.health.gov.on.ca/en/common/ministry/publications/reports/bmhmbh2016/movingforward2016.pdf) (<http://www.health.gov.on.ca/en/common/ministry/publications/reports/bmhmbh2016/movingforward2016.pdf>), the Advisory Council noted that three areas of work are being prioritized:

- i. promoting, preventing and intervening early;
- ii. closing critical service gaps; and
- iii. building the foundations necessary for better access to high-quality services across Ontario through increased integration, measurement, and accountability.

The report also recommended that Ontario create at least 30,000 units of supportive housing for people with mental health and addiction challenges over 10 years.

In February 2017, MOHLTC announced its support for the creation of up to 1,150 additional supportive housing units for people living with mental illness and / or addictions, who are homeless or at risk of becoming homeless. These housing units would provide a secure and affordable place to live, as well as services such as counselling. These units are being delivered separately from HFG, through MOHLTC and Local Health Integration Networks (LHINs).

#### 5) Developmental Services Transformation

Since 2004, Ontario has been working to transform the developmental services system to:

- Make it fair and more consistent across the province;
- Ensure that service providers and MCSS are held accountable for the quality of the services and supports delivered;
- Ensure that long-term, sustainable planning guides the responsible and effective use of resources;
- Promote independence and inclusion for adults with developmental disabilities in their communities; and
- Provide more choice and flexibility to individuals and families in choosing the services that best meet their needs.

The goals of this transformation are independence, inclusion and choice for all people with developmental disabilities in Ontario.

The transformation project includes a Developmental Services Housing Task Force, which is currently working on addressing housing issues for adults with developmental disabilities.

## **Supportive Housing Definition**

As defined in the Ontario Supportive Housing Policy Framework, supportive housing refers to a combination of housing assistance and support services that enable people in need to live as independently as possible in their community.

To the extent possible, support services should be customized with the needs of the individual in mind. The aim of these supports is to promote housing stability, and each person's ability to live independently.

This definition is intended to capture several forms of housing assistance (such as rent supplements and housing allowances) and housing types (such as scattered units, dedicated supportive housing buildings with independent living units, and congregate care models). For further clarity, these could also exist within the context of social housing and other forms of government-assisted housing as well as private market housing. A few examples of support services include counselling, personal support, case management, income support and applying for financial assistance, assistance with dispensing medication, and life skills training (e.g., purchasing food / meal preparation, and money management). For more examples of eligible types of support services under this program, please see Appendix A.

Under this program, individuals in need must receive both support services and housing assistance – including those in social housing and other forms of government-assisted housing – at the time of entering the program. However, as individuals' needs change, the level of housing assistance and supports may be adjusted as appropriate.

## **Program Vision and Objective**

As noted in the Supportive Housing Policy Framework, the province's vision for supportive housing is as follows:

“Every person in need has quality, safe and affordable supportive housing, feels empowered to live as independently as possible, and flourishes in the community of their choice.”

This vision reflects several broad LTAHS Update themes, including: policies and programs that are person-driven, provide people with more housing choice, and support social and economic inclusion.

The objective of HFG is to make demonstrable progress in the goal of ending chronic homelessness, by assisting members of the four provincial priority homelessness areas to obtain and retain housing with appropriate support services. Recognizing the diversity of client needs and local community circumstance, the program is intended to support a variety

of flexible, local approaches to the delivery of suitable assistance and supports, consistent with the Framework.

To make progress towards Ontario's ultimate goals to end chronic homelessness and provide all Ontarians with an affordable, suitable and adequate home, this program intends to achieve the following outcomes:

- Improved access to housing assistance;
- Improved access to other supports to meet individual goals;
- Increased housing stability;
- Increased sense of inclusion and community connection; and
- Improved physical, mental and emotional wellbeing.

HFG is aimed at supporting the following system-level outcomes:

- Enhanced system coordination to better identify and respond to needs;
- Increased capacity to provide housing assistance to people with complex needs; and
- Reduced pressure on institutions and service systems, including emergency services.

Lessons learned through the initial delivery of HFG in the first two years is intended to inform the delivery of incremental funding available in the third year, as well as any potential additional / future actions to assist in the goal of ending chronic homelessness.

## **Service Manager Participation and Funding Allocations**

To participate in HFG in 2017-18 and 2018-19, Service Managers will be required to submit an Expression of Interest (EOI) to the Ministry of Housing (MHO). The purpose of the EOI is to provide Service Managers with an opportunity to define their supportive housing needs associated with the target populations, detail proposed program responses, inform MHO about their ability to deliver operating funding (and capital funding where relevant), and identify intended community partners.

This approach will help to demonstrate how it is possible for selected Service Managers to make a significant impact towards ending chronic homelessness in their communities. The Province intends to select Service Managers based on criteria that includes being representative of the diverse geography and demographics of Ontario, and being in the best position to effectively eliminate chronic homelessness in their respective areas.

In their EOI submissions, Service Managers will need to describe the level of need in their communities, and what resources they would need to effectively end chronic homelessness

The EOI process for the first two years assumes that funding will be delivered to a select number of Service Managers in order to support demonstrable progress toward the goal of ending chronic homelessness. The intention is to select Service Managers who represent a range of Ontario's diverse demographics and geography, including but not limited to covering population in urban, rural / remote, and northern locations.

The requirements of the proposals, and the criteria for evaluation, are established in the EOI document. The program has been designed to provide flexibility in how outcomes are achieved, and Service Managers are not required to provide a fixed amount of housing assistance or support service per client in their proposals. Service Managers are invited to put forward proposals that reflect local needs and opportunities in their respective communities.

With the assistance of partner ministries including MCSS, MOHLTC and the Ministry of Children and Youth Services (MCYS), MHO will evaluate the proposals received, and determine the funding amounts to be notionally allocated to successful Service Managers for operating and capital expenses.

While HFG includes both operating and capital funding components, there is operating funding available to support significantly more spaces than there is to support capital spaces. It is assumed that many of the new supportive housing spaces supported will be provided within existing facilities, or new capital facilities supported through other funding streams. While capital funding is available to support some number of spaces, no new operating funding will become available under this program to support these new capital units as they come on-stream. Service Managers are required to quantify the amount of operating funding needed to support these units over time and to identify the source of this operating funding.

Service Managers will be permitted to use up to 10% of their allocated operating funds to cover operating administration costs. Service Managers may request an additional 5% of their allocated capital program funds for capital administration costs.

MHO, at its sole discretion, reserves the right to reallocate funds to another Service Manager in instances where allocations may not be fully used within a fiscal year. At the end of each quarter of each fiscal year, MHO will review Service Managers' progress on expensing funds against their annual allocation.

Service Managers are required to fully expense their annual allocations within each fiscal year. Funds which have not been spent shall be recovered by the province, and cannot be carried-over into the next fiscal year. If underspending has occurred, this may result in a deduction in future payment amounts.

## **Service Manager Program Delivery**

The following sections of the Program Guidelines provide further details about HFG, to be delivered and administered by Service Managers.

Ministry of Housing reserves the right to waive any of the requirements set out in these guidelines.

## Eligibility Criteria – Recipients

Under HFG, funding will be provided to Service Managers to assist recipients who fall within one or more of the Provincial priority homelessness areas:

- Chronic homelessness;
- Youth homelessness;
- Indigenous homelessness; and
- Homelessness following transitions from provincially-funded institutions and service systems (e.g., hospitals and prisons).

As per the report of the Expert Advisory Panel on Homelessness, [“A Place to Call Home: Report of the Expert Advisory Panel on Homelessness”](http://www.mah.gov.on.ca/AssetFactory.aspx?did=11038) (<http://www.mah.gov.on.ca/AssetFactory.aspx?did=11038>), chronic homelessness refers to people, often with disabling conditions (e.g., chronic physical or mental illness, and / or substance abuse problems), who are currently homeless and have been homeless for six months or more in the past year (i.e., have spent more than 180 cumulative nights in a shelter or place not fit for human habitation). Service Managers are encouraged to prioritize recipients who are chronically homeless, and those who have endured the most difficulty in obtaining and retaining housing in the past.

In addition to utilizing pre-existing knowledge about needs in the community, Service Managers are encouraged to work, where appropriate, with MCSS / MCYS regional offices, LHINs and local community agencies that provide supportive housing and homelessness-related services (such as existing supportive housing providers, emergency shelter solutions, street outreach, drop-ins and not-for-profit agencies) when developing and implementing the program. This would include identifying potential recipients who would fall within one or more of the Provincial priority areas and facilitating the referral, housing and ongoing supports processes that may be required.

MHO requires Service Managers' initiatives under HFG to:

- Focus on assisting those across the four provincial homelessness priority areas who have had significant challenges – including complex service / health needs – accessing and maintaining housing;
- Support appropriate community-level collaboration and / or partnerships during the development of the program's design, implementation and administration stages (e.g., connections to LHINs, MCSS / MCYS regional offices, mental health and substance use service providers, developmental services providers and other services as needed);
- Be consistent with the Supportive Housing Policy Framework and Best Practice Guide;
- Leverage other services / funding where possible / appropriate (e.g., other support services or municipal / private / charitable contributions);
- Encourage locally relevant solutions that better meet peoples' needs in a holistic manner;
- Address needs that change over time (e.g., continuing to support at-risk youth once they leave transitional supportive housing, life transitions and aging); and

- Participate in an evaluation component requirement of the program, including tracking success in housing people with diverse characteristics (e.g., developmental disability, mental health and addictions, acquired brain injury, fetal alcohol spectrum disorders, etc.).

## **Eligible Use of Funds – Operating Funding**

Operating funding is to be used to provide housing assistance and / or support services to help eligible recipients obtain and retain stable housing.

As this program strives to prevent chronic homelessness and support recipients to remain stably housed over time, the Province is open to housing assistance being provided for a variety of housing models that best meet recipients' needs, including transitional and / or dedicated supportive housing.

As recipients' needs may change over time, Service Managers are encouraged to ensure that housing assistance and support services continue as long as they are needed by recipients.

The types of housing assistance which are eligible to be funded are as follows:

- Rent supplements (rent subsidies tied to a rental unit and paid directly to landlords, on behalf of recipients); and
- Housing allowances (rent subsidies paid directly to recipients).

Housing assistance funding can be offered to recipients for first-and-last months' rent, as well as their regular monthly rent.

If a Service Manager elects to use capital funding for new supportive housing units under HFG, then housing assistance and support services must be linked to the tenants in these units once they are completed. Operating funding can also be used to provide housing assistance and support services independently of the capital units.

If a portable housing benefit framework is approved by the Minister or set out in regulations under the Housing Services Act, 2011, Service Managers will be encouraged to deliver housing allowances in a manner that is consistent with that framework.

MHO expects that Service Managers will provide a variety of housing assistance and support services to recipients, either directly or through partnerships with external community agencies and housing providers. Service Managers are encouraged to work with providers that have supportive housing experience and those who provide specialized services for individuals who fall within the provincial priority areas. This may include experience with the four provincial priority homelessness areas, administering rent subsidies and support services, and familiarity with the addiction and mental health system.

All local supportive housing programs funded under HFG must adhere to applicable laws including the Accessibility for Ontarians with Disabilities Act, 2005 and the Ontario Human Rights Code.

Service Managers are also encouraged to carry out a needs assessment with prospective recipients prior to providing assistance, to ensure that the services to be offered meet recipients' level and type of needs.

As operating funding will be provided on an ongoing basis into the future, Service Managers should periodically reassess recipients' needs. It is anticipated that recipients may continue to receive housing assistance funding, while their level of support services may change over time.

### **Operating Payment Process**

Subject to the Transfer Payment Agreement, operating funding will be flowed to Service Managers on a quarterly basis, based on MHO's fiscal year (April 1 to March 31). Service Managers' quarterly payments will be based on their Take-Up Plan (see "Accountability and Reporting"). Payments will be conditional upon the receipt of agreements between Service Managers and support services providers for the support services to be provided, as well as quarterly update reports.

Funds are required to be fully spent within the fiscal year. If funds are not fully spent by Service Managers during a fiscal year, then they must be returned to MHO.

### **Stacking – Operating Funding**

Service Managers are permitted to use operating funding to expand the housing subsidies and support services being provided to existing affordable and social housing units (e.g., stacking). These units include: rent-geared-to-income units; affordable units built under previous and current affordable housing programs; and units administered by not-for-profit housing providers.

To illustrate potential operating stacking scenarios, please see the following examples:

<b>Stacking Example #1</b>	<b>Eligibility</b>
<p>An adult who has experienced homelessness in the past six months is offered, and accepts, a social housing unit.</p> <p>A Service Manager would like to use HFG funding to provide the new tenant with support services, to help them remain housed.</p>	<p>Yes, this is eligible under HFG.</p> <p>Only support services can be offered to social housing tenants under this program, and not further housing assistance.</p>

Stacking Example #2	Eligibility
A Service Manager would like to use HFG funding to provide a greater rent supplement to a tenant who lives in a private market rental unit. The tenant is not at-risk of homelessness, nor has the tenant experienced it in the past.	No, this is not eligible under HFG as the tenant does not fall into one of the four Provincial priority homelessness areas.
Stacking Example #3	Eligibility
<p>A youth leaving the child welfare system and at a high risk of becoming homeless is placed into an Investment in Affordable Housing (IAH) program funded unit (with rent at 80% of average market rent).</p> <p>A Service Manager would like to use HFG funding to provide additional housing allowance and support services.</p>	Yes, this is eligible under HFG.

### Eligible Use of Funds – Capital Funding

Capital funding is to be used to increase the supply of physical supportive housing units. Both transitional and long-term supportive housing projects are eligible. Completed units must also be linked to housing assistance and support services. In other words, if a Service Manager wishes to pursue a capital project under HFG, operating funding must also be targeted to tenants in that specific project for the remainder of the two years of the program.

Eligible capital projects must be one of the following:

- New construction, including additions and extensions;
- Acquisition and / or rehabilitation of existing residential buildings to maintain or increase the affordable rental housing stock; or
- Conversion of non-residential buildings or units to purpose-built rental buildings / units.

Social housing redevelopment which involves building new affordable rental units / additions on social housing sites may be eligible provided that the appropriate ministerial or Service Manager consent, as applicable, is obtained as per the Housing Services Act, 2011.

For example, a single family home being utilized by a Service Manager as social housing could be renovated, and then used for congregate care for a number of individuals.

Projects that are not eligible include:

- Nursing homes, long-term care homes, and retirement homes;
- Emergency shelter solutions (e.g., homeless and survivors of domestic violence) and crisis care facilities;
- Owner-occupied housing; and
- Student residences.

### **Capital Project Submission Process**

Selected Service Managers will solicit proposals through an open, competitive process and select housing projects to recommend to MHO for funding approval.

Service Managers will submit specific recommended projects for MHO's approval.

Recommended projects shall:

- Be approved by council / board / delegated authority;
- Be procured in accordance with procurement policies adopted and maintained under the Municipal Act, 2001, as required;
- Have all required municipal approvals such as zoning, minor variances, land severances, or site plan approvals in place to permit the proposed development, or be well advanced in the planning approvals process;
- Be able to sign a Contribution Agreement (CA) no later than March 31st of each program year;
- Start construction within 120 days after signing a Contribution Agreement;
- Be financially viable from a construction and operating cost perspective – based on Service Manager confirmation;
- Meet the current Ontario Building Code requirements;
- Have rents that on average for the project are at or below 80% of the Canada Mortgage and Housing Corporation (CMHC) Average Market Rent (AMR) for the community or as approved by MHO for a minimum of 20 years (please see “Affordability Criteria and Rents” on page 15);
- Provide the required equity, if applicable – 10% for private proponents; 4% for partnerships between private sector and non-profit organizations; 0% for non-profit organizations;
- Provide a clear indication about the types of supports that will be made available directly, or via partnership (via agreement, Memorandum of Understanding, or other arrangement) in place with the appropriate agency / partner to provide coordinated support services (e.g., with community mental health and addictions agencies, and others);
- Address housing and support service needs consistent with provincial priority areas;
- Have an occupancy plan in place to ensure that units will be occupied in a timely manner.

Service Managers are encouraged to give priority consideration to projects that:

- Have Contributions by Others, including the Service Manager, host municipality, and proponent – to be used in partnership with HFG funding;
- Are sponsored by providers that agree to project affordability periods beyond the minimum 20-year term to ensure the longer-term supply of affordable housing stock;
- Have energy efficiency features that reduce and / or eliminate greenhouse gas emissions;
- Are fully accessible and / or have units that are accessible to persons with disabilities.

All projects must be submitted through the Grants Ontario System (GOS), along with required documentation and additional project background information such as that contained in Council / board reports.

### **Stacking – Capital Funding**

Service Managers are permitted to use capital funding to expand capital projects (e.g., stacking) created under current and previous affordable housing programs.

To illustrate potential capital stacking scenarios, please see the following examples:

<b>Stacking Example #1</b>	<b>Eligibility</b>
Under the IAH (2014 Extension), a Service Manager received funding to build ten affordable rental units. The Service Manager would like to build five new supportive housing units on the same site, with HFG funding.	Yes, this is eligible under HFG.  Please note that funding could, if the mortgagee agreed, be added to the proponent's existing mortgage under the IAH (2014 Extension).
<b>Stacking Example #2</b>	<b>Eligibility</b>
Under the 2016 Social Infrastructure Fund, a Service Manager received funding to build five affordable rental units, and to provide \$80,000 in funding for each unit.  Under HFG, the Service Manager would like to provide an additional \$10,000 per unit, for a total of \$90,000 in funding for each unit.	No, this is not eligible under HFG as no net new supportive housing units are being developed.

Stacking Example #3	Eligibility
Under the 2016 Social Infrastructure Fund – IAH, a Service Manager received funding to build six affordable units in a ten-unit project. The Service Manager would like to convert the four market units in the project to affordable supportive units using HFG funding.	Yes, this is eligible under HFG.

### Capital Project Approval Process

Once approved, a project will receive a Conditional Letter of Commitment (CLC) from MHO, which will confirm Ministry approval and outline the steps to take prior to signing a Contribution Agreement (CA).

The CA shall describe legal obligations and reporting requirements for the project (including but not limited to, use of funds, permitted encumbrances, construction and permanent insurance requirements and completion on budget within timelines without outstanding construction liens and / or work orders). All Service Managers are required to enter into CAs directly with proponents.

### Capital Project Payment Process – Affordability Payments

Subject to the Transfer Payment Agreement (see “Accountability and Reporting”), capital funding will be provided using provincial affordability payments. MHO will advance quarterly payments to Service Managers over a 20-year period. The administration fees would be advanced to the Service Managers after the Contribution Agreements have been executed.

The first capital payment would begin on or about the time of the proponent’s first required payment for long-term financing (i.e., the interest adjustment date). Payments would then be forwarded to the proponent on a monthly basis by the Service Manager, and would be used to help service the proponent’s monthly principal and interest payment.

Service Managers will be required to provide MHO with information about project’s financial obligations, including interest rate, amortization period, mortgage term, and other relevant details from the lending financial institution as requested.

