Update on Implementation Plan for Council's Strategic Plan

Resolution
For information only

Relationship to the Strategic Plan / Health Impact Assessment
This report refers to the action items listed under the four key pillars in Council's 2015-2018 Strategic Plan and related Implement Plan: Growth and Economic Development; Responsive, Fiscally Prudent, Open Governance; Quality of Life and Place; and Sustainable Infrastructure.

Report Summary
This report provides an update on the progress of each action item outlined in the implementation plan for the Corporate Strategic Plan 2015-2018.

Financial Implications
This report does not have any financial implications.
**BACKGROUND**

On July 12, 2016, City Council was presented with an implementation plan for the Corporate Strategic Plan 2015-2018. The Strategic Plan describes key action items staff would take to implement the priorities of Council. The Implementation Plan provides the details on how the plan will be executed, including administrative leads, timelines, milestones and progress indicators. Staff committed to provide updates on the progress of the implementation plan to Council. An update was provided to Council on the action items at its meeting of December 13, 2016.

Appendix A outlines the actions items set out in the Corporate Strategic Plan with an update on each item’s progress as of June 2016, November 2016 and most recently July 2017. The status of each action item is listed in the last column of the appendix as “complete”, “in progress”, “on hold”, or “not started”.

Overall the planned milestones for each of the action items are being achieved on time. Over the last eight months, a number of action items have been completed and the vast majority are in progress. Some projects have been delayed and some of the factors influencing that include capacity constraints, funding schedules, and further follow up and ongoing work that is required.
### Growth and Economic Development

#### Priority A.
Implement the Downtown Master Plan and development of downtowns, and increase densification by conversion from commercial to residential.

**Actions**
- Rebuild the boundaries of downtown, and begin to realize the Nodes and Corridors Strategy, ensuring the Downtown is better connected to revitalized town.
- Create an approach to a city-wide Nodes and Corridors Strategy.
- Develop a Town Centre Community Improvement Plan for the community of Chatham-Kent.
- Undertake a Corridor Design Study and Plan for 5 LaSalle Boulevard between Notre Dame Avenue and Falconbridge Road.
- Complete the ElinGreenway Project Detailed Design.

**Status**
- Complete

#### Priority B.
Implement or update in implementing economic development-related plans approved by Council, with the necessary resources to support their implementation or continue planning to include the execution of:

**Actions**
- From the Ground Up-MY25 plan of attracting and creating new jobs in the community.
- Establish an annual work plan for implementation with approval of the City of Greater Sudbury.
- Provide an annual report to Council beginning in January 2017.

**Status**
- Complete

#### Priority C.
Provide a welcoming environment that is conducive to investment and reduction of red tape, by removing barriers and attracting new business.

**Actions**
- Create more open dialogue with the building community, facilitating the building process.
- Establish and implement action plans to advance identified priority projects (Event Centre, Main Library/Art Gallery of Sudbury, Place des Arts, Synergy Centre).
- Provide recommendations and funding mechanisms.

**Status**
- Complete

### Actions and Priorities

<table>
<thead>
<tr>
<th>Priority</th>
<th>Description</th>
<th>Status</th>
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</thead>
<tbody>
<tr>
<td>A.</td>
<td>Implement the Downtown Master Plan and development of downtowns, and increase densification by conversion from commercial to residential.</td>
<td>Complete</td>
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<tr>
<td>B.</td>
<td>Implement or update in implementing economic development-related plans approved by Council, with the necessary resources to support their implementation or continue planning to include the execution of:</td>
<td>Complete</td>
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<tr>
<td>C.</td>
<td>Provide a welcoming environment that is conducive to investment and reduction of red tape, by removing barriers and attracting new business.</td>
<td>Complete</td>
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</tbody>
</table>
**Growth and Economic Development**

1. Sponsor and support the Sudbury Protocol Conference.
   - Director of Economic Development
   - 100% 100% 100%
   - Mar/16 - May/16
   - Complete