Following substantial completion of the construction on an approved project, but before the acquisition of permanent mortgage financing, the Service Manager must submit to MHO for approval all of the financial and mortgage information for the project and an Affordability Payment Schedule setting out the proposed monthly payments in respect of the project. The Affordability Payment Schedule must be approved by Service Managers’ council or board (as applicable), or by delegated Service Manager authority.

The above information and schedule will be required for the proponents' first affordability payment, and again at the time of mortgage renewal. This information must be submitted to MHO through GOS.

In no event shall the funding to be provided according to an Affordability Payment Schedule or any update approved on mortgage renewal exceed the amount of the principal and interest payments owing in respect of the funded units under the permanent financing.

Service Managers and / or proponents are encouraged to obtain several quotes from major financial institutions, in order to secure the most favourable mortgage terms possible. Mortgage rates shall be competitive, and not exceed the mortgage rate for the proponent's own mortgage. Service Managers may select a mortgage length (term) of their choice.

### **Project Funding**

Subject to the Transfer Payment Agreement, the MHO component of HFG will fund up to 75% of the total capital cost per unit or \$150,000 per unit, whichever is less. Total capital costs include land, financing, hard (construction) and soft costs but less any HST rebates. An example is provided below:

#### Example: 10 unit project

Total Capital Cost = \$1,800,000

Total Capital Cost per unit =  $\$1,800,000 \div 10 = \$180,000$

HFG funding per unit is the lesser of:

(a) 75% of \$180,000 = \$135,000 or

(b) \$150,000

The maximum funding per unit will be \$135,000

The total maximum HFG capital funding for the project will be \$1,350,000

Service Managers may set variable amounts of funding per unit based on factors such as unit bedroom size, unit type (e.g., low-rise apartment, high-rise apartment, townhouse), or geographic location of the project within the service area. Service Managers are also encouraged to support projects that incorporate enhanced energy efficiency and / or accessibility measures.

Service Managers are required to perform their due diligence to ensure that a project is financially viable from a construction cost and on-going operating context and that costs per unit are accurate.

The Canada Mortgage and Housing Corporation (CMHC) has developed an Affordable Housing Project Viability Assessment Tool which can help determine a project's financial viability based on preliminary calculations. The tool is available at [CMHC Affordable Housing Project Viability Assessment Tool](http://www.cmhc.ca/en/inpr/afhoce/afhoce/tore/into_001.cfm) ([http://www.cmhc.ca/en/inpr/afhoce/afhoce/tore/into\\_001.cfm](http://www.cmhc.ca/en/inpr/afhoce/afhoce/tore/into_001.cfm)).

MHO, at its discretion, may require an independent analysis to confirm project financial viability.

### **Affordability Criteria and Rents**

Approved capital projects must remain affordable for a minimum period of 20 years. Affordability is defined as having rents for the project that are at or below 80% of CMHC AMR at the time of occupancy. If the Service Manager wishes to provide greater affordability to tenants, then rent supplements may also be utilized.

Average rent is calculated using actual rents paid by tenants, and any rent supplements provided by the Service Manager. If rent supplements are used for HFG supportive units to provide deeper affordability for tenants, the Service Manager shall ensure that total rent received by a proponent, including rent from the tenant and any rental supplements from the Service Manager or other party shall not exceed 100% of CMHC AMR. In addition, the total of the rent paid by the tenant and any federal and / or provincially funded rent supplements paid to the proponent must be used to calculate the weighted average rent in a project.

While individual unit rents may be set above or below the 80% threshold, in no instance shall an HFG-funded capital unit have a rent that is greater than the CMHC AMR for the area.

If CMHC AMRs are not available for certain communities, or in instances where in the opinion of Service Managers the CMHC AMRs do not reflect the actual AMRs in the local market area, Service Managers may request an alternate AMR by submitting a business case including a local market rent survey for MHO's consideration.

Projects may include both HFG supportive units and market units, but only units with rents that meet affordability requirements will receive HFG funding.

Rent increases under this program must be in accordance with the Residential Tenancies Act, 2006 (RTA) rent increase guideline. The Transfer Payment Agreement will provide that rent increases follow the RTA rent increase guidelines (irrespective of whether they apply) and that rent must still remain at or below 80% of CMHC AMR.

MHO updates AMR rent level information on its website annually at [Average Market Rent Information](http://www.mah.gov.on.ca/page1117.aspx) (<http://www.mah.gov.on.ca/page1117.aspx>).

The Province provides information about RTA rent increase guidelines on its website at [RTA Rent Increase Guidelines](https://www.ontario.ca/page/rent-increase-guideline) (<https://www.ontario.ca/page/rent-increase-guideline>).

## General Program Requirements

The following general program requirements apply to projects approved under HFG:

- a. Construction:
  - Projects must start construction within 120 days of signing a CA.
  - Written confirmation of construction start must be provided to MHO
  - Site inspections will be conducted at the discretion of MHO
- b. Municipal Property Tax:
  - Where the new municipal multi-residential property tax rate or multi-residential tax rate is higher than the residential class rate, Service Managers are required to:
    - Reduce property taxes for projects (and other multi-residential assessment) by setting the municipal portion of the new multi-residential tax rate or the multi-residential tax rate equivalent to the municipal residential tax rate so that those taxes would effectively be calculated at a rate equal to the residential rate for the area;
    - Provide a grant for projects for at least the economic equivalent of the above; or
    - Provide a tax exemption for the Rental Housing projects for at least the economic equivalent of the above.
- c. Municipal Housing Facility Bylaw:
  - Service Managers are required to have a Municipal Housing Facility Bylaw to enable municipal contributions in according with the Municipal Act, 2001.
- d. Equity:
  - Minimum 10% equity must be provided for projects sponsored by private proponents.
  - Minimum 4% equity must be provided for projects sponsored by partnerships between private companies and non-profit organizations.
  - No equity contribution is required for projects sponsored by non-profit or cooperative housing organizations to encourage participation by these groups in the program.
  - Please note that private lenders may have additional equity requirements.

## Contributions by Others

In addition to the mandatory requirements of reducing property taxes / grants in lieu and providing required equity, Service Managers and proponents are encouraged to provide additional contributions in order to increase the financial viability of the project and / or to provide deeper affordability.

Contributions by Service Managers may include: waiving or reducing development charges, planning approvals application fees, building permit fees, and full property tax exemptions as well as contributions of municipal grants, and municipally-owned land.

Contributions by proponents may include: land or cash, including that from fundraising and donations.

### **Energy Efficiency**

MHO encourages the use of energy efficient features in building design and ENERGYSTAR-rated products should be used when available.

### **Suite Meters**

As of January 1, 2011, it is mandatory that suite meters be installed in all new social and affordable rental housing units.

The Energy Consumer Protection Act, 2010 and Ontario Regulation 389/10 set out the rules for suite meter installation. For further information, please contact the Ontario Energy Board's (OEB) Consumer Relations Centre at 1-877-632-2727 or 416-314-2455, or go to [Ontario Energy Board website \(http://www.ontarioenergyboard.ca/\)](http://www.ontarioenergyboard.ca/).

### **Indemnification and Repayment**

There are obligations for all HFG parties with regard to the indemnification and recovery of government funding. Specific obligations and provisions are included in the Transfer Payment Agreement.

MHO has developed the [Affordable Housing Program & Investment in Affordable Housing: Risk Mitigation Strategies Guide \(http://www.mah.gov.on.ca/Asset9886.aspx\)](http://www.mah.gov.on.ca/Asset9886.aspx) that provides best practices and clarification on preventing and resolving issues with affordable housing projects that may experience difficulties.

In cases where a HFG capital project encounters difficulties, the risk mitigation strategies outlined in the Guide may assist proponents and Service Managers.

### **Capital Project Reporting**

Service Managers are required to confirm construction start date of projects, complete an Initial Occupancy Report once projects are completed and occupied, as well as an Annual Occupancy Report each year.

Additionally, Service Managers are required to obtain from the proponents and forward to MHO an audited capital cost statement from an independent auditor(s) within six months of the initial occupancy date, or such additional time acceptable to MHO. All reports and updates are to be submitted through GOS, where possible.

## **Accountability and Reporting**

The Province places a high degree of importance on accountability for its actions, decisions, and policies with regard to the use of public funds for programs and services. The government has an obligation to demonstrate value for money, and to ensure that funds have been spent appropriately and in a timely manner. Accordingly, the following accountability mechanisms have been established for HFG:

### **Transfer Payment Agreement (TPA)**

A key accountability tool is the requirement for participating Service Managers to enter into a Transfer Payment Agreement with the Province. The TPA contains the accountability framework for HFG, and outlines the roles and responsibilities of the parties involved, and the terms and conditions upon which funds will be provided, all as required by the Province's Transfer Payment Accountability Directive.

### **Take-Up Plan (TUP) and Quarterly Reports – Applies to Operating Funding Only**

Following the execution of the Transfer Payment Agreement, Service Managers will be required to submit a Take-Up Plan to MHO for approval. The TUP provides an opportunity to forecast the number of recipients to be assisted in 2017-18 and 2018-19, the types of supports that will be made available to them, and forecast operating expenditures. The Plan needs to be approved by Service Managers' local Councils and District Administration Boards (as applicable), or by delegated Service Manager authority.

Service Managers are required to submit updated Take-Up Plans to MHO on a quarterly basis, including a fourth quarter (Q4) report with Performance Indicators data, to assess if HFG is achieving its outcomes in a quantitative manner. Updates will be submitted to MHO for approval. Updates will include actual expenses and households assisted for the previous quarter(s), and a reforecast of remaining spending for the then current fiscal year.

Service Managers shall provide MHO with additional information, data and reports as MHO may require to report back on progress made towards achieving program outcomes.

In no event shall the funding provided according to the Plan (and any approved updates) exceed the amount of funding allocation to the Service Manager by MHO for operating funds.

### **French Language Services Act Compliance**

Service Managers who are located in or servicing an area that is designated under the French Language Services Act (FLSA) are required to:

- Ensure services are provided in French; and,
- Make it known to the public (through signs, notices, other information on services, and initiation of communications in French) that services provided to and communications with the public in connection with HFG are available in French.

Services being provided to the public directly by Service Managers, or through the office of a sub-contractor (such as a local non-profit agency), are required to comply with the FLSA.

To demonstrate compliance, Service Managers are required to complete and submit a French Language Services Report to MHO confirming that the requisite French language services are being provided. An initial report must be signed and submitted to MHO at the time of signing the Transfer Payment Agreement. Subsequently, update reports must be provided on an annual basis. A sample French Language Services Report has been included in Appendix B.

To facilitate the completion of the Take-Up Plan, quarterly reports, and the French Language Services Report, sample templates will be included as part of successful Service Managers' Transfer Payment Agreements. Service Managers will be required to submit all of these documents to MHO using GOS. Service Managers can obtain support with the System via [e-mail at AIMSupport@ontario.ca](mailto:AIMSupport@ontario.ca), or via phone at 416-585-7070 or 1-866-417-5399.

## Roles and Responsibilities

The Province and Service Managers will each be responsible for specific tasks, including but not limited to:

<b>Province</b>	<b>Service Managers</b>
Establishing the Supportive Housing Policy Framework, Best Practices Guide and Program Guidelines.	Engaging in planning activities related to program delivery, which may include assessing service needs, identifying partners, and developing planning processes.
Developing tools and acting as a facilitator / convener (where needed) to assist with best practices, and connect with partner ministries.	Delivering services and administering the program consistent with the Supportive Housing Policy Framework and Program Guidelines.
Entering into Transfer Payment Agreements with Service Managers.	Entering into Transfer Payment Agreements with the Province.
Administering funding.	Creating, entering into, and monitoring service contracts with service providers as appropriate.
Developing, reviewing and approving Take-Up Plans and Quarterly Reports	Completing and submitting Take-Up Plans and Quarterly Reports to MHO, including the collection of financial and Performance Indicator data.
Monitoring compliance with the Transfer Payment Agreement and Program Guidelines.	Complying with the requirements in the Transfer Payment Agreement and Program Guidelines.

## Important Dates

The HFG program will be developed along the following timelines:

Activity	Date
Issue EOI to Service Managers	Mar 2017
MHO Teleconference with Service Managers	Mar 2017
Service Managers prepare their EOIs	Mar – May 2017
Service Managers submit EOIs for review and evaluation by MHO and partner ministries	May 19, 2017
MHO, in collaboration with partner ministries, evaluates the EOIs and selects participating Service Managers	May – Jul 2017
Service Managers sign Transfer Payment Agreements, and submit Take-Up Plans to MHO	Aug – Oct 2017
Funding flows to Service Managers	Oct 2017
Quarterly Reports due to MHO	2017-2018
	Q3 (Oct-Dec): Jan 15, 2018
	Q4 (Jan-Mar): Apr 15, 2018
	2018-2019
	Q1 (Apr-Jun): Jul 15, 2018
	Q2 (Jul-Sep): Oct 15, 2018
	Q3 (Oct-Dec): Jan 15, 2019
	Q4 (Jan-Mar): Apr 15, 2019

To obtain further information about HFG, Service Managers are encouraged to contact their respective regional staff contacts at Ministry of Housing, Ministry of Community and Social Services and their Local Health Integration Network. Contact information is included in the appendices.

## Appendix A: Examples of Eligible Support Services

The types of support services that are eligible to be funded include, but are not limited to, the following:

- Counselling, case management, crisis prevention, harm reduction, and intervention services.
- Assistance with substance use issues, including: assessments; treatment services offered in residential and non-residential settings; relapse prevention; recovery planning; fetal alcohol supports; supports related to concurrent disorders and withdrawal services.
- Support with mental health and mental illness, including: psycho-socio assessments; diagnosis and dual diagnosis; treatment planning; individual or group therapy sessions, and support groups.
- Support with physical and cognitive disabilities.
- Pre-discharge planning from provincial institutions (e.g., hospitals and prisons).
- Household set-up assistance, including: obtaining personal identification; moving; transportation; basic furnishings; and rent / utility deposits.
- **Development of support service plans, to document recipients' goals, activities, and levels of support to be provided.**
- Assistance with maintaining rental tenancy, including information about: rights and responsibilities; tenant-landlord relations and orientations; and information about how to be a good neighbor and crisis intervention / eviction prevention.
- Assistance with basic needs, including: personal care (e.g., bathing, hygiene, and dressing); exercise; shopping; purchasing food and meal preparation; house cleaning; laundry; money management (e.g., budgeting, banking, financial goals); dispensing medication; and conflict resolution.
- **Assistance with transitioning to other forms of housing that better meets recipients' needs.** This would include: support regarding how to choose a suitable home; assessing readiness for congregate living, independent and supported living, rental tenancy, and / or home ownership; and instruction on basic home maintenance and repairs.
- Assistance with referrals to gain access to services including: income support; employment, job placements, vocational counselling, education, and skills training; parenting courses and child care; legal services; and recreational activities.

- Assistance with the coordination of opportunities for social engagement and inclusion in community life, including: volunteer experiences; participation in social clubs, organizations, and sports; and transportation to events.
- Support to connect with peers and strengthen positive relationships with family members and friends.
- Provision of services to facilitate discharge planning from provincial institutions (e.g., hospitals and prisons).
- Provision of services to address non-clinical medical needs, including: routine medical care; and general health information (e.g., nutritional counselling and medication management).
- Referrals to external service providers to address clinical medical needs.
- Recruitment and / or employment of staff members and peer support workers to deliver support services to recipients, either on-site or through external community agencies.

## Appendix B: French Language Services Report and Designated Areas

### FRENCH LANGUAGES SERVICES REPORT

Please complete and submit this Report, including Schedule A, on an annual basis by May 31st of each year.

Service Manager:  
Service Manager Address:  
Service Manager Contact:

Name:  
Number:  
Email:

This report is to confirm that the \_\_\_\_\_ [Service Manager name] is providing services under Home For Good and has an office(s) located in or serving an area designated in the Schedule to the French Language Services Act ("FLSA").

The \_\_\_\_\_ [Service Manager name] confirms that it is:

Providing Home For Good services to the public in French in all of its offices (including the offices of sub-contractors) located in or serving an area designated in the Schedule to the FLSA as described in Schedule A; and,

Making it known to the public, including by way of signs, notices, other information on services, and initiation of communications in French, that services provided to and communications with the public in connection with Home For Good are available in French.

I declare that the above information is true and complete.

\_\_\_\_\_

Service Manager Signature

Name:  
Title:

I have the authority to bind \_\_\_\_\_ [Service Manager name]

Dated at \_\_\_\_\_ this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_.

## Schedule A

As a Service Manager providing services under Home For Good and having offices (including the offices of sub-contractors) located in or serving an area designated in the Schedule to the French Language Services Act, please complete the section below. A list of designated areas can be found in Schedule B.

**Service Manager Name:**

**Name of Designated Area(s):**

**Description of Services:**

Please select all items that apply to the services you are providing under Home For Good in an office (or the office of a sub-contractor) that is located in or services a designated area.

Signage and visibility of available services in French

Over-the-counter services are available in French

Written correspondence and telephone service are available in French

Translation of written material produced for public use is available in French

Other \_\_\_\_\_ [please specify]

Please list any services or locations in designated areas where these French language services are not being provided. Please explain.