2. Outline strategy including niche investment and/or trade opportunities.
   - Director of Economic Development
   - 33% 75% 75%
   - Jan/16 - Jan/17
   - Jan/16 - Jan/18
   - In Progress

   b. Implement attraction strategy identified through annual Economic Development work plan.
   - Director of Economic Development
   - 40% 50% 50%
   - Jan/16 - Dec/18
   - In Progress

Priority | F. Contribution to an economically stronger northern Ontario.
---|---
Actions

   a. Host a strategic session on the Northern Growth Plan in Greater Sudbury.
   - Identify an opportunity to leverage an already planned pan-northern event to be held in Sudbury by June 2017. Determine focus and timing of session and establish partnerships to stage event.
   - Director of Economic Development
   - 5% 5% 5%
   - Mar/16 - Jun/17
   - Not Started

   b. Continue commitment to active role in pan-northern organizations such as Ontario's North Economic Development Corporation (ONEDC), Tourism Northern Ontario (TNO), Northern Large Urban Mayors (NOLUM).
   - Director of Economic Development
   - 75% 75% 75%
   - Ongoing

   - Not Started
   - In Progress
Quality of Life and Place

Priority

A. Create programs and services designed to improve the health and well-being of youth, families and seniors.

Actions

1. Review/update CSS Affordable Housing Strategy: Co-ordinate update with CSS Official Plan review and CSS 10 Year Housing and Homelessness Plan. Incorporate aspects of Provincial Long Term Affordable Housing Strategy II to maximize access to provincial initiatives.

Manager of Housing Services/Director of Social Services

2. Participate in senior government housing initiatives/programs i.e. Investment in Affordable Housing - Extension (IAH-E) to develop seniors’ affordable housing and provide funding for low-income households making their housing more affordable.

Manager of Housing Services

3. Improve long-term viability and energy efficiency of existing social housing portfolio utilizing new senior government initiatives.

Manager of Housing Services

4. Propose amendments to the Official Plan and Zoning By-law to permit second suites.

Manager of Housing Services

5. Develop a surplus municipal property affordable housing strategy.

Director of Planning Services

6. Partner with CMHC to explore innovative affordable housing options for Greater Sudbury.

Director of Planning Services

b. Create changes to the Early Development and School Readiness (EDSR) program within budget guidelines, with access to additional family supports through Best Start Hub services.

Manager of Children’s Services

c. Complete a child care subsidy policy review based on provincial best practices and citizen-centred services.

Manager of Children’s Services

d. Investigate and determine the feasibility of redeveloping the remaining “B” and “C” level beds at Pioneer Manor.

Director of North East Centre of Excellence for Seniors’ Health

e. Conduct a capacity study with the Centre for Rural and North Health Research addressing the needs of older adults accessing health services.

Director of Social Services

f. Create transportation programs that would assist low-income individuals.

Director of Social Services

g. Explore the expansion of healthy initiatives such as the Feel Free to Feel Fit Swim Program in partnership with Leisure Services.

Directors of Social Services/Leisure Services

h. Apply for the Local Poverty Reduction Fund (Phase 2 and future phases) for possible Provincial funding for homelessness programs.

Director of Social Services

i. Investigate the viability of (and a business model for) Community Hubs.

Director of Social Services

j. Continue to implement the Healthy Kids Community Challenge promoting the health of children 1-12.

Manager of Communications/Children’s Services

a. Undertake Healthy Kids Public Education campaign utilizing marketing, social media and direct education to help parents to get their children active and eating well.

Manager of Children’s Services

b. Provide support for grassroots groups to organize Active Play events in their neighbourhoods through the “Activate Your Neighbourhood” program.

Manager of Children’s Services

c. Develop an Active Neighbourhood Plan for the Otonabee.

Chief of Fire and Paramedic Services

i. Pursue options and develop a business case to establish a MUSAR and HAZMat Team in Greater Sudbury to mitigate risk to the community.