## Schedule B

### List of Designated Areas under the French Language Services Act

Service Manager	Designated Area(s)
City of Toronto	All
<b>Central Region</b>	
Regional Municipality of York	City of Markham (As of July 1, 2018)
Regional Municipality of Peel	City of Mississauga; City of Brampton
County of Simcoe	Town of Penetanguishene; Townships of Tiny and Essa
<b>Eastern Region</b>	
City of Cornwall	County of Glengarry; Township of Winchester; County of Stormont
City of Kingston	City of Kingston
City of Ottawa	All
United Counties of Prescott and Russell	County of Prescott; County of Russell
County of Renfrew	City of Pembroke; Townships of Stafford and Westmeath
<b>Western Region</b>	
Municipality of Chatham-Kent	Town of Tilbury; Townships of Dover and Tilbury East
City of Hamilton	All of the City of Hamilton as it exists on December 31, 2000
City of London	City of London
Regional Municipality of Niagara	City of Port Colborne; City of Welland
City of Windsor	City of Windsor; Towns of Belle River and Tecumseh; Townships of Anderdon, Colchester North, Maidstone, Sandwich South, Sandwich West, Tilbury North, Tilbury West and Rochester

Service Manager	Designated Area(s)
<b>Northeast Region</b>	
Algoma District Services Administration Board	District of Algoma
Cochrane District Social Services Administration Board	All
City of Greater Sudbury	All
Manitoulin-Sudbury District Services Board	District of Sudbury
District of Nipissing Social Services Administration Board	District of Nipissing
District of Parry Sound Social Services Administration Board	Municipality of Callander
District of Sault Ste. Marie Social Services Administration Board	The part of the District of Algoma that is part of the district for the District of Sault Ste. Marie Social Services Administration Board
District of Timiskaming Social Services Administration Board	All
<b>Northwest Region</b>	
Kenora District Services Board	Township of Ignace
District of Thunder Bay Social Services Administration Board	Towns of Geraldton, Longlac and Marathon; Townships of Manitouwadge, Beardmore, Nakina and Terrace Bay

## Appendix C: Ministry of Housing Contacts

### **Municipal Services Office – Central**

777 Bay Street 13<sup>th</sup> Floor  
Toronto, ON, M5G 2E5  
General Inquiry: 416-585-6226  
Toll Free: 1-800-668-0230  
Fax: 416-585-6882

Contact: Ian Russell, Team Lead, Regional Housing Services  
Tel: 416-585-6965  
[Email: ian.russell@ontario.ca](mailto:ian.russell@ontario.ca)  
Serving: Durham, Halton, Muskoka, Peel, Simcoe, York

### **Municipal Services Office – Eastern**

8 Estate Lane, Rockwood House  
Kingston, ON, K7M 9A8  
General Inquiry: 613-545-2100  
Toll Free: 1-800-267-9438  
Fax: 613-548-6822

Contact: Mila Kolokolnikova, Team Lead, Regional Housing Services  
Tel: 613-545-2123  
[Email: mila.kolokolnikova@ontario.ca](mailto:mila.kolokolnikova@ontario.ca)  
Serving: Cornwall, Hastings, Kawartha Lakes, Kingston, Lanark, Leeds and Grenville, Lennox and Addington, Northumberland, Ottawa, Peterborough, Prescott and Russell, Renfrew

### **Municipal Services Office – Western**

659 Exeter Road, 2<sup>nd</sup> Floor  
London, ON, N6E 1L3  
General Inquiry: 519-873-4020  
Toll Free: 1-800-265-4736  
Fax: 519-873-4018

Contact: Tony Brutto, Team Lead, Regional Housing Services  
Tel: 519-873-4032  
[Email: tony.brutto@ontario.ca](mailto:tony.brutto@ontario.ca)  
Serving: Brantford, Bruce, Chatham-Kent, Dufferin, Grey, Hamilton, Huron, Lambton, London, Niagara, Norfolk, Oxford, St. Thomas, Stratford, Waterloo, Wellington, Windsor

**Municipal Services Office – Northeastern**

159 Cedar Street, Suite 401  
Sudbury, ON, P3E 6A5  
General Inquiry: 705-564-0120  
Toll Free: 1-800-461-1193  
Fax: 705-564-6863

Contact: Cindy Couillard, Team Lead, Regional Housing Services  
Tel: 705-564-6808  
[Email: cindy.couillard@ontario.ca](mailto:cindy.couillard@ontario.ca)

Serving: Algoma, Cochrane, Greater Sudbury, Manitoulin-Sudbury, Nipissing, Parry Sound, Sault Ste. Marie, Timiskaming

**Municipal Services Office – Northwestern**

435 James Street, Suite 223  
Thunder Bay, ON, P7E 6S7  
General Inquiry: 807-475-1651  
Toll Free: 1-800-465-5027  
Fax: 807-475-1196

Contact: Peter Boban, Team Lead, Regional Housing Services  
Tel: 807-473-3017  
[Email: peter.boban@ontario.ca](mailto:peter.boban@ontario.ca)

Serving: Kenora, Rainy River, Thunder Bay

**Housing Programs Branch - Toronto**

777 Bay Street, 14<sup>th</sup> Floor  
Toronto, ON, M5G 2E5  
Fax: 416-585-7003

Contact: Walter Battello, Account Manager, Regional Services Delivery Unit  
Tel: 416-585-6480  
[Email: walter.battello@ontario.ca](mailto:walter.battello@ontario.ca)

Serving: Toronto

## **Appendix D: MCSS / MCYS Contacts**

### **Central Region**

6733 Mississauga Road, Suite 200  
Mississauga, ON L5N 6J5  
Tel: (905) 567-7177  
Fax: (905) 567-3215  
Toll Free: 1-877-832-2818

17310 Yonge Street  
Newmarket, ON L3Y 7R8  
Tel: (905) 868-8900  
TTY: (905) 715-7759  
Fax: (905) 895-4330  
Toll Free: 1-877-669-6658

Serving: Dufferin, Halton, Peel, Simcoe, Waterloo, Wellington, York

### **Eastern Region**

347 Preston Street, 3rd Floor  
Ottawa, ON K1S 2T7  
Tel: (613) 234-1188  
Fax: (613) 783-5958  
Toll Free: 1-800-267-5111

11 Beechgrove Lane  
Kingston, ON K7M 9A6  
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Fax: (519) 672-9510  
Toll Free: 1-800-265-4197  
TTY: (519) 663-5276

119 King Street West  
Hamilton, ON L8P 4Y7  
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TTY: (705) 564-3233

621 Main Street West  
North Bay, ON  
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**Toronto**

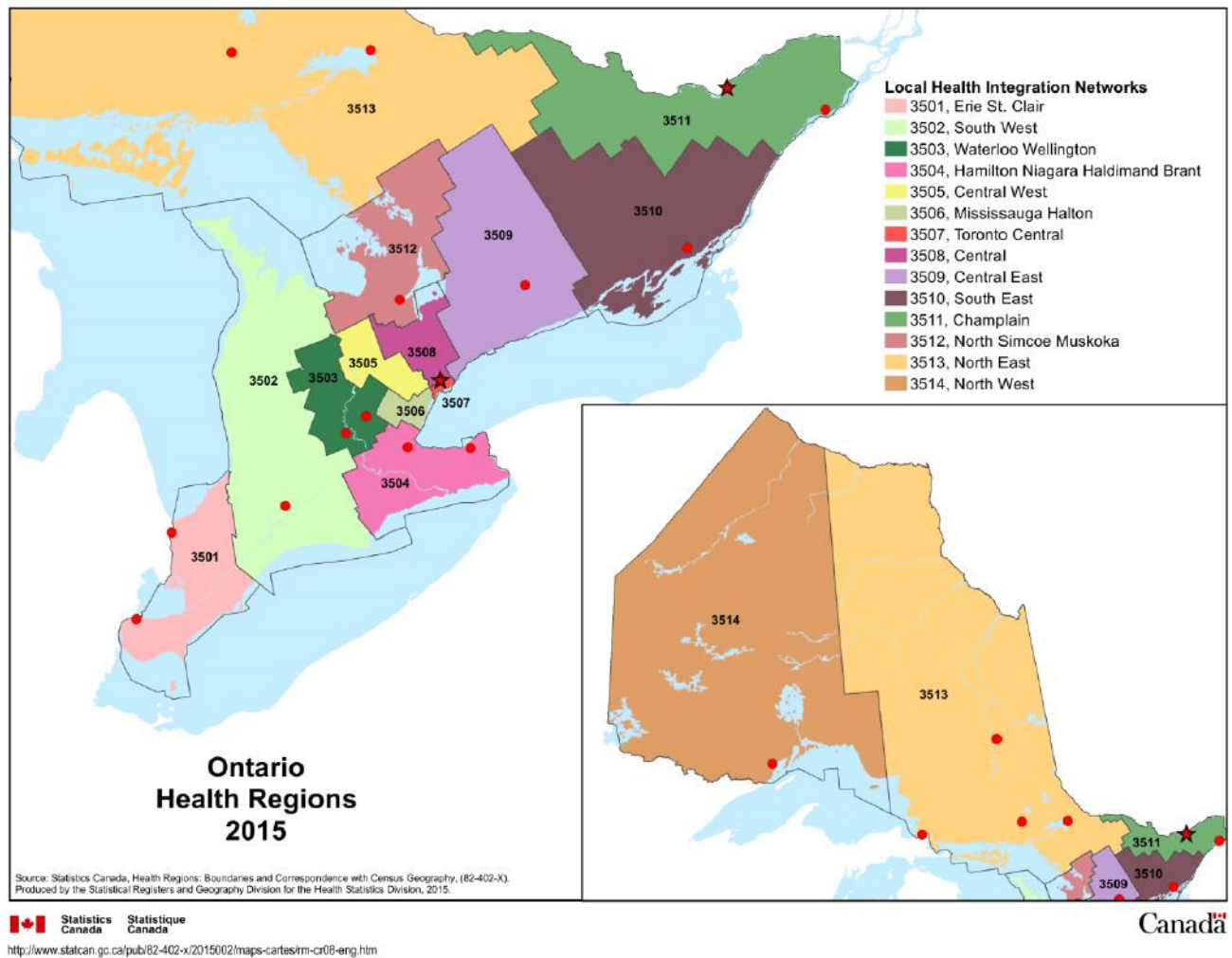
375 University Avenue, 5th Floor  
Toronto, ON M7A 1G1  
Tel: (416) 325-0500  
Fax: (416) 325-0565  
TTY: (416) 325-3600  
Serving: Toronto

## Appendix E: LHIN Contacts

LHIN	Contact Information
Central	<a href="mailto:central@lhins.on.ca">central@lhins.on.ca</a>
	1-866-392-5446
	<a href="http://www.centrallhin.on.ca/">http://www.centrallhin.on.ca/</a>
Central East	<a href="mailto:centraleast@lhins.on.ca">centraleast@lhins.on.ca</a>
	1-866-804-5446
	<a href="http://www.centraleastlhins.on.ca/">http://www.centraleastlhins.on.ca/</a>
Central West	<a href="mailto:centralwest@lhins.on.ca">centralwest@lhins.on.ca</a>
	1-866-370-5446
	<a href="http://www.centralwestlhins.on.ca/">http://www.centralwestlhins.on.ca/</a>
Champlain	<a href="mailto:champlain@lhins.on.ca">champlain@lhins.on.ca</a>
	1-866-902-5446
	<a href="http://www.champlainlhins.on.ca/">http://www.champlainlhins.on.ca/</a>
Erie St. Clair	<a href="mailto:eriestclairlhins.on.ca">eriestclairlhins.on.ca</a>
	1-866-231-5446
	<a href="http://www.eriestclairlhins.on.ca/">http://www.eriestclairlhins.on.ca/</a>
Hamilton Niagara Haldimand Brant	<a href="mailto:hamiltonniagarahaldimandbrant@lhins.on.ca">hamiltonniagarahaldimandbrant@lhins.on.c</a>
	a
	1-866-363-5446 <a href="http://www.hnhblhins.on.ca/">http://www.hnhblhins.on.ca/</a>
Mississauga Halton	<a href="mailto:mississaugahalton@lhins.on.ca">mississaugahalton@lhins.on.ca</a>
	1-866-371-5446
	<a href="http://www.mississaugahaltonlhins.on.ca/">http://www.mississaugahaltonlhins.on.ca/</a>
North Simcoe Muskoka	<a href="mailto:northsimcoemuskoka@lhins.on.ca">northsimcoemuskoka@lhins.on.ca</a>
	1-866-903-5446
	<a href="http://www.nsmhlhins.on.ca/">http://www.nsmhlhins.on.ca/</a>
North East	<a href="mailto:northeast@lhins.on.ca">northeast@lhins.on.ca</a>
	1-866-906-5446
	<a href="http://www.nelhins.on.ca/">http://www.nelhins.on.ca/</a>
North West	<a href="mailto:northwest@lhins.on.ca">northwest@lhins.on.ca</a>
	1-866-907-5446
	<a href="http://www.northwestlhins.on.ca/">http://www.northwestlhins.on.ca/</a>

LHIN	Contact Information
South East	<a href="mailto:southeast@lhins.on.ca">southeast@lhins.on.ca</a>
	1-866-831-5446 <a href="http://www.southeastlhins.on.ca/">http://www.southeastlhins.on.ca/</a>
South West	<a href="mailto:southwest@lhins.on.ca">southwest@lhins.on.ca</a>
	1-866-294-5446 <a href="http://www.southwestlhins.on.ca/">http://www.southwestlhins.on.ca/</a>
Toronto Central	<a href="mailto:torontocentral@lhins.on.ca">torontocentral@lhins.on.ca</a>
	1-866-383-5446 <a href="http://www.torontocentrallhins.on.ca/">http://www.torontocentrallhins.on.ca/</a>
Waterloo Wellington	<a href="mailto:waterloowellington@lhins.on.ca">waterloowellington@lhins.on.ca</a>
	1-866-306-5446 <a href="http://www.waterloowellingtonlhins.on.ca/">http://www.waterloowellingtonlhins.on.ca/</a>

## Appendix F: Map of LHIN Regions





**By-law 2017-184****A By-law of the City of Greater Sudbury to  
Authorize Various Matters as Part of the  
Home for Good Program of the Ministry of Housing**

**Whereas** the Province of Ontario has introduced a Supportive Housing Investment Initiative, which will provide funding for province wide housing assistance and support services;

**And Whereas** the Province of Ontario has established the Home for Good Program as a component of the Supportive Housing Investment Initiative, to assist families and individuals who fall into one or more of the Province's four priority areas of homelessness: chronic homelessness; youth homelessness; indigenous peoples experiencing homelessness and homelessness following transitions from provincially funded institutions and services systems;

**And Whereas** the Province has agreed to provide funding under the Home for Good Program to the City of Greater Sudbury to help address the need for supporting housing in these four priority areas of homelessness;

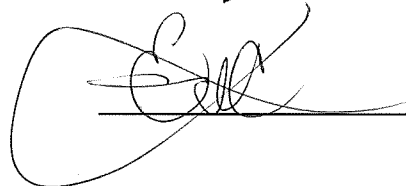
**Now therefore the Council of the City of Greater Sudbury hereby enacts as follows:**

1. The Manager of Housing Services is hereby authorized to execute an agreement and all amendments thereto, all renewals and other related documents between the City of Greater Sudbury and the Ministry of Housing to participate in the Home for Good Program sponsored by the Ministry of Housing including without limitation, execution of the Ontario Transfer Payment Agreement, and execution and submission of the Take-Up Plan.
2. The Manager of Housing Services is hereby authorized to allocate any funds received by the City of Greater Sudbury pursuant to Home for Good Program sponsored by the Ministry of Housing in accordance with program guidelines and to establish appropriate procedures to ensure compliance with program requirements.
3. The Manager of Housing Services is hereby authorized to establish the form of and execute agreements with recipients of funds allocated under the Home for Good Program, provided such agreements are in accordance with program guidelines and the approved take up plan, and to execute such amendments, extensions, renewals and other documents as may be required to implement the allocation of funds in accordance with the Home for Good Program and is further authorized to subsequently administer and enforce any such agreements.

4. The Treasurer is hereby authorized to advance funds received from the Ministry of Housing as part of Home for Good Program, upon the written instruction of the Manager of Housing Services.
5. Every delegation of a power, duty or function includes all authority necessary to do all acts required to carry out the authority delegated under this By-law.
6. Notwithstanding the delegation of authority provided for herein, if, in the opinion of the person to whom a matter has been delegated, or in the opinion of the Chief Administrative Officer, the matter is one that ought to be reviewed by Council, such matter shall be considered by Council prior to approval.
7. This By-law shall come into full force and effect upon passage.

**Read and Passed in Open Council** this 1st day of November, 2017

 \_\_\_\_\_ Mayor

 \_\_\_\_\_ Clerk

# **Sudbury Peace Tower Housing Proposal**

**A Collaborative Approach to Providing Affordable and Serviced Housing**

**Prepared by:**

**Michael Cullen SWSE, Community Partnerships**

**Co-Chair, Sudbury Peace Tower Housing Project Steering Committee**





February 21, 2020

**Sudbury Peace Tower Housing Project**

It gives me great pleasure to present our proposal for the Sudbury Peace Tower Housing Project in collaboration with the many groups both on our steering committee and other community stakeholders who have a sincere interest to provide proper, safe, comfortable and affordable housing to individuals and families in the City of Greater Sudbury.

The core driving principles on which we are presenting this proposal are founded on listening with sincere intent to the stories and successes of people with lived experience who have transformed their lives when their housing needs have been met. We fully understand and appreciate these tales of transformation and offer our partner endorsements with a true passion for making the Sudbury Peace Tower Housing Project a reality based on key relationship fundamentals.

We present this proposal as part of the Home For Good (HFG) funding guidelines which is aimed at supporting the following system-level outcomes such as:

- Increased sense of inclusion and community connection
- Improved physical, mental and emotional wellbeing
- Reduced pressure on institutions and service systems, including emergency shelters
- Improved access to other supports to meet individual needs

Our current working group is fully aligned to adopt the Home For Good criteria of both financing and developing the business case to advance the project so that it offers a sustainable operating model combined with cost effective internal supports for the tenants.

Our work will continue to build key partner alliances in the hopes that the City of Greater Sudbury and the provincial Home For Good funding see that our scope, depth and passion for the Sudbury Peace Tower Housing Project is one more step in creating healthy productive social outcomes that our city can be proud to celebrate and share.

Your Truly,

Michael Cullen

SWSE Community Partnerships/Co-Chair Sudbury Peace Tower Housing Project

## **Documentation**

Collaborative Approach by Michael Cullen, SWSE Community Partnerships  
Co-Chair Sudbury Peace Tower Housing Project Steering Committee

HFG Expression of Interest – January 20, 2020

### **Sudbury Peace Tower Housing Project - Letters of Support**

- I Believe Network
- SW Water Tower Ltd. (SWT)
- SWSE (SW Sports & Entertainment Ltd.)
- Habitat for Humanity
- Collège Boréal
- Centreline Architecture / Company profile / Resumes
- Elgin Street Mission
- Canadian Mental Health Association (CMHA)
- Blue Door Soup Kitchen

### **Sudbury Peace Tower - Media Coverage**

- Sudbury Peace Tower Media Release – October 28, 2019
- CBC – October 29, 2019
- Sudbury.com – October 29, 2019
- Sudbury Star – October 29, 2019
- CBC Radio – Morning North – October 29, 2019  
<https://www.cbc.ca/listen/live-radio/1-41-morning-north/clip/15743783-dario-zulichs-new-vision-for-the-downtown-water-tower>
- My Algoma Manitoulin – October 30, 2019
- SWSE Articles – 50+ Lifestyle Magazine

### **Quotation**

- TESC Contracting

### **Conceptual Photos**

- Centreline Architecture

## **Sudbury Peace Tower Housing Proposal**

### **A Collaborative Approach to Providing Affordable and Serviced Housing**

#### **Introduction and Backgrounder**

The Sudbury Peace Tower Housing Proposal can best be described as a true collaborative in the making. The sole intention of this 38-unit affordable housing development is to provide a true back to basics caring service model that leverages each and every relationship from the early on community consultative approach to offering tenants a variety of options that meet or exceed the program guidelines as per the Home for Good (HFG) criteria. These services may include but not limited to the following:

- Life skills training and support (e.g., financial literacy, meal preparation)
- Employment readiness training and supports
- Personal support (e.g., counselling, personal and case support)

The concept of transforming the Sudbury Peace Tower site into a collaborative housing development came from a long-established relationship with the owner of the property and the late Reverend Jeremy Mahood. In keeping with Jeremy's desire to help our city's most vulnerable through housing and support services the concept to both dedicate and transform the former Sudbury Water Tower site was born.

In October 2019 the Sudbury Water Tower site was officially dedicated in the memory of Jeremy Mahood and is now known as the Sudbury Peace Tower. From this point forward and under the guidance of Eileen Mahood and the long standing charitable entity ***I Believe Network*** the original concept of both Eileen and Jeremy to house our at risk youth remains alive through this proposal and including the many community groups that are pledging support for this development.

In addition to the above mentioned, the offer of converting the land and site to serve both the tenants and community at no cost to the project is also being presented on behalf of the owner of the property SW Water Tower Ltd (SWT). The offer to use the land for the purpose of an affordable housing development is an example of the strength and depth of this collaborative approach.

By being able to utilize the significance of the **I Believe Network** the proposed service demographic would be in keeping with the articles of incorporation of this charitable entity. The Sudbury Peace Tower Housing Project will have a direct focus that directly aligns with the Home for Good (HFG) criteria to address the following:

- Homelessness following transition from provincially funded institutions and service systems (e.g., prisons and hospitals).
- Young Adult Homelessness
- Accessibility Needs
- Seniors

With the official property dedication complete (Oct 2019) the community development and consultation began by meeting with many like-minded groups that have a keen interest in developing both a unique affordable housing option, while at the same time being able to create a true collaborative team approach that also sees the project through a grass roots base from the design and building to the servicing of the tenants.

The conversations with dozens of groups and individuals including the City of Greater Sudbury Housing Services, Homeless Network, Sudbury Action Centre for Youth, John Howard Society, Habitat for Humanity, Collège Boréal, CMHA and many more have offered us a further understanding and clarity that this project must be a service first model based on the core partnerships, needs and dreams of an all-inclusive, innovative housing model.

### **Guiding Principles/Partnership**

To keep the community consultation on track and focused by attaching the Sudbury Peace Tower Housing Project concept to real life experience, the entire concept has run parallel with an on the ground lived experience Ambassador Program. The Ambassador Program allows those who have suffered from homelessness, mental health and addictions to lend their voice and stories so that our working committee respects and fully appreciates how hard it can be to truly transform one's life to full independence which of course includes housing for all.

This proposal is also being guided by the Home for Good Program Guidelines. This provincial structure fully supports a supportive housing model and has stated:

***“Every person in need has quality, safe and affordable supportive housing, feels empowered to live as independently as possible, and flourishes in the community of their choice”***

The current working group has been working alongside the City of Greater Sudbury to fully understand the needs of our most vulnerable when it comes to providing fair, safe and affordable housing. This proposal is in keeping with the needs of our ever-changing population as directed and shared across the City of Greater Sudbury.

We are confident that our collaborative approach will lead to matching or in some cases exceeding the desired provincial outcomes that may include the following:

- Increased housing stability
- Improved access to other supports to meet individual goals
- Increased sense of inclusion and community connection
- Improved physical, mental and emotional well being

The development of any long-term collaborative takes both time and patience to develop. We are excited to share that the Sudbury Peace Tower Housing Project has both depth and scope when it comes to getting such a concept off the ground to realizing occupancy and ultimately innovative supports for all.

### **Partner Profiles**

**SWSE (SW Sports and Entertainment Ltd.)** will be offering its charitable entity (to be established) the SWSE Foundation to offer employment opportunities to tenants through its sporting and entertainment venues. These programs may include skills and development training in addition to volunteer opportunities. In addition to enhanced skills and employment development a portion of the in house 50/50 revenue effective 21/22 sporting seasons will go to support and help sustain the many supports within the Sudbury Peace Tower Housing Project. Upon the completion of the actual build the SWSE Foundation may also elect to be the charitable entity that oversees the operations of the partnerships working directly with the tenants.

**SWSE** has a well-documented history of working alongside charitable and non-profit entities and currently has a commitment to those with hidden, developmental, physical disabilities and seniors in partnership with Collège Boréal and the Companion Program. In addition, the past three years has also seen dozens of youth groups being funded through a collaborative with the United Way North East Ontario supporting Youth Mental Health Programming.

**Habitat for Humanity** has a mandate to make housing affordable for all. Habitat's model is shifting somewhat to multi-residential units that offer a community, individuals and families high density housing and supports. This project has the full support of the local Habitat for Humanity Chapter through its Ontario Gateway regional operating model. This support will see dozens of volunteers to help build the housing complex using soft skills that will ultimately see a cost to build reduction so that we may be able to reduce capital construction costs.

**Collège Boréal** with its well-structured Health Sciences and Apprenticeship Programs have expressed interest in a long-term collaborative that could see both faculty and students alike providing experiential learning to aid in the design, construction and ultimately servicing the tenants of the Sudbury Peace Tower Housing Project. Both SWSE and Collège Boréal have made a commitment to serve the needs of those with disabilities and seniors with the launch of the Companion Program. We see Collège Boréal as a pivotal partner that will also allow all services to be offered in both official languages on and off site.

**SW Water Tower Ltd. (SWT)** has offered the land on which the proposed Sudbury Peace Tower Housing Project will be developed. SWT is the company that owns the Sudbury Water Tower (recently renamed the Sudbury Peace Tower as a dedication to the legacy of Jeremy Mahood.) Dario Zulich is the owner and President of SWT. Dario is a partner in one of Sudbury's largest property development/management companies and is also a partner in one of the largest construction companies in Northern Ontario. SW Water Tower Ltd. holds approximately four acres of land and Dario Zulich is offering this parcel of land to build a minimum of 38 units.

**TESC Construction** Since 1976, TESC has evolved into a multi-trade construction services provider specializing in industrial projects and plant/facility maintenance. Offering civil, structural, electrical, piping, millwrighting, boilermaker, and engineered scaffolding services, the construction company primarily serves the Industrial, Infrastructure and Institutional markets. TESC is also an authorized Robertson Builder for the design, supply and construction of pre-engineered buildings. A unionized contractor, its current workforce consists of approximately 250 employees, comprising the Sudbury and Saskatchewan offices, both permanent and contract employees. TESC provides value to its clients as a single-source option, allowing for more efficient project delivery. Over the last 43 years, the TESC team has successfully completed projects with several significant organizations in various markets, such as Vale, Glencore, Tahoe Canada, The Mosaic Company, Ontario Power Generation, SaskPower, and Laurentian University.

**Centerline Architecture** has a well-documented and disciplined creative team that has experience in working with non-profits, charities, educational institutions and municipal projects. In addition to innovative approaches to design and construction they have also lent the Sudbury Peace Tower very generous in-kind consultations that have allowed the project to move along its journey from concept stage to development. In this proposal we have provided their supporting documents, resume of qualifications and most importantly the commitment that this project will be a leading-edge building that will be energy efficient, comfortable and safe for all who reside.

Other groups that have been consulted with include the following:

**Sudbury Action Centre for Youth, CMHA, Samaritan Centre, Elgin St. Mission, Blue Door Soup Kitchen, City of Greater Sudbury Homelessness Network, Elizabeth Fry Society, John Howard Society, Kina Gbezhgomi Child and Family Services, Sudbury & District Public Health**

All the above-mentioned groups including many more are part of ongoing discussions so that we can continue to understand the complex needs of all who may require housing with supports and services.

## **Technical Description**

The proposed site will be comprised of single, bachelor and one-bedroom units that meet or exceed the standard building requirements. Special attention will be given to the accessibility needs of tenants. (walk in shower, rails and other features). The building will be made up of 38 plus units that best fit the land size and architectural footprint of the property. Consideration for community space, common laundry and other essential services will be considered in the final concept.

The key to this development will also be the “service” space that is offered for small meetings, workshops and training needs. The overall development must adhere to the common needs of all who live on site.

The main housing complex will also be complimented by a generous green space that will see the base of the Sudbury Peace Tower transformed into a community, or healing garden and a playground, complete with decking and other unique outdoor recreation offerings. This dedicated space was part of the original dedication to the memory of the late Jeremy Mahood.

Design considerations will exceed AODA building codes plus other relevant regulatory standards. It will strive to incorporate Green Building and Green House mitigation initiatives. The project will be developed by the I Believe Network and steering committee in partnership with Centerline Architecture, TESC Construction and include the many community partners as directed. All will work together to ensure that the project deliverables are met on time and on budget.

The construction of the Sudbury Peace Tower Housing project will follow The Home For Good criteria as outlined under the General Program Guidelines which include the following:

- Projects must start construction within 120 days of a signed Contribution Agreement
- Written confirmation of construction start must be provided to MHO
- Site inspections will be conducted at the discretion of MHO

This proposal also recognizes that the MHO encourages the use of energy efficient features in building design and the use of ENERGYSTAR- rated projects used when available. The construction will also include the mandatory use of suite meters (as of Jan 2011).

The proponents agree to working with the City of Greater Sudbury so that all required municipal approvals such as zoning, minor variances, land severances and site plan approvals are in place in advance of the proposed development construction.

## **Affordability Criteria and Rents**

As outlined in the Home for Good directive the Sudbury Peace Tower Housing project will adhere to the affordability which is defined to offer rents at or below 80% of CMHC at the time of occupancy. The project service model will also work towards providing greater affordability options to tenants which will also utilize rent supplements.

## **Next Steps**

The Sudbury Peace Tower project steering committee are currently in discussions with a financial entity who has direct experience in developing similar high-density affordable housing projects. They fully understand the provincial model of social service delivery financing using the District Social Service (DSSAB) model of both planning and delivery of such projects. In addition to the above the next steps include the following:

- Secure bridge financing and guarantor (final costing of building and site preparation)
- Establish a working pro forma budget that highlights costs vs. projected rental and other income
- Develop a capital campaign concept that uses funds to establish the “service” model of operating and delivery
- Work with the City of Greater Sudbury and partners on the site plan and infrastructure services to the actual site
- Leverage each partnership that will bring the “service” model to realization through formal and well-structured agreements making the project a model of housing first.

Comments, suggestions can be directed to:

**Michael Cullen, SWSE Community Partnerships** (SW Sports & Entertainment Ltd.)

Co-Chair Sudbury Peace Tower Housing Project Steering Committee

michael.cullen@swse.ca

705-929-9892

# SW Water Tower Ltd. / I Believe Network

January 20, 2020

Cindi Briscoe  
Manager of Housing Services  
City of Greater Sudbury  
PO BOX 5000, Station 'A',  
200 Brady St.  
Sudbury, ON Canada  
P3A 5P3

Dear Cindi:

## Expression of Interest - Home for Good (HFG) Application

Please accept this letter on behalf of SW Water Tower Ltd. (SWT) and I Believe Network (IBN) as our expression of interest to apply for the Home for Good Capital Funding (HFG) to develop a housing project at the Sudbury Water Tower located at 87 Pearl Street, Sudbury, Ontario.

SWT is the company that owns the Sudbury Water Tower (recently renamed the Sudbury Peace Tower as a dedication to the legacy of Jeremy Mahood.) Dario Zulich is the owner of SWT, and an entrepreneur and builder of economic growth and a partner in one of the cities largest property management companies in Sudbury.

The I Believe Network is a not-for-profit charity, founded by the late Pastor of All Nations Church - Jeremy Mahood and his wife Eileen Mahood. Throughout Jeremy's life-time he was involved in many community programs including inter-generational housing for seniors and families (The Landmark); chaplain for the Sudbury Police Services; Paul Harris Fellow of the Rotary Club; The Living Nativity – providing an opportunity for the community to celebrate Christmas. Also, he was the life coach and chaplain of the Sudbury Wolves, and thoroughly enjoyed attending games and supporting the young hockey players and coaches.

Eileen is the Vice Chairperson for the All Nations Family Housing Corporation (ANFHC), known as the Landmark. This 64-unit building (32 seniors / 32 families) provides 52 rent geared to income and 12 market rent units. As President of the I Believe Network, she operated First Steps for several years which provided supportive transition to people in need. It encouraged positive changes in people's lives. Part of the IBN purpose is to continue do social good in the community.

Both organizations, believe in the vision that every person in need should have quality, safe and affordable supported housing, and that people feel empowered to live as independently as possible in the Community of Greater Sudbury.

According to the Home for Good Program Guidelines, the organizations plan to build 38-50 bachelor units with a common area and meeting space for programing to support homelessness. This initiative would help the 2,000 units shortage of single dwelling units within the City of Greater Sudbury.

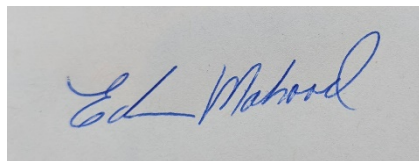
SW Water Tower Ltd. and I Believe Network together, in collaboration with the Habitat for Humanity – Ontario Gateway North, CMHA Sudbury, Sudbury Action Centre for Youth (SACY), and Centerline Architecture together will participate in this housing project as an initial advisory board. Together we can help eliminate chronic homelessness in our Community.

Thank you for your consideration of this expression of interest and we look forward to hearing from you.

Yours sincerely,



Dario Zulich  
SW Water Tower Ltd.  
874 Lapointe Street  
Sudbury, ON P3A 5N8  
705-688-6327



Eileen Mahood  
I Believe Network  
1816 Marie Avenue  
Sudbury, ON P3E 2X8  
705-919-1778

# I Believe Network

February 20, 2020

**Re: Peace Tower Housing Project**

The Peace Tower Housing project will support City of Greater Sudbury residents, creating a homegrown solution to the issue of homelessness in our community. Further, while it is always difficult to ascertain the precise number of individuals affected by homelessness, the 38 units in this project will undoubtedly do much to address this issue in the City of Greater Sudbury.

The I Believe Network (IBN) is supportive of the scope of this project and its potential contribution to a homelessness solution. Housing, while critically important, is often only the first step in addressing homelessness; housing should be paired with supports and services to ensure those being housed are able to maximize the opportunity for a more secure and productive future.

IBN is a not-for-profit charity, founded by the late Pastor of All Nations Church - Jeremy Mahood and me. Throughout Jeremy's lifetime we were involved in many community programs including inter-generational housing for seniors and families (The Landmark); The Living Nativity – providing an opportunity for the community to celebrate Christmas. Also, he was the life coach and chaplain of the Sudbury Wolves, and thoroughly enjoyed attending games and supporting the young hockey players and coaches.

Today, I am continuing our community focussed work as the vice-chair of The All Nations Family Housing Corporation (ANFHC), known as the Landmark. This 64-unit building (32 seniors / 32 families) provides 52 rent geared to income and 12 market rent units. And, as President of the I Believe Network, I managed the IBN program, First Steps, for many years which provided supportive transition to people in need and was funded by the federal government's Community Chaplaincy Program and donations. It encouraged positive changes in people's lives and assisted them to find safe, affordable housing navigate the social services system and become productive members of society through a job training program. Part of the IBN purpose is to continue do social good in the community.

For all of the reasons cited above, the scope of this project and its impacts on the City of Greater Sudbury homelessness, the services and supports built into the proposal, and the unique location that minimizes impact on businesses and residents, the I Believe Network offers its unconditional support of the proposed Peace Tower Housing Project.

Sincerely,



Eileen Mahood



Sudbury, February 20, 2020

Letter of Intent – Sudbury Peace Tower Housing Project

Please accept this letter of intent on behalf of SW Water Tower Ltd. (SWT) as our expression of interest to apply for the Home for Good Capital Funding (HFG) to develop a housing project at the Sudbury Water Tower located at 87 Pearl Street, Sudbury, Ontario.

SWT is the company that owns the Sudbury Water Tower (recently renamed the Sudbury Peace Tower as a dedication to the legacy of Jeremy Mahood.) I am the Owner and President of SWT. I am a partner in one of Sudbury's largest property development/management companies. I am also a partner in one of the largest construction companies in Northern Ontario.

I believe in the vision that every person in need should have quality, safe and affordable supported housing, and that people feel empowered to live as independently as possible in the Community of Greater Sudbury.

SW Water Tower Ltd. holds approximately four acres of land, and I am offering this parcel of land to build a minimum of 38 units for this homelessness housing initiative for the City of Greater Sudbury. Together we can help eliminate chronic homelessness in our Community.

Yours sincerely,

Dario Zulich, President

SW Water Tower Ltd.  
874 Lapointe Street  
Sudbury, ON P3A 5N8  
705-688-6327

February 20, 2020

**Peace Tower Housing Project**

**Letter of Support/Collaboration**

The Peace Tower Housing Project will support City of Greater Sudbury residents, creating a homegrown solution to the issue of homelessness in our community. Further, while it is always difficult to ascertain the precise number of individuals affected by homelessness, the 38 units in this project will undoubtedly do much to address this issue in the City of Greater Sudbury.

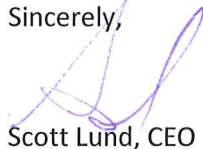
SWSE (SW Sports & Entertainment Ltd.) is supportive of the scope of this project and its potential contribution to a homelessness solution. Housing, while critically important, is often only the first step in addressing homelessness; housing should be paired with supports and services to ensure those being housed are able to maximize the opportunity for a more secure and productive future.

SWSE will be an active participant in the development and sustainability of the Peace Tower Housing Project by offering the following infrastructure support.

- Employment training and development for eligible tenants in collaboration with the Sudbury Wolves, Sudbury 5 and Sudbury Spartans
- Through the SWSE Foundation 50/50 proceeds effective 2021-22 seasons, a portion of proceeds to support the operational and training programs of tenants
- SWSE to develop, mentor and have possible subsidy opportunities for children and youth through a collaboration with Jumpstart (Canadian Tire) to support recreation/sport programming.

For all of the reasons cited above, the scope of this project and its impacts on the City of Greater Sudbury homelessness, the services and supports built into the proposal, and the unique location that minimizes impact on businesses and residents, SWSE offers its support of the proposed Peace Tower Housing Project.

Sincerely,



Scott Lund, CEO

cc: Michael Cullen, Community Partnerships

Questions relating to the Companion Program can be directed to Michael Cullen Community Partnerships [Michael.cullen@swse.ca](mailto:Michael.cullen@swse.ca) or 705-929-9892





**Centreline Architecture**

73 Elm Street, Suite 201  
Sudbury, ON P3C 1R7

t: (705) 618.1767  
e: info@c-arch.ca

centrelinearchitecture.ca

**February 20, 2020**

**RE: PEACE TOWER HOUSING PROJECT – LETTER OF SUPPORT / COLLABORATION**

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To Whom It May Concern:

The Peace Tower Housing Project, a 38-unit new residence in the downtown, will be a unique and significant contributor to offering a home-grown solution to our community's homelessness crisis – housing with dignity, hope, and a future.

Housing is a basic human right and critical to the wellbeing of our citizens and it is best complimented with the necessary supports and services which would help residents have access to a more secure and productive future. In addition to the 38 residential units, the Peace Tower Housing Project will incorporate employment services, life-skills programs and workshops, and other health and social services. Residents will have 24/7 on-site staff support to provide stability, security, and a familiar face.

As an architecture firm, we bring a myriad of experience to the table. For this project, we offer full-architectural services, feasibility studies, realistic renderings, project management, and master site planning and coordination. Our enthusiasm is why we have been part of the team which developed the early concept design and images for the vision for the Peace Tower Housing Project. Our input encouraged the project to incorporate innovative design elements such as pre-fabricated components for ease and speed in construction, and; a design to meet Passive House standards which would help the building work toward becoming net-zero project.

Our office has decades of combined experience and we're getting recognized for it. Our team has been awarded the Small Enterprise Award by the Sudbury Chamber of Commerce, a 40Under40 award, was a finalist for the Best Place to Work in 2019 again by the Sudbury Chamber, received an Ontario Association of Architects award for design, and a Sudbury Rotary Paul Harris Fellowship.

Centreline Architecture has been, and continues to be a proud supporter and contributor to our community and to this important project – the Peace Tower Housing project. We live and work downtown and understand that though this may not be a route to eradicating homelessness in our city, it would be a new model of housing that provides safe shelter and the help needed for some of our city's least fortunate.

Respectfully,

Kate Bowman OAA  
Partner | Architect

Rob Fleury  
Partner | Certified Passive House Designer

Dan Guillemette LT.OAA  
Partner | Sfr. Technologist



10 Feb 2020

Michael Cullen  
Community Partnerships  
SW Sports & Entertainment  
240 Elgin Street / Sudbury / ON / P3E 3N6  
C: 705 929-9892  
[Michael.Cullen@swse.ca](mailto:Michael.Cullen@swse.ca)

RE: **LETTER OF INTENT  
HABITAT FOR HUMANITY ONTARIO GATEWAY NORTH  
PARTNERSHIP – SUDBURY PEACE TOWER DEVELOPEMNT**

Dear Michael,

Congratulations on the progress made to date regarding the Sudbury Peace Tower development project. The aspirations of the 'I Believe' charity to partner with other appropriate, local not-for-profit organizations in the development of the Sudbury Peace Tower property, located on Pearl Street in Sudbury Ontario, is of great interest to Habitat for Humanity Ontario Gateway North. The addition of 38 affordable rental units to the supply in Greater Sudbury will undoubtedly go along way to helping local people in need of a hand up.

**Habitat for Humanity works with local communities to help people build strength, stability and self-reliance through access to a safe, decent, and affordable place to call home.** With our help, people are empowered to build a better life for themselves and their families.

Since the start of the organization in 1976, Habitat for Humanity has improved the shelter conditions of 3.6 million people in over 100 countries around the globe, including more than 3,000 families in Canada. Habitat for Humanity Ontario Gateway North (HFHOGN) has already partnered with more than 50 hard-working local families, allowing them to contribute to the community as homeowners when a conventional mortgage was out of their reach. New in 2019, Habitat for Humanity Ontario Gateway North is offering and supporting affordable rental units. It is in this capacity that we are writing to confirm our intent to act as a partner in support of the Sudbury Peace Tower development.

Habitat for Humanity Ontario Gateway North is proud to pledge participation in this exciting development via volunteerism. Habitat for Humanity Volunteer Build Days are popular, fun, and very helpful in keeping builds costs down. We are proud to be included in the planning of this project, which is so well aligned with our mission.

Sincerely,



Kimberley Woodcock  
CEO, Habitat for Humanity Ontario Gateway North

Le 20 février 2020

À qui de droit:

**Objet : Appui au Projet de la Tour de Paix sur la rue Pearl à Sudbury**

Le Collège Boréal est fier d'appuyer le Projet de la Tour de Paix (Sudbury Peace Tower Project) sur la rue Pearl à Sudbury.

Le Collège Boréal offre plusieurs programmes postsecondaires en santé, services communautaires et métiers qui pourront venir appuyer ce projet, soit par l'entremise de placements pour nos étudiants, la planification du projet, la construction de l'édifice, ou encore au maintien et gestion des unités.

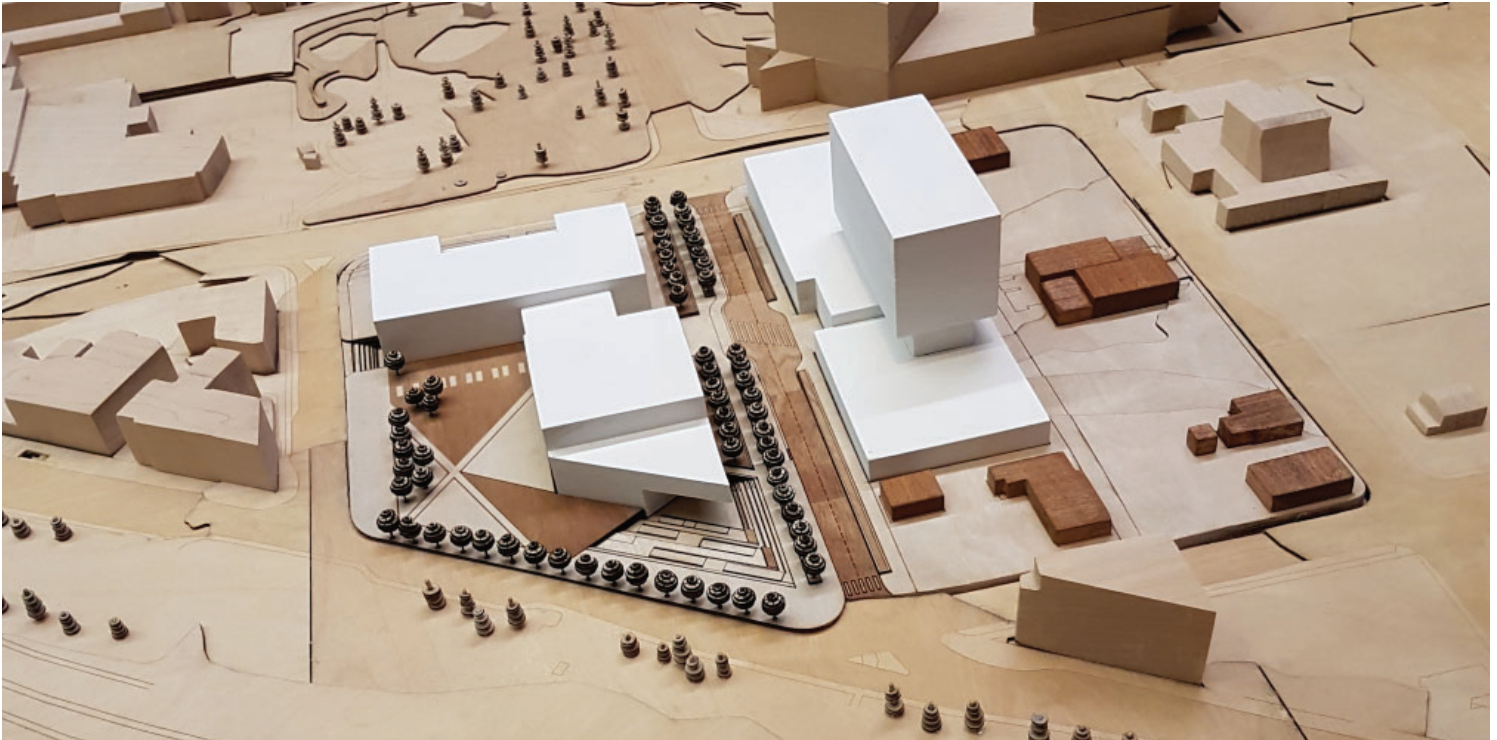
Les résidents de la Ville du Grand Sudbury vont certainement bénéficier de ce nouveau développement novateur. Grâce aux partenaires rattachés à ce projet, nos étudiants auront la chance de vivre des expériences uniques, bénéficiant d'un laboratoire vivant pour appuyer leur apprentissage.

Avec cette lettre, Collège Boréal confirme son intention d'être partenaire dans le projet de la Tour de Paix à Sudbury.

Bien à vous,



Lyne Michaud  
Vice-présidente à l'enseignement



FEBRUARY 2020

## PEACE TOWER HOUSING PROJECT



**CENTRELINE**  
ARCHITECTURE

73 Elm Street, Suite 201  
Sudbury, Ontario P3C 1R7

(705) 618.1767  
[centrelinearchitecture.ca](http://centrelinearchitecture.ca)

# 1 COMPANY PROFILE

## HISTORY OF THE PRACTICE

2



Centreline Architecture (CA) was founded in 2007 and over the years, our work has varied in scale and type. **The company's early project of choice was residential whether it be detached, semi-detached, or multi-unit. Over the years, we have grown and expanded to offering full-architectural services to all of our clients.** Though we still maintain a residential division, it too has evolved to include more and more complex custom homes and now, Passive House designs.

Languages Spoken:  
**French & English**

Location:  
**201-73 Elm Street, Sudbury**

No. of Employees:  
**7 and counting**

Years in Business:  
**12 plus**

Combined years of Experience:  
**45 plus**

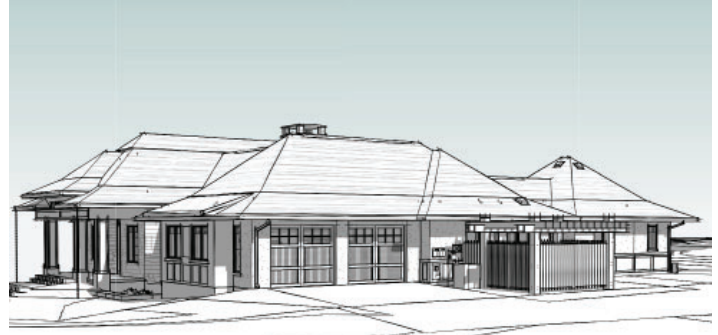
Services:  
**Full-Architectural**

Market Areas:  
**Ontario**

**In addition to residential, Centreline Architecture has worked on a myriad of types and scales of projects.** From pre-fab industrial structures, municipal building renovations, commercial tenant fit-ups, feasibility studies, and project management, our office is able to provide insight in many directions.



Private Residence, Renovation Sudbury ON



Private Residence, Custom Design Sudbury ON



Private Multi-Residential, Custom Design Sudbury ON



Co-housing Site Plan Development Sudbury, ON

Some of our most notable projects to date include acting as the local representation on the new casino projects in North Bay and Sudbury; completing a complex site analysis for a proposed library, art gallery, and convention centre in downtown Sudbury; and most recently, working for the Sudbury Housing Corporation to help them begin to explore a model for multi-unit passive homes throughout the city.

Our staff's experience vary almost as much as our current project load. Rob, for example, our Passive House designer and partner, spent much of his early career in Petawawa working for the Canadian Armed Forces. You'll see on his resume the extent of work he completed while there. He gained great insight during this time and is proud of the work he was part of. Neil, our Project Manager and Associate Partner, has over twenty years of construction experience under his belt having worked with one of the largest construction companies in Ottawa as well as running his own successful construction

business here in Sudbury. Neil is a Red Seal carpenter by trade and is now completing his PMP. You'll see more experience in our team's CVs.

Clients often praise our efforts as an office for being nimble and energetic. **In fact since 2016, we have been celebrated with a 'small enterprise' award and a finalist for both 'best customer service' and 'best place to work' categories at the Sudbury Chamber of Commerce Bell Business Excellence Awards where we often find ourselves up against icons in the Sudbury business world.** We may be young, but we're proving to be mighty, efficient, and able.

**In order to best serve northern Ontario, we take great pride in being a fully bilingual firm.**



Private Residence Custom Design Sudbury ON

# 2

## PROJECT SAMPLES

*SINGLE FAMILY DWELLING, MODERATE CUSTOM*

4

### Private Dwelling, New Construction Thornbury, ON

Role:

**Prime Consultant,  
Permit Set Development**

Consultant Fees:

**Construction Drawings (Arch. only):  
\$3,000.00**

*Construction completed*

Project Type:

**Custom Home  
Single Detached  
New Construction**

Area:

**1,600 sq. ft.**

Construction Cost:

**\$625,000.00**

Completion Date:

**Early Fall 2019**

Reference:

**Mr. Ron Beltrame**

**Owner**

**103 Stuart Drive**

**Thornbury, ON**

**1 (705) 207-0471**

**ronbeltrame@gmail.com**





# 2

## PROJECT SAMPLES

*SINGLE FAMILY DWELLING, HIGH-END CUSTOM*

6

### Private Dwelling, New Construction Thornbury, ON

Role:

**Full Architectural Services**

Consultant Fees:

**Prime Consultant (Arch. only): \$25,000.00**

Project Type:

**Custom Home**

**Single Detached**

**New Construction**

Area:

**2,400 sq. ft.**

Construction Cost:

**\$1,300,000.00**

Completion Date:

**Planned for Fall 2020**

Reference:

**Guy and Roxanne Mongeon  
Owners**

**671 Jupiter Court**

**Sudbury, ON**

**1 (705) 522-2031**

**[mongeor@rainbowschools.com](mailto:mongeor@rainbowschools.com)**





# 2

## PROJECT SAMPLES

MULTI-UNIT (14) PASSIVE HOUSE

8

### Multi-unit Social Housing Sudbury, ON

Role:

**Prime Consultant**  
**Schematic Design**

Consultant Fees:

**Schematic Design (Arch. only): \$5,250.00**

*Project seeking funding for next steps*

Project Type:

**Multi-unit (14) Residential**  
**Passive House**

Area:

**15,780 sq. ft.**

Construction Estimate:

**\$5,411,000.00**

Completion Date:

**N/A**

Reference:

**Mr. Patrick Wittmann**  
**Manager of Capital Planning and Construction**  
**Services,**  
**Sudbury Housing**  
**1 (705) 674-5175 x6301**  
**[patrick.wittmann@sudburyhousing.org](mailto:patrick.wittmann@sudburyhousing.org)**



## PROJECT SAMPLES

*MULTI-UNIT (14) PASSIVE HOUSE*

# KATE BOWMAN B.A.S., M.ARCH., O.A.A.

## PARTNER | ARCHITECT



Kate is an expert project manager who is committed to visionary designs for vibrant communities. Following a six year commitment to help the McEwen School of Architecture come to life in downtown Sudbury, and three years as an Intern Architect with Yallowega Bélanger Salach Architecture, Kate joined Centreline Architecture. She is now a Partner and helps to provide clients full architectural services. Most recently, Kate was recognized by the community for her efforts with a 40 Under 40 award as well as a Paul Harris Fellowship, presented by Rotary Sudbury.

### PROFESSIONAL

Centreline Architecture, Partner/ Principal Architect Sudbury, ON | 2017 - Present  
McEwen School of Architecture, Visiting Critic Sudbury, ON | 2014 - Present  
McEwen School of Architecture, Adjunct Professor Sudbury, ON | 2017 - 2018  
Yallowega Bélanger Salach Architects, Intern Architect Sudbury, ON | 2013 - 2016  
McEwen School of Architecture, Project Manager Sudbury, ON | 2008 - 2013  
Lieux Architects, Intern Architect Toronto, ON | Sept. 2005 - Dec. 2005.  
Peter Hossack & Associates Architects, Intern Architect Mississauga, ON | Jan. 2005 - Apr. 2005  
HLW International LLP, Student Architect New York, NY | Jan. 2004 - Aug. 2004  
Carruthers Shaw & Partners Inc., Student Architect Toronto, ON | May. 2003 - Aug. 2003  
Kohn Pederson & Fox, Student Architect New York, NY | Sep. 2002 - Dec. 2002

### EDUCATION

University of Waterloo, Master of Architecture with Commendation Waterloo, ON | 2005 - 2007  
University of Waterloo, Bachelor of Architectural Studies Waterloo, ON | 2001 - 2005  
University of Waterloo Rome Program Rome, IT | 2004

### SELECT PROJECTS

#### **Centreline Architecture**

Twenty-Unit Residential Conversion, Full Services Downtown Sudbury, ON  
Sweetfern Cohousing Site Development, Schematic Design Sudbury, ON  
Design de Plume Tenant Fit-up, Full Services Sudbury, ON  
1310 Spark Street Multi-unit Passive House, Schematic Design Sudbury, ON  
Compass (Child and Family Centre) Interior Upgrades, Full Services Sudbury, ON  
The Junction Integrated Site Plan, Phase 1 and 2, Site Study Sudbury, ON  
Mirarco Interior Upgrades, Full Services Sudbury, ON  
City of Greater Sudbury Atrium Finish Upgrades, Full Services Sudbury, ON  
City of Greater Sudbury 199 Larch Street Improvements, Full Services Sudbury, ON  
Indie Cinema, Project Management Sudbury, ON  
St. Anthony's Exterior Alterations, Full Services Sudbury, ON  
46 North Brewery Tennant Fit-up, Full Services Sudbury, ON  
Harley Davidson Millwork, Permit Package Sudbury, ON  
Gateway Casino Interior Upgrades, Full Services Sudbury, Woodstock, Sault Ste. Marie, ON  
Howard Armstrong Recreation Centre, Interior AODA Upgrades, Full Services Hanmer, ON  
Kingsway Master Planning, Site Development Sudbury, ON  
Espanola Animal Hospital, Design Development Espanola, ON  
Holy Redeemer Reroofing, Full Services Sudbury, ON  
Science North, Condition Review Sudbury, ON

#### **Yallowega Bélanger Salach Architects**

Health Sciences North - Medical Learners, Construction Documents Sudbury, ON  
CSCNO College Notre Dame Library Renovation, Full Services Sudbury, ON  
CSCNO Ecole Sacre Coeur Library Renovation, Full Services Sudbury, ON  
Laurentian University Cliff Fielding Research Centre, Construction Documents Sudbury, ON  
Science North - Various Projects, Full Services Sudbury, ON  
Out-of-the-Cold Shelter Renovation, Full Services Sudbury, ON

### RECOGNITION

Paul Harris Fellowship, Rotary Sudbury 2019  
Sudbury 40 Under 40 Award 2020  
Chamber of Commerce, Best Place to Work Finalist 2019  
Ontario Association of Architects, Award of Excellence 2009  
Alpha Rho Chi Bronze Medal for Professional Promise 2008

### COMMUNITY

She&Her Panelist 2020  
Sudbury Chamber of Commerce, Director 2019 - Present  
McEwen Architecture Steering Committee 2013 - 2016  
Northern Ontario School of Architecture, Board Member 2013 - Present  
City of Greater Sudbury, Cultural Action Committee 2013 - Present  
WoodWorks! Ontario, Awards Juror 2011

# DAN GUILLEMETTE LT OAA, BILINGUAL

## FOUNDING PARTNER | SN. TECHNOLOGIST



Dan is the founding partner of Centreline Architecture. He began the company in 2007 out of his home, dedicating himself to design residences throughout northern Ontario. Since that time, Dan estimates that he has worked on nearing 1,000 homes and counting ranging from detached, semi-detached, multi-unit, and more. Early in his experience, Dan found himself working at one of the largest architectural firms in Northern Ontario, Yallowega Bélanger Salach Architecture, as a co-op student. After completing his studies with honours at Algonquin College in Ottawa, Dan returned to YBSA where he quickly advanced to become a Senior Technologist, playing a significant role in many of their most prominent buildings. Dan has worked extensively on projects of all scales - large commercial buildings, hospitals, casinos, schools, residential projects, and many municipal developments.

### PROFESSIONAL

Centreline Architecture, Founding Partner/ Senior Technologist Sudbury, ON | 2007 - Present  
Yallowega Bélanger Architects, Senior Technologist Sudbury, ON | 2000 - 2001, 2003 - 2004, 2004 - 2014  
David Mailing Architects, Junior Technologist Ottawa, ON | 2004

### EDUCATION

Algonquin College of Applied Arts & Technology with Honours Ottawa, ON | 2001 - 2004

### SELECT PROJECTS

#### **Centreline Architecture**

Maple Syrup Farm Barn and Private Residence, Full Services Sudbury, ON  
Season's Pharmacy Tenant Fit-up, Full Services Sudbury, ON  
YMCA Child Care Renovation, Full Services Sudbury, ON  
Family Vision Centre Upgrades, Full Services Sudbury, ON  
Gateway Casino North Bay, Construction Administration North Bay, ON  
Zulich Multi-Residential, Permit Packages Sudbury, ON  
Dr. Keenan Dental Tenant Fit-up, Full Services Sudbury, ON  
CHHA Dream Home 2018, Permit Package Sudbury, ON  
Sudbury Prosthetics Renovation, Full Services Sudbury, ON  
Ripe Restaurant Renovations, Full Services Sudbury, ON  
Hatch Interior Office Renovation, Full Services Sudbury, ON  
Cimino Triplex, Permit Package Sudbury, ON  
Howard Armstrong Recreation Centre, Interior AODA Upgrades Hanmer, ON  
Sudbury Main Library Washroom Renovations Sudbury, ON  
Dowling Community Centre interior renovations Dowling, ON

#### **Yallowega Bélanger Architects**

Cambrian College Sustainable Energy Centre Sudbury, ON  
Sudbury Secondary School Renovation and Addition Sudbury, ON  
Holy Cross Catholic Elementary School Sudbury, ON  
St. Benedict Secondary School Renovation and Addition Sudbury, ON  
Northern Watersport Centre Sudbury, ON  
St. Bernadette Daycare Renovation Sudbury, ON  
Countryside Arena Renovation and Addition Sudbury, ON  
Princess Anne Public School Renovation and Addition Sudbury, ON  
Jean Paul II - Phase 2 Renovation and Addition Garson, ON  
Val Caron School Renovation and Addition Val Caron, ON  
Ministry of Natural Resources Garson, ON  
Willet Green Miller Centre Renovation Sudbury, ON  
Norcat Main Offices Sudbury, ON

### RECOGNITION

Chamber of Commerce, Best Place to Work Finalist 2019  
Chamber of Commerce, Small Enterprise Award 2016

### COMMUNITY

Sudbury Farmer's Market Steering Committee 2018 - Present  
Northern Society of Architects, Member 2015 - Present  
UPHere Festival, Artist Selection Committee 2015 - 2016  
Delki Dozzi Community Garden, Designer 2010 - Present  
College Boreal Arch. Tech. Program Consultation Committee 2010

### QUALIFICATIONS

Licensed Technologist, OAA 2013 - Present  
Certified Building Code Designer, BCIN 2007 - 2013  
Certified Associate, OAAAS 2010  
Certified Applied Science Technologist, OACETT 2010

# ROB FLEURY

DIP. ARCH. TECH, CPD

## PARTNER | SN. TECHNOLOGIST

Prior to joining to the CA team, Rob had been working in the custom home business throughout Ontario and has since developed an extensive knowledge and the unique needs of each and every client. Rob graduated from Algonquin College with honours in architectural Technology. His education allowed him to also work in commercial and institutional construction in addition to residential; even putting his skills to test working with the Department of National Defence in Petawawa, Ontario. Prior to joining the Centreline team, Rob worked at the City of Greater Sudbury as part of the Capital Projects team. As a Building Services Technician, Rob was revered for his patience and knowledge to handle the often challenging work assigned to him. Most recently, Rob was successful in become a certified Passive House Designer (CPD). With this certification, Rob is now able to design homes that are 75% more efficient than traditional construction.



### PROFESSIONAL

Centreline Architecture, Partner/ Sr. Technologist/ Arch. Designer Sudbury, ON | 2012 - Present  
City of Greater Sudbury, Building Services Technician Sudbury, ON | 2012 - 2015  
Department of National Defence, Architectural Designer Petawawa, ON | 2009 - 2012  
The Design House, Jr. Technologist, Architectural Designer Pembroke, ON | 2005 - 2009

### EDUCATION

Algonquin College of Applied Arts & Technology with Honours Ottawa, ON 2001 - 2004

### SELECT PROJECTS

#### **Centreline Architecture**

Private \$1.2m Residential, Full Services Sudbury, ON  
Howard Armstrong Recreation Centre, Interior AODA Upgrades Hanmer, ON  
Sudbury Main Library Washroom Renovations Sudbury, ON  
Dowling Community Centre interior renovations Dowling, ON

#### **City of Greater Sudbury**

Twelve Arena Structural Upgrades Sudbury, ON  
Demolition of Kingsway Hotel Sudbury, ON  
Provincial Tower Re-Roofing (Tom Davies) Sudbury, ON  
Upgrades to six Water Pumping Stations Sudbury, ON  
HVAC Upgrades to the Main Water Filtration Building Sudbury, ON  
HVAC Upgrades to Various Arenas Sudbury, ON

#### **Department of National Defense**

30-Unit Barracks Re-Design -Living and Sleeping Space Petawawa, ON  
Renovation of Officers Mess Bar and Restaurant Petawawa, ON  
Renovation of Soldiers Mess Bar and Game Room Petawawa, ON  
Renovation of Soldiers Mess Hall and Bar Area Petawawa, ON  
Renovation of Special Forces Security Building Petawawa, ON  
Re-Roofing of Five Various DND Buildings Petawawa, ON  
Design of New Golf Course Storage Building Petawawa, ON  
Environmental Assessment of Roads and Proposed Building  
for New Heavy Lift Helicopter Buildings Petawawa, ON  
Design and Material Sourcing for 53,000 sq.ft. Field House Petawawa, ON

#### **The Design House**

Far Hills Thornbury: 36 residential Units, Two 3-Storey Condos (24 Units each) and a Recreational Community Centre Thornbury, ON  
\$2m Private Residence on Kempeufelt Bay Barrie, ON  
\$1.5m Private Residence in a Luxury Estate Subdivision Innisfil, ON  
\$4m Model Home Design for Executive Home Builders Barrie, ON

### RECOGNITION

Chamber of Commerce, Best Place to Work Finalist 2019  
Chamber of Commerce, Small Enterprise Award 2016  
Sudbury Living Magazine - Northern Ontario Business 2019

### COMMUNITY

Delki Dozzi Community Garden, Designer 2010 - Present  
College Boreal Arch. Tech. Program Consultation Committee 2010

### QUALIFICATIONS

Certified Passive House Designer 2019 - Present  
Candidate - Licensed Technologist, OAA 2013 - Present  
Certified Building Code Designer, BCIN 2007 - 2013  
Technologist, OAAAS 2010

# JULIE VACHON B.AS., M.ARCH., FRANCOPHONE

## Intern Architect

As our newest hire, Julie joins Centreline after completing her Masters of Architecture at the McEwen School of Architecture. Julie completed an 8-month co-op with Centreline and in that time, excelled in all aspects. She was quickly trusted with small projects on her own with supervision and inviting her back as a full-time employee was an easy decision. Julie will now be interning at Centreline with the intent in gaining her full licence to practice architecture in Northern Ontario.



### PROFESSIONAL

Centreline Architecture, Intern Architect Sudbury, ON | 2019 - Present  
Centreline Architecture, Student Architect Sudbury, ON | Jan. 2018 - Aug. 2018  
Collège Boréal, Part-time Sessional Teacher Sudbury, ON | Sep. 2017 - Feb 2018  
Laurentian University McEwen School of Architecture, Teaching Assistant Sudbury, ON | 2016 - 2019  
Laurentian University McEwen School of Architecture, Library Assistant Sudbury, ON | 2015 - 2019  
Greenboro Landscaping Ltd., Landscape Labourer Ottawa, ON | May 2014 - Sep. 2014

### EDUCATION

Laurentian University, Master of Architecture Sudbury, ON | 2017 - 2019  
Laurentian University, Bachelor of Architectural Studies with Honours, *Cum laude* Sudbury, ON | 2013 - 2017

### SELECT PROJECTS

#### **Centreline Architecture**

Twenty-Unit Residential Conversion, Full Services Downtown Sudbury, ON  
Design de Plume Tenant Fit-up, Full Services Sudbury, ON  
1310 Spark Street Multi-unit Passive House, Schematic Design Sudbury, ON  
St. Anthony's Exterior Alterations, Full Services Sudbury, ON  
46 North Brewery Tenant Fit-up, Full Services Sudbury, ON  
Dr. Keenan Dental Tenant Fit-up, Full Services Sudbury, ON  
CHHA Dream Home 2018, Permit Package Sudbury, ON  
Sudbury Prosthetics Renovation, Full Services Sudbury, ON  
Howard Armstrong Recreation Centre, Interior AODA Upgrades, Full Services Hanmer, ON

### RECOGNITION

YBSA Graduate Thesis Award for Northern Landscape and Community-Design 2019  
Ontario Graduate Studies Scholarship Award 2017  
Ontario Association of Architects, Academic Average Award 2014, 2015, 2016 and 2017

### COMMUNITY

Sudbury Women's Recreational Hockey League, Team Representative 2018 - Present  
"Ouss qu'on s'en va" Student Architecture Symposium Université de Montréal, LU Delegation Leader 2015  
"Ouss qu'on s'en va" Student Architecture Symposium McGill and Laval University, Participant 2016 and 2017  
Canadian Centre for Architecture "Reassembling the North" Design Charette, Participant 2017  
Team Roots/OUR Guatemala, Humanitarian Trip 2016

### QUALIFICATIONS

Candidate - Licensed Architect, OAA 2019 - Present  
Certificate of Bilingualism (Laurentian University) 2017

# DANIELLE BILODEAU

DIP. ARCH. TECH, **BILINGUAL**

## INT. TECHNOLOGIST



Danielle has been part of the Centreline team since her first co-op placement in 2016. After completing her studies at Georgian College - where she earned a diploma in Architectural Technology - she officially joined CA full-time in 2017. Danielle proves time and time again to meet all challenges thrown at her and has quickly been promoted up the ranks to Intermediate Technologist and now easily handles residential projects as the lead. Her level head, calm demeanor, and willingness to learn has allowed her to gain more and more responsibility as each day passes. Danielle estimates that she has helped close to 300 families develop their custom home.

### PROFESSIONAL

Centreline Architecture, Junior Technologist/ Arch. Designer Sudbury, ON | 2017 - Present  
Build North Construction Inc., Assistant to the Project Manager Sudbury, ON | 2015  
Greater Sudbury Police Services, Summer Student Sudbury, ON | 2013 - 2014

### EDUCATION

Georgian College Architectural Technology Advanced Diploma with Honours Barrie, ON 2014 - 2017

### SELECT PROJECTS

#### **Centreline Architecture**

Various Custom Home Designs, Northern Ontario  
SLV Custom Home Designs (Various), Permit Packages Sudbury, ON  
1310 Spark Street Multi-Unit Passive Residential, Schematic Design Sudbury, ON  
Family Vision Centre Interior Upgrades, Full Services Sudbury, ON  
Kinsmen Home Custom Design, Permit Package Sudbury, ON  
CHHA Dream Home Custom Design, Permit Package Sudbury, ON  
Hatch Interior Office Renovation, Full Services Sudbury, ON  
46 North Brewery Tenant Fit-up, Full Services Sudbury, ON  
Child & Family Office Renovation, Full Services Sudbury, ON  
Espanola Animal Hospital, Schematic Design Sudbury, ON

#### **Build North Construction**

Cambrian College Sustainable Energy Centre Sudbury, ON  
Holy Cross Catholic Elementary School Sudbury, ON

### RECOGNITION

Chamber of Commerce, Best Place to Work Finalist 2019  
Chamber of Commerce, Small Enterprise Award 2016

### COMMUNITY

Delki Dozzi Community Garden, Designer 2010 - Present  
Kiwanis Club of Barrie, Volunteer 2016 - 2017

### QUALIFICATIONS

Candidate - Licensed Technologist, OAA 2018 - Present  
Certified Associate, OAAAS 2018

# NEIL BLAIS PMP CANDIDATE, BILINGUAL

## ASSOCIATE PARTNER | PROJECT MANAGER



Neil is a trained Red Seal Carpenter by trade and joined Centreline over a year ago and he has since proven himself to be an extremely valuable addition. Neil brings to the office over two decades of contracting experience having owned and operated a successful Sudbury construction company. Looking for a change and more regular working hours, Neil has come to CA to be our dedicated site construction manager. He has already helped to monitor the construction and progress of a number of projects and has also provided tremendous insight to projects as they develop in both design and construction drawing phases, helping the office better understand best construction practices. Neil is currently completing the PMP certification.

### PROFESSIONAL

Centreline Architecture, Associate Partner Sudbury, ON | 2020  
Centreline Architecture, Project Manager Sudbury, ON | 2018 - Present  
Fraser Construction, Owner Sudbury, ON | 2011 - 2018  
Newt Construction, Owner Sudbury, ON | 2007 - 2011  
Frecon Construction, Carpenter Ottawa, ON | 1998 - 2007

### EDUCATION

Algonquin College of Applied Arts & Technology Ottawa, ON 2017 - 2018

### SELECT PROJECTS

#### **Centreline Architecture**

46 North Brewery Tenant Fit-up, Full Services Sudbury, ON  
1310 Spark Street Multi-unit Passive House, Schematic Design Sudbury, ON  
Compass (Child and Family Centre) Interior Upgrades, Full Services Sudbury, ON  
Mirarco Interior Upgrades, Full Services Sudbury, ON  
City of Greater Sudbury Atrium Finish Upgrades, Full Services Sudbury, ON  
City of Greater Sudbury 199 Larch Street Improvements, Full Services Sudbury, ON  
St. Anthony's Exterior Alterations, Full Services Sudbury, ON  
Gateway Casino Interior Upgrades, Full Services Sudbury, Woodstock, Sault Ste. Marie, ON  
Holy Redeemer Re-roofing, Full Services Sudbury, ON  
Maple Syrup Farm Barn and Private Residence, Full Services Sudbury, ON  
YMCA Child Care Renovation, Full Services Sudbury, ON  
Gateway Casino North Bay, Construction Administration North Bay, ON  
Dr. Keenan Dental Tenant Fit-up, Full Services Sudbury, ON  
Sudbury Prosthetics Renovation, Full Services Sudbury, ON

### RECOGNITION

Chamber of Commerce, Best Place to Work Finalist 2019

### QUALIFICATIONS

Candidate, Project Management Professional Certification 2018 - Present  
Red Seal Carpenter 1998 - Present

Elgin Street Mission  
344 Elgin Street  
Sudbury, ON P3E 3N9  
Phone: 705-673-2163  
Fax: 705-673-0560



Director/Chaplain: Pastor Brad Hale  
*chaplain@themission.ca*  
Secretary: Cheryl Perreault  
*administrator@themission.ca*  
Volunteer Coordinator: Christine  
Newbury  
*kitchenmanager@themission.ca*

Feb 20, 2020

**Peace Tower Housing  
Letter of Support/Collaboration**

As we understand, the Peace Tower Housing project will support City of Greater Sudbury residents, creating a homegrown solution to the issue of homelessness in our community. Further, while it is always difficult to ascertain the precise number of individuals affected by homelessness, the 38 units in this project will undoubtedly do much to address this issue in the City of Greater Sudbury.

The Elgin Street Mission is supportive of the scope of this project and its potential contribution to a homelessness solution. Housing, while critically important, is often only the first step in addressing homelessness; housing should be paired with supports and services to ensure those being housed are able to maximize the opportunity for a more secure and productive future. The proposed Peace Tower Housing project will provide access to a variety of supports to residents of the facility, such as employment services, life-skills programs, and other health and social services.

The Elgin Street Mission strongly supports the provision of supports and programs to assist residents to transition out of supportive housing and into independence.

For all of the reasons cited above, the scope of this project and its impacts on the City of Greater Sudbury homelessness, the services and supports built into the proposal, and the unique location that minimizes impact on businesses and residents, the Elgin Street Mission offers its support of the proposed Peace Tower Housing Project.

Elgin Street Mission

Signature

A handwritten signature in black ink, appearing to read 'Brad Hale', written over a horizontal line.

Director/Chaplain



Canadian Mental  
Health Association  
Sudbury/Manitoulin  
Mental Health &  
Addiction Services

Association canadienne  
pour la santé mentale  
Sudbury/Manitoulin  
Services de santé mentale  
& de toxicomanie

February 20, 2020

Steve Jacques  
General Manager of Community Development  
City of Greater Sudbury  
200 Brady St.  
Sudbury, ON  
P3A 5P3

**RE: Letter of Support – Peace Tower Housing**

The Canadian Mental Health Association – Sudbury/Manitoulin (CMHA-S/M) respectfully submits a letter of support for the Peace Tower Housing project in the City of Greater Sudbury. The proposed Peace Tower Housing project will increase affordable housing stock which is greatly needed for the vulnerable population.

We support the Peace Tower Housing project given the goal to develop 38 units specifically for our homeless and vulnerable citizens. The project aims to provide access to a variety of supports to tenants, such as employment services, life-skills programs, and other health and social services. CMHA-S/M understands that housing, while critically important, is often only the first step in addressing homelessness; housing should be paired with supports and services to ensure those being housed are able to maximize the opportunity for a more secure and productive future.

CMHA-S/M is in support of this project. As an organization, we see the benefit of additional safe and affordable housing for the vulnerable population. We would be pleased to partner with the Peace Town Housing project by providing support services to individuals, as they would greatly benefit from the stability and location of the development.

Sincerely,

Patty MacDonald  
Chief Executive Officer

Feb 10, 2020

**Peace Tower Housing**

**Letter of Support/Collaboration**

As we understand, the Peace Tower Housing project will support City of Greater Sudbury residents, creating a homegrown solution to the issue of homelessness in our community. Further, while it is always difficult to ascertain the precise number of individuals affected by homelessness, the 38 units in this project will undoubtedly do much to address this issue in the City of Greater Sudbury.

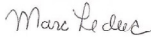
The Blue Door Soup Kitchen is supportive of the scope of this project and its potential contribution to a homelessness solution. Housing, while critically important, is often only the first step in addressing homelessness; housing should be paired with supports and services to ensure those being housed are able to maximize the opportunity for a more secure and productive future.

The proposed Peace Tower Housing project will provide access to a variety of supports to residents of the facility, such as employment services, life-skills programs, and other health and social services.

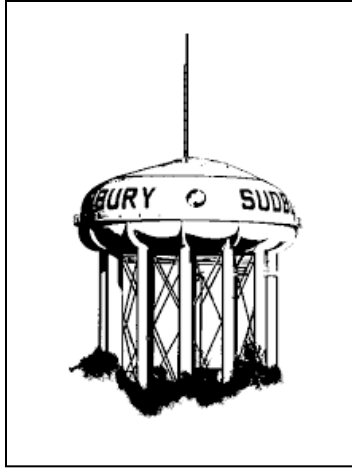
The Blue Door Soup Kitchen strongly supports the provision of supports and programs to assist residents to transition out of supportive housing and into independence.

For all of the reasons cited above, the scope of this project and its impacts on the City of Greater Sudbury homelessness, the services and supports built into the proposal, and the unique location that minimizes impact on businesses and residents, the Blue Door Soup Kitchen offers its support of the proposed Peace Tower Housing Project.

Blue Door Soup Kitchen



Marc Leduc  
President



# Sudbury Peace Tower Housing Project

---



SUBMITTED: Friday, February 21, 2020

**TENDERS@TESC.COM**

TESC CONTRACTING COMPANY LTD.

874 LAPOINTE STREET, SUDBURY, ON P3A 5N8 | TEL: 705-566-5702 | TOLL FREE: 1-888-578-8372



Estimate Number

Friday, February 21, 2020

**Company Name**

Sudbury Peace Tower Housing Project  
Sudbury, ON

**RE : Sudbury Peace Tower Housing Project**

TESC is pleased to submit our quotation for the above noted project in the amount of: \$6,727,944.86

As per all information provided. All applicable taxes extra. Subject to review and mutual agreement of the terms and conditions of the contract.

**Attachments:**

1. Appendices

**Clarifications:**

1. TESC has not included for any overtime.

If you require any clarification with our submission, please do not hesitate to direct your inquiry to [tenders@tesc.com](mailto:tenders@tesc.com).

We trust the foregoing meets with your favorable consideration. We look forward to hearing from you soon.

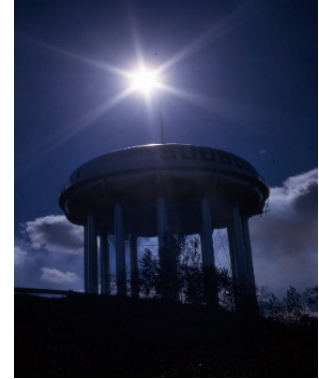
Yours Truly,

**TESC Contracting Company Ltd.**

**Estimator**

:kr

		\$/sq. ft.	Totals	
A	Substructure	3.36%	\$5.21	\$153,645.92
A1010	Standard Foundations		\$3.12	\$92,163.88
	Foundation wall, CIP, 4' wall height, direct chute, .148 CY/LF, 7.2 PLF, 12" thick		\$1.37	\$40,487.92
	Strip footing, concrete, reinforced, load 14.8 KLF, soil bearing capacity 6 KSF, 12" deep x 32" wide		\$0.76	\$22,550.88
	Spread footings, 3000 PSI concrete, load 200K, soil bearing capacity 6 KSF, 6' - 0" square x 20" deep		\$0.99	\$29,125.08
A1030	Slab on Grade		\$1.97	\$58,250.31
A2010	Slab on grade, 4" thick, non industrial, reinforced		\$1.97	\$58,250.31
	Basement Excavation		\$0.11	\$3,231.73
	Excavate and fill, 10,000 SF, 4' deep, sand, gravel, or common earth, on site storage		\$0.11	\$3,231.73
B	Shell	20.57%	\$31.91	\$941,227.26
B1010	Floor Construction		\$13.55	\$399,872.44
	Floor, concrete, slab form, steel joists, joist girder, 1.5" 22 ga metal deck, on columns, 50'x50' bay, 32" deep, 40 PSF superimposed load, 84 PSF total load		\$11.46	\$338,178.17
	Floor, concrete, slab form, steel joists, joist girder, 1.5" 22 ga metal deck, on columns, 50'x50" bay, 40 PSF superimposed load, 84 PSF total load, for columns add		\$0.86	\$25,255.93
	Fireproofing, gypsum board, fire rated, 3 layer, 1.5" thick, 8" steel column, 3 hour rating, 23 PLF		\$1.24	\$36,438.34
B1020	Roof Construction		\$5.00	\$147,531.47
B2010	Roof, steel joists, joist girder, 1.5" 22 ga metal deck, on columns, 50'x50' bay, 40 PSF superimposed load, 59" deep, 64 PSF total load		\$4.57	\$134,903.50
	Roof, steel joists, joist girder, 1.5" 22 ga metal deck, on columns, 50'x50' bay, 40 PSF superimposed load, 59" deep, 64 PSF total load, add for columns		\$0.43	\$12,627.97
	Exterior Walls		\$6.62	\$195,344.16
B2020	E.I.F.S., cement board sheathing, 1x8 fascia, R8 insulation, 6" metal studs, 16" O.C., 2" EPS		\$6.62	\$195,344.16
	Exterior Windows		\$3.24	\$95,599.33
B2030	Windows, aluminum, sliding, standard glass, 5' x 3'		\$3.24	\$95,599.33
	Exterior Doors		\$0.56	\$16,482.45
B3010	Door, steel 18 gauge, hollow metal, 1 door with frame, no label, 3'-6" x 7'-0" opening		\$0.56	\$16,482.45
	Roof Coverings		\$2.93	\$86,397.41
	Roofing, single ply membrane, EPDM, 60 mils, loosely laid, stone ballast		\$0.67	\$19,683.09
B3010	Insulation, rigid, roof deck, extruded polystyrene, 40 PSI compressive strength, 4" thick, R20		\$1.59	\$46,947.87
	Roof edges, aluminum, duranodic, .050" thick, 6" face		\$0.46	\$13,673.22
	Gravel stop, aluminum, extruded, 4", mill finish, .050" thick		\$0.21	\$6,093.23
C	Interiors	21.34%	\$33.11	\$976,663.12
C1010	Partitions		\$7.30	\$215,324.33
	Metal partition, 5/8" fire rated gypsum board face, 1/4" sound deadening gypsum board, 2-1/2" @ 24", same opposite face, no insulation		\$5.57	\$164,230.83
	1/2" fire rated gypsum board, taped & finished, painted on metal furring		\$1.73	\$51,093.50
C1020	Interior Doors		\$9.51	\$280,425.50
	Door, single leaf, kd steel frame, hollow metal, commercial quality, flush, 3'-0" x 7'-0" x 1-3/8"		\$8.82	\$260,315.15
	Doors, interior fire door, drywall frame, 1-3/8" thick, 3'-0" x 7'-0"		\$0.68	\$20,110.35
C1030	Fittings		\$4.47	\$131,718.67
	Cabinets, residential, base, hardwood, 1 top drawer & 1 door below x 24" W		\$2.44	\$71,983.15
	Cabinets, residential, wall, two doors x 48" wide		\$1.71	\$50,522.13
C2010	Cabinets, residential, counter top-laminated plastic, stock, economy		\$0.31	\$9,213.39
	Stair Construction		\$0.70	\$20,652.20
	Stairs, wood, prefab box type, oak treads, wood rails 3'-6" wide, 14 risers		\$0.70	\$20,652.20
C3010	Wall Finishes		\$2.11	\$62,332.53
	Painting, interior on plaster and drywall, walls & ceilings, roller work, primer & 2 coats		\$1.41	\$41,515.86
	Ceramic tile, thin set, 4-1/4" x 4-1/4"		\$0.71	\$20,816.67
C3020	Floor Finishes		\$4.82	\$142,243.81
	Carpet tile, nylon, fusion bonded, 18" x 18" or 24" x 24", 24 oz		\$2.23	\$65,702.02
	Carpet tile, nylon, fusion bonded, 18" x 18" or 24" x 24", 35 oz		\$1.17	\$34,625.92
	Vinyl, composition tile, maximum		\$0.33	\$9,800.99
	Tile, ceramic natural clay		\$1.09	\$32,114.88
C3030	Ceiling Finishes		\$4.20	\$123,966.08
	Gypsum board ceilings, 1/2" fire rated gypsum board, painted and textured finish, 7/8" resilient channel furring, 24" OC support		\$4.20	\$123,966.08
D	Services	35.78%	\$55.52	\$1,637,718.11
D1010	Elevators and Lifts		\$6.14	\$181,259.01
	Hydraulic passenger elevator, 3500 lb., 3 floors, 10' story height, 125 FPM		\$6.14	\$181,259.01
D2010	Plumbing Fixtures		\$7.18	\$211,913.78
	Kitchen sink w/trim, countertop, stainless steel, 19" x 18" single bowl		\$1.60	\$47,141.79
	Laundry sink w/trim, plastic, on wall or legs, 18" x 23" single compartment		\$0.23	\$6,853.70
	Service sink w/trim, PE on CI, corner floor, 28" x 28", w/rim guard		\$0.47	\$13,823.70
	Bathroom, three fixture, 2 wall plumbing, lavatory, water closet & bathtub, stand alone		\$4.88	\$144,094.59
D2020	Domestic Water Distribution		\$8.28	\$244,270.88
	Electric water heater, commercial, 100< F rise, 50 gallon tank, 9 KW 37 GPH		\$8.28	\$244,270.88
D2040	Rain Water Drainage		\$0.61	\$18,059.50
	Roof drain, DWV PVC, 4" diam, diam, 10' high		\$0.36	\$10,557.53
	Roof drain, DWV PVC, 4" diam, for each additional foot add		\$0.25	\$7,501.97
D3010	Energy Supply		\$8.46	\$249,624.87
	Apartment building heating system, fin tube radiation, forced hot water, 20,000 SF area,200,000 CF vol		\$8.46	\$249,624.87
D3030	Cooling Generating Systems		\$9.06	\$267,364.99
	Packaged chiller, air cooled, with fan coil unit, medical centers, 20,000 SF, 46.66 ton		\$9.06	\$267,364.99
D4010	Sprinklers		\$3.83	\$112,861.93
	Wet pipe sprinkler systems, steel, light hazard, 1 floor, 5000 SF		\$1.71	\$50,560.67
	Wet pipe sprinkler systems, steel, light hazard, each additional floor, 5000 SF		\$2.11	\$62,301.26
D5010	Electrical Service/Distribution		\$2.32	\$68,513.73
	Overhead service installation, includes breakers, metering, 20' conduit & wire, 3 phase, 4 wire, 120/208 V, 800 A		\$0.48	\$14,078.80
	Feeder installation 600 V, including RGS conduit and XHHW wire, 800 A		\$1.11	\$32,856.45
	Switchgear installation, incl switchboard, panels & circuit breaker, 120/208 V, 3 phase, 800 A		\$0.73	\$21,578.48
D5020	Lighting and Branch Wiring		\$8.35	\$246,193.22
	Receptacles incl plate, box, conduit, wire, 10 per 1000 SF, 1.2 watts per SF		\$3.45	\$101,695.06
	Wall switches, 2.5 per 1000 SF		\$0.65	\$19,215.42
	Miscellaneous power, 2 watts		\$0.62	\$18,355.49
	Central air conditioning power, 3 watts		\$0.71	\$20,896.03
	Motor installation, three phase, 200 V, 15 HP motor size		\$0.13	\$3,839.50
	Incandescent fixtures recess mounted, type A, 1 watt per SF, 8 FC, 6 fixtures per 1000 SF		\$2.79	\$82,191.72
D5030	Communications and Security		\$1.28	\$37,656.20
	Communication and alarm systems, fire detection, addressable, 25 detectors, includes outlets, boxes, conduit and wire		\$1.05	\$30,852.05
	Fire alarm command center, addressable without voice, excl. wire & conduit		\$0.23	\$6,804.15
	Internet wiring, 2 data/voice outlets per 1000 S.F.		\$0.00	
E	Equipment & Furnishings	8.34%	\$12.94	\$381,645.83
E1090	Other Equipment		\$13.88	\$381,645.83
	38.00-Refrigerator, residential appliances, no frost, 10 to 12 C.F., minimum		\$0.94	\$27,793.20
	38.00-Cooking range, residential appliances, free standing, 1 oven, 30" wide, minimum		\$0.96	\$28,256.42
	38.00-Microwave ovens, residential appliances, minimum		\$0.46	\$13,479.74
	38.00-Dishwasher, residential appliances, built-in, 2 cycles, minimum		\$1.12	\$33,120.42
	1.00-Closed circuit television system (CCTV), surveillance, one station (camera & monitor)		\$0.05	\$1,584.70
	3.00-Closed circuit television system (CCTV), surveillance, for additional camera stations, add		\$0.08	\$2,267.34
	1.00-Hydraulic, passenger elevator, 3500 lb, 2 floors, 100 FPM		\$3.21	\$94,722.60
	1.00-Hydraulic passenger elevators, for number of stops over 2, add		\$0.36	\$10,544.35
	38.00-Laundry equipment, dryers, gas-fired residential, 16 lb capacity, average		\$1.65	\$48,638.10
	38.00-Laundry equipment, washer, residential, 4 cycle, average		\$2.12	\$62,534.70
	38.00-Bed sets with dressers, average		\$1.60	\$47,116.86
	38.00-Living room / dining room sets, average		\$1.33	\$39,380.60
	F	Building Sitework	10.62%	\$16.47
F1	Storm Sewer		\$2.76	\$81,500.00
F2	Sanitary Sewer		\$2.07	\$61,000.00
F3	Watermain		\$2.80	\$82,500.00
F4	Road Construction		\$3.79	\$111,933.00
F5	Miscellaneous Additional Surface works		\$5.05	\$149,000.00
SubTotal		100.00%	\$155.15	\$4,576,833.24
Soft Costs		18.00%	\$27.93	\$823,829.98
Architectural Fees		9.00%	\$13.96	\$411,914.99
Contingency Allowance		20.00%	\$31.03	\$915,366.65
Total Building Cost			\$177.96	\$6,727,944.86



## Mahood's Legacy brings PEACE to Sudbury.

In honour of the late Pastor Jeremy Mahood, Dario Zulich renames the Sudbury Water Tower, the **SUDBURY PEACE TOWER** in his memory.

*"Jeremy Mahood was a dear friend and the Manager of Soul for our Sudbury Wolves Sports & Entertainment (SWSE) teams. His legacy and vision will bring PEACE to our community as we revitalize this Tower as a Beacon of Hope," said Dario Zulich.*

The Sudbury Peace Tower encompasses 4 acres which will eventually become an open community space as a tourist attraction. The first phase is to clean up the green space, put up lighting and paint the Tower. The second phase will be to create a community open space with a park, botanical gardens, a playground and a walking trail.

Jeremy's ultimate vision was to build a **House of Hope for At Risk Youth**. In the third phase, we hope to build a transitional place that will incorporate living space and social enterprise to teach youth life skills to help lift them up and give them renewed HOPE!

*"Jeremy's Jeep was known as the Hope mobile to many. His license plate said it all – Hope 4 U. He believed that for every person he came in contact with in the Sudbury community he loved," said Eileen Mahood.*

Through community partnerships and the I Believe Network (ibn) Charity established by Jeremy and Eileen Mahood in 2003, we will raise capital to enlighten his vision and someday perhaps even build an observation deck up top that could be utilized for meeting space and tourists. A memorial dedication plaque in Jeremy's name will be unveiled at the Sudbury Peace Tower in the Spring.

*"In keeping with Jeremy's passion for our community's youth, today's message of Hope and Peace is exactly what is needed both in his memory and across our City. Jeremy also understood the importance of collaboration and working together as a community to share the message of hope across all streams. His work as mentor, leader, coach, brother and friend must be passed on so that we never lose sight that HOPE is real and measurable. Today we would also like to thank Centerline Architects for bringing Jeremys dreams of hope for all to life," said Michael Cullen, Community Partnerships, SWSE.*

For more information:

Michael Cullen, Community Partnerships, SWSE [michael.cullen@swse.ca](mailto:michael.cullen@swse.ca) 705-929-9892  
[www.sudburypeacetower.com](http://www.sudburypeacetower.com) / Facebook Sudbury Peace Tower



DARIO ZULICH



NEWS

# Sudbury water tower renamed and will be transformed

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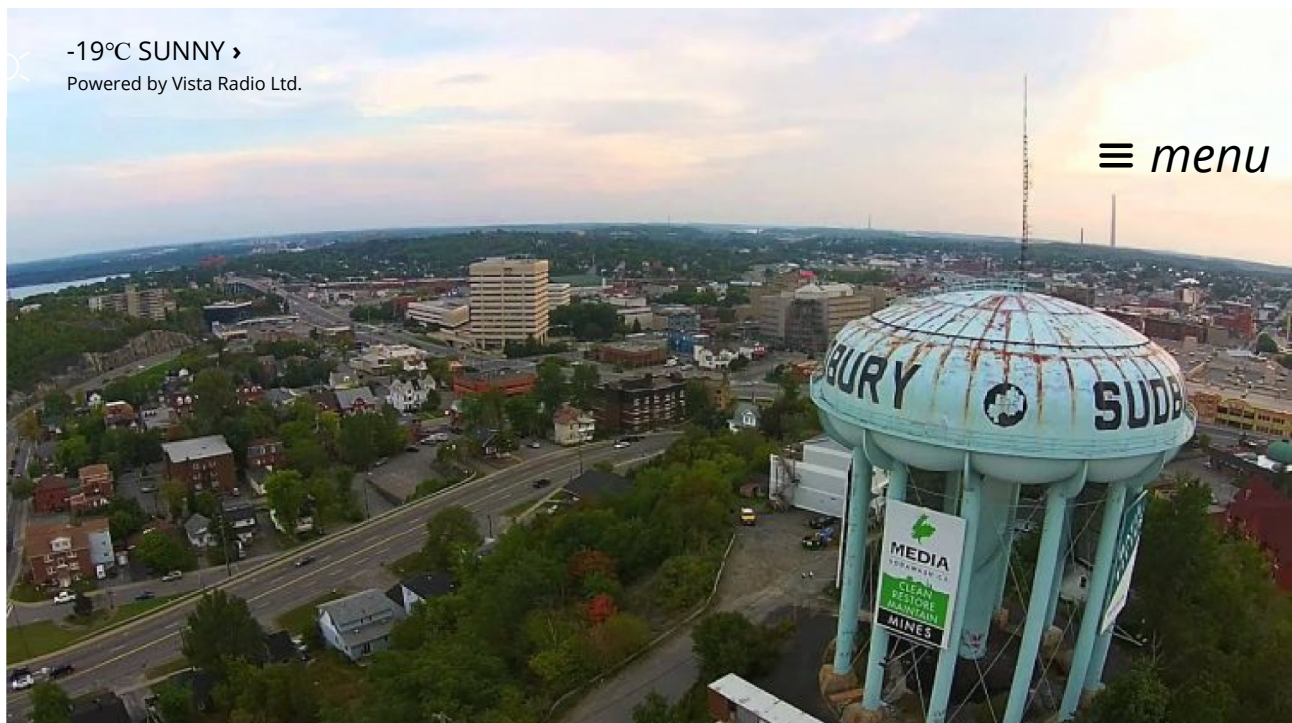


Rosalind Russell, staff  Wednesday, Oct. 30th, 2019

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📷 It looks a bit rough and run down right now, but the Sudbury water tower will be getting a complete transformation to go with its new name: the Sudbury Peace Tower. Photo Youtube

Sudbury Wolves owner Dario Zulich has renamed the Sudbury water tower the Sudbury Peace Tower in honour of the late Pastor Jeremy Mahood.

Zulich says Jeremy Mahood was a dear friend and his legacy and vision will bring peace to the community as they revitalize the tower as a beacon of hope.

The Sudbury Peace Tower encompasses four acres in the downtown core, which will eventually become an open community space as a tourist attraction.

The first phase is to paint it, install lighting and clean up the grounds, the second to create a community open space with a park, garden, playground and a walking trail.

And, the third is to build a gathering place to teach youth life skills.

Zulich adds a memorial dedication plaque in Mahood's name that will be unveiled at the site next Spring.

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1 Comment

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**Sandra Hurley- Hodgson**

Well deserved memorial to a community Pastor. My concern is that it will be taken over by drugs and paraphernalia, used needles.

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## RECENT POSTS

### Sagamok-Anishnawbek First Nation withdraws from UOI

Thursday, Feb. 20th, 2020

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### Two local First Nations protest pipeline – southern Ontario protest shuts down eastern Canada

Thursday, Feb. 20th, 2020

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## Manitoulin OPP lay a charge of assault with a weapon involving a vehicle

Thursday, Feb. 20th, 2020



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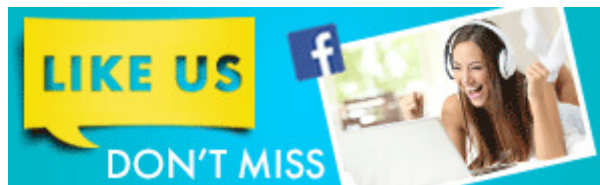
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## 7 Reasons Why Local Connections Is A Great Way To Reach Your Business Goals

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**Radioplayer**  
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# Sudbury water tower to be named in honour of Jeremy Mahood



Donald Macdonald

[More from Donald Macdonald \(https://www.thesudburystar.com/author/dmacdonald\)](https://www.thesudburystar.com/author/dmacdonald)

Published on: October 29, 2019 | Last Updated: October 29, 2019 6:14 AM EDT



Sudbury Peace Tower/Centerline Architects

## Peace Tower Fly Around



In life, Pastor Jeremy Mahood often towered over his church and even the community.

Now, the Sudbury water tower in downtown Sudbury will be renamed The Sudbury Peace Tower in the late clergyman's honour.

And perhaps more importantly, his dream of building a transitional house for young people is still very much alive.

"Jeremy Mahood was a dear friend and the manager of soul for our Sudbury Wolves Sports & Entertainment (SWSE) teams," Dario Zulich said in a release. "His legacy and vision will bring peace to our community as we revitalize this (water tower) as a beacon of hope," Zulich.

Zulich owns both Sudbury Wolves Sports & Entertainment and the water tower.

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STORY CONTINUES BELOW

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\*Conditions apply

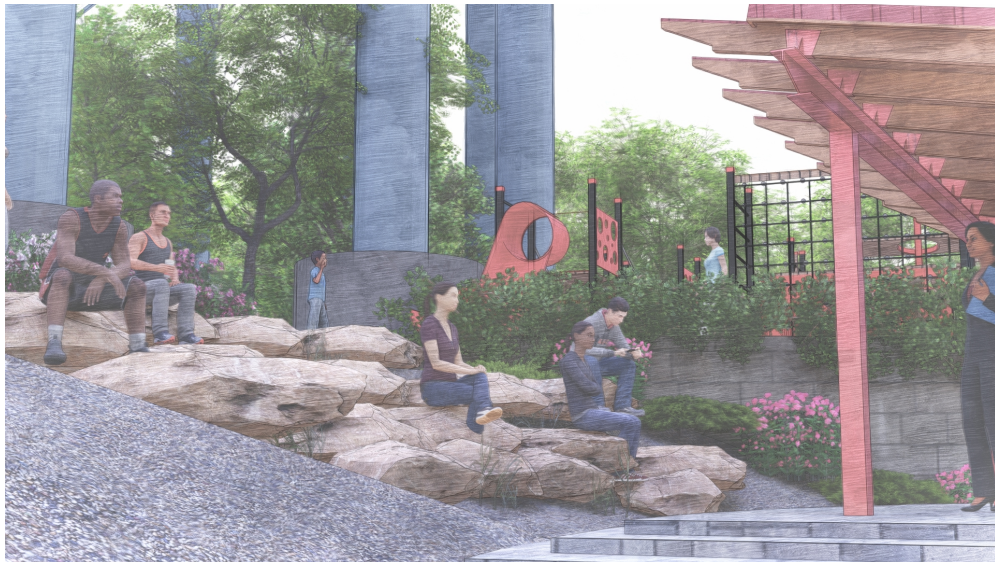


In this file photo, Sudbury Wolves owner Dario Zulich, left, snaps a selfie with team chaplain and friend Jeremy Mahood while volunteering at the Elgin Street Mission in Sudbury, Ontario. Photo supplied *JPG, SU*

Mahood died suddenly in June, a few days before his 70th birthday. Mahood worked across the community, as pastor to the Sudbury police department, and chaplain to the Sudbury Wolves. He became the head pastor of All Nations Church in 1978.

Mahood, who was an entertainer before turning to religion, was also the author of two books: *The Relationship Depot: Building Relationships That Last a Lifetime* and *The Character of Christ in You: Developing Spiritual Maturity*.

As for the water tower, which the city no longer operates, its previous owner had hoped to develop condos and other uses, but the project never got off the ground, in part because he became ill. Zulich then stepped in and bought the tower in 2016.



The first phase of this new project is to clean up the green space, put up lighting and paint the tower, Zulich said. The second phase will be to create a community open space with a park, botanical gardens, a playground and a walking trail.

Zulich said Mahood's ultimate vision was to build a House of Hope for At Risk Youth, so in the in the third phase of the water tower project, "we hope to build a transitional place that will incorporate living space and social enterprise to teach youth life skills to help lift them up and give them renewed hope."

Mahood's wife, Eileen, said the project is a fitting legacy for her husband.

"Jeremy's Jeep was known as the Hope mobile to many. His license plate said it all – Hope 4 U. He believed that for every person he came in contact within the Sudbury community he loved," said Eileen Mahood.



Centerline Architects

Through community partnerships and the I Believe Network (IBN) Charity established by Jeremy and Eileen Mahood in 2003, "we will raise capital to enlighten his vision and someday perhaps even build an observation deck up top that could be utilized for meeting space and tourists. A memorial dedication plaque in Jeremy's name will be unveiled at the Sudbury Peace Tower in the spring. "

Michael Cullen, who leads community partnerships for Sudbury Wolves Sports & Entertainment, thanked Centerline Architects for its work on the project, which he said is needed in Greater Sudbury.

"In keeping with Jeremy's passion for our community's youth, today's message of hope and peace is exactly what is needed both in his memory and across our city," Cullen said.

“Jeremy also understood the importance of collaboration and working together as a community to share the message of hope across all streams. His work as mentor, leader, coach, brother and friend must be passed on so that we never lose sight that hope is real and measurable.”

## TRENDING IN CANADA

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The flyer is divided into two main sections. The left section has a blue background and features a German Shepherd dog. It promotes a 15% discount on orders of \$100 or more, valid from February 19-23, using promo code PETLOVE15. The right section has a red background and features a tabby cat. It promotes National Adoption Week (Friday-Sunday, Feb. 28-Mar 1) with the slogan 'Leap Into Unconditional Love' and mentions that adoptable pets will be available. The PetSmart logo is at the top, and a 'Hover for Flyer' instruction is at the bottom.

**PETSMART**  
only @ petmart.ca

— Feb 19-23 —  
**SAVE 15%**  
on orders \$100 or more  
with promo code: PETLOVE15

**PETSMART Charities of Canada**  
**National Adoption Week**  
Friday – Sunday  
Feb. 28 – Mar 1  
**Leap Into Unconditional Love**  
• Meet adoptable pets this weekend

Hover for Flyer

# Comments

1 Comment



Add a comment...



**Max A. Gray**

This has to be the weirdest idea that I have seen since moving to Sudbury. It's an old water t

[Like](#) · [Reply](#) · 2 · 16w



**Glen Gaffney**

agree with you max better idea have a street renamed

[Like](#) · [Reply](#) · 1 · 16w



**Judy Sanders**

Actually the worst so far is the multi painted hosp. Yes,a street close to his church w

[Like](#) · [Reply](#) · 16w

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## Water tower renamed in honour of late Pastor Jeremy Mahood

Oct 29, 2019 1:00 PM By: Sudbury.com Staff



*In honour of the late Pastor Jeremy Mahood, Dario Zulich has renamed the Sudbury Water Tower, the Sudbury Peace Tower in his memory.*

In honour of the late Pastor Jeremy Mahood, Dario Zulich has renamed the Sudbury Water Tower, the Sudbury Peace Tower in his memory.

“Jeremy Mahood was a dear friend and the Manager of Soul for our Sudbury Wolves Sports & Entertainment (SWSE) teams. His legacy and vision will bring peace to our community as we revitalize this Tower as a Beacon of Hope,” said Zulich.

The Sudbury Peace Tower encompasses four acres which will eventually become an open community space as a tourist attraction. The first phase is to clean up the green space, put up lighting and paint the Tower.

The second phase will be to create a community open space with a park, botanical gardens, a playground and a walking trail.

Jeremy's ultimate vision was to build a House of Hope for at risk youth.

In the third phase, the hope is to build a transitional place that will incorporate living space and social enterprise to teach youth life skills to help lift them up and give them renewed hope.

"Jeremy's Jeep was known as the hope mobile to many. His license plate said it all – Hope 4 U. He believed that for every person he came in contact with in the Sudbury community he loved," said Eileen Mahood.

Through community partnerships and the I Believe Network (ibn) Charity established by Jeremy and Eileen Mahood in 2003, we will raise capital to enlighten his vision and someday perhaps even build an observation deck up top that could be utilized for meeting space and tourists.

A memorial dedication plaque in Jeremy's name will be unveiled at the Sudbury Peace Tower in the Spring.

"In keeping with Jeremy's passion for our community's youth, today's message of hope and peace is exactly what is needed both in his memory and across our city," said Michael Cullen, Community Partnerships, SWSE.

"Jeremy also understood the importance of collaboration and working together as a community to share the message of hope across all streams. His work as mentor, leader, coach, brother and friend must be passed on so that we never lose sight that HOPE is real

and measurable. Today we would also like to thank Centerline Architects for bringing Jeremy's dreams of hope for all to life."

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## Comments <sup>(17)</sup>

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Sudbury

## Developer plans to turn downtown water tower into Jeremy Mahood 'Peace Tower'

Plans underway for memorial garden in honour of Rev. Jeremy Mahood

[Casey Stranges](#) · CBC News ·

Posted: Oct 29, 2019 6:30 AM ET | Last Updated: October 29, 2019



An architect's conceptual drawing of what the Jeremy Mahood Peace Tower could look like.  
(Submitted by Centreline Architects)

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Dario Zulich says it was a "perfect storm" in his life when he met up with Reverend Jeremy Mahood.

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The Sudbury property developer's comments come after unveiling his plans to transform the downtown water tower into a memorial garden for the late All Nations Church pastor.

Mahood, the pastor at All Nations Church and "manager of soul" for Zulich's Sudbury Wolves hockey team, died in June at the age of 69.

"Everyone's got their ups and downs and you know, things happen," Zulich said. "Business-wise, there was this stall with my business and the [Kingsway Entertainment District] and then there was things happening on a personal level, on a family level, on a spiritual level."



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Zulich said he visited Mahood at All Nations Church. A friendship developed, and eventually Mahood taught Zulich the value of peace.

"He said 'peace for you Dario will come from within, it won't be after the next business acquisition, the next team, the next development. But from within."

Zulich said he now hopes to provide that same kind of reminder to others on the same quest, calling the water tower "a beacon" for people in the city.

His vision for the area at the base of the tower includes a garden, walking paths, and one of the "best views of the city." He said the idea is based on a similar structure devoted to John Lennon in Iceland.

But his end goal, Zulich said, was a project both he and Mahood believed in.

"Some say the KED is my final project. That's not the case," Zulich said. "My final project is to build a home for the homeless. That's always been my end goal."

"And I was going to name it for St. Jude, for personal reasons, as the patron saint of desperate people, of hopeless causes. And Jeremy had the same kind of vision and so we just connected."

- ['Skoden' graffiti covered up from Sudbury water tower](#)
- [Sudbury water tower sold to new owner](#)

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Reverend Jeremy Mahood was the pastor at All Nations Church. (Roger Corriveau/CBC)

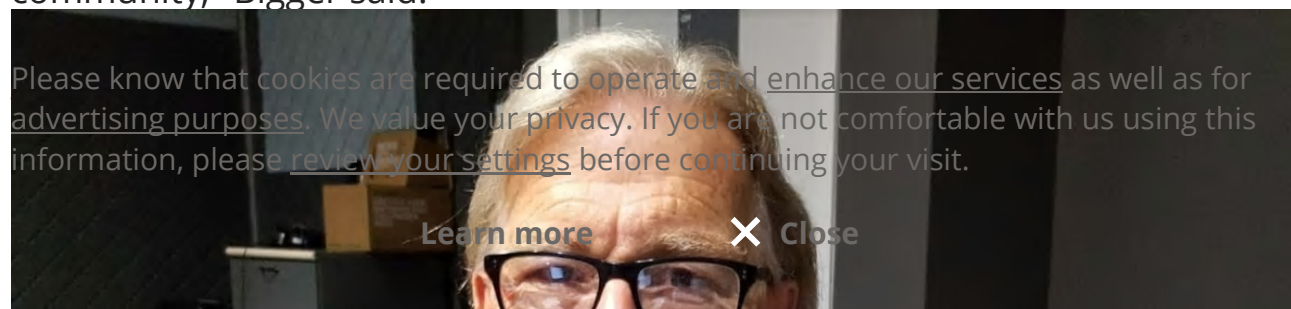
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At an event to honour Mahood Sunday night, Sudbury mayor Brain Bigger and Coun. Michael Vagnini also announced that the city would be renaming a portion of St. Raphael Street to Jeremy Mahood Way.

The idea was floated to the mayor by prominent Liberal fundraiser and funeral home owner Gerry Loughheed. Since the portion of the street was on All Nations Church's property, changing the name was not difficult, the mayor said.

- [Sudbury pastor Jeremy Mahood dies](#)
- [One on One with Markus - Reverend Jeremy Mahood](#)

"I think where there's an opportunity to recognize the work of community leaders such as Jeremy, we'll do what we can to put something in place so future generations can reflect on the impact they've had on our community," Bigger said.



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# NOTHING LIKE COMPANIONSHIP!

By Michael Cullen

It's no secret that our population is aging at a rapid pace. This shift is not only going to strain the health care system and in almost all cases challenge the family dynamic where the children, brothers and sisters are submersed in the immediate care of their older adult loved ones.

In many cases of developmental, hidden, or physical disability regardless of age, it's the parents and other family members taking care of the loved ones. In either circumstance, we as a business community must do our part so that all who live in the "care provider" or the "recipient of care" world are offered equal opportunity at every turn no matter where or what the event.

In many public facilities, infrastructures are often grandfathered in as ok to use. But the accessibility and equality must not be status quo. Some simply say, "we are doing our part to accommodate those who may need it". In the opinion of SW Sports & Entertainment and its sporting affiliates (Sudbury Wolves, Sudbury FIVE Basketball, Sudbury Spartans) this issue is being addressed for the 2019/20 sporting seasons and every season thereafter making the safety and wellbeing of the fan experience a top priority regardless of social, physical circumstance, or age.

*The program is based on tackling issues around social isolation, inclusion, and promoting companionship*



**Michael Cullen,**

Community Partnerships

SWSE

(SW Sports & Entertainment)

Sudbury Wolves,

Sudbury FIVE Basketball,

Sudbury Spartans

Along with the recent public launch of our Companion Program in partnership with College Boreal, we are now more acutely aware how important every single fan/guest experience is and can be including for those with barriers or accessibility issues. The program is based on tackling issues around social isolation, inclusion, and promoting companionship so that all who subscribe feel invited and part of what our teams and sporting interests have to offer.

The most rewarding part of both the planning and delivery of our Companion Program is the conversations with the families, social groups, residences, nonprofits, and charities that serve our fans. Ideas shared, magical moments, and mutual satisfaction should be the mission of all who operate under any business model.



# INCLUSIVITY IS KEY

Introduction Michael Cullen  
and co-written by Robert McCarthy

As a follow up to our Companion Program, I am pleased to share that we are indeed seeing more fans from seniors' groups to those with certain disabilities attend our games. Over the past couple of seasons, I have had the privilege to meet and socialize with a few fans that do have disabilities, so I thought for this edition I would keep it real and ask one of our diehard fans to share his thoughts, to share his lived experience. It gives me great pleasure to introduce Robert McCarthy



**Michael Cullen,**

Community Partnerships

SWSE

(SW Sports & Entertainment)  
Sudbury Wolves,  
Sudbury FIVE Basketball,  
Sudbury Spartans

## **Contribution by Robert McCarthy**

The most important aspect of any community is involvement, and in order to have involvement, the community needs inclusivity. Greater Sudbury is no different. Being inclusive means that everyone in the community, from all walks of life, are able to participate in every event they can and enjoy it to the best of their ability, and it is the responsibility of the community and its partners to provide an enjoyable and inclusive experience.

In many cases, several people with all types of disabilities, from developmental, physical, and more, need a companion to come with them to events such as concerts, sporting events, and the like, to help them with the care they need such as helping them to use the washrooms and even getting to their seats.

In many cases, businesses around the community install a ramp outside of their establishment or an automatic door so that anyone can easily get inside their business. They believe this makes their location accessible to everyone. Unfortunately, it isn't that simple. In order to truly understand what it means to be accessible, businesses need to work in partnership with people of disabilities of all types and ask them what is needed to ensure that everyone can enjoy what the community has to offer.

I have a physical disability myself and have encountered many challenges over the years, from no ramp access, to automatic doors not working, and more. Over the years, the city has made a more concerted effort to improve that and the Sudbury Wolves and the Sudbury Five are a huge part of that improvement, this season in particular with the launch of the Companion Program in partnership with College Boreal. They are working hard not only in providing essential services to everyone who may have challenges with disabilities of all sorts, but they are always asking people with disabilities how things can be improved, and that is the most important part.



SWSE