Deputy Chief of Paramedic Services

m. Continue to support Community Paramedicine delivery including care transitions and health promotions.

Chief of Fire and Paramedic Services

n. Implement a Pulse Point program which is a community engagement platform to improve CPR for sudden cardiac arrest in public locations across the community.

Assistant Deputy Chief of Emergency Management and Professional Standards

o. Develop a Community Evacuation Plan.

Executive Director of Administrative Services


Executive Director of Administrative Services

q. Review the current Animal Control service delivery model and implement a new model.

Executive Director of Administrative Services

Priority

B. Maintain great public spaces and facilities to provide opportunities for everyone to enjoy.

Actions

1. Establish and implement action plans to advance identified priority projects (Event Centre, Main Library/Art Gallery of Sudbury, Place des Arts, Synergy Centre).

Director of Economic Development

2. Increase and stabilize annual municipal funding for Art Gallery of Sudbury.

Director of Economic Development

3. Maintain inflationary protection for Arts and Culture Grants programs.

Director of Economic Development

4. Implement Phase 3 of the Bridge of Nations by adding 6 more flags to the 82 existing flags on the bridge.

Director of Leisure Services

Priority
Quality of Life and Place

b. Create a more vibrant downtown.
1. Support the Downtown BIA’s Expressing Vibrancy project and consider resultant implementation strategies.
   Director of Economic Development
   30% 50% 75% Jan/16 - Dec/16 Jan/16 - June/18
   In Progress

   c. Provide programs and policies to ensure that citizens can enjoy all four seasons – e.g. winter road maintenance.
   1. Review the level of service for winter maintenance of sidewalks.
      Director of Roads and Transportation
      75% 90% 95% Nov/15 - Sept/16
      Nov/15-Nov/17
      In Progress

   2. Identify options for the establishment of a winter canoe/skating path extension.
      Director of Leisure Services
      0% 20% 100% June/16 - Dec/16
      In Progress

   3. Enhance Adanac Ski Hill by replacing existing Adanac ski lift with a quad lift and exploring options for an all-season terrain park.
      Director of Leisure Services
      20% 21% 40% Sept/14 - Dec/18
      In Progress

   4. Implement a new leisure program registration system (to replace CLASS system).
      Director of Leisure Services
      40% 40% 40% Nov/15 - Dec/17
      In Progress

   d. Develop an accessibility strategy and abilities centres, with community hubs.
   1. Work with the Accessibility Advisory Panel to update the City of Greater Sudbury Multi-Year Accessibility Plan for the period 2017-2021.
      Deputy City Clerk / Legislative Compliance Co-Ordinators
      0% 0% 50% Dec/16 - Sept/17
      Complete

   2. Incorporate AODA requirements in all new municipal projects and in the renewal of municipal facilities.
      Director of Leisure Services
      Ongoing Ongoing Ongoing Ongoing
      In Progress

   3. Undertake accessibility retrofits to the Bell Park main beach including improvements to the washrooms and the pathway to the main beach.
      Director of Leisure Services
      30% 100% 100% May/16 - Sept/16
      In Progress

   e. Identify facilities required for communities, pools, splash pads, arenas, and more.
   1. Install new splash pads in underserviced areas including The Morel Family Park (former Adamsdale Playground) and Cluny Bank Memorial Park (former Lockery Playground).
      Director of Leisure Services
      10% 98% 100% May/16 - Oct/16
      Complete

   2. Work with Onaping Falls Recreation group to identify matching funding for a splash pad at the Onaping Falls Community Centre.
      Director of Leisure Services
      5% 10% 40% March/16 - June/18
      In Progress

   3. Update the 2010 arena renewal strategy and report back to Council with updated usage data and options to replace aging single pad arenas, as appropriate, with twin-pad facilities.
      Director of Leisure Services
      40% 40% 75% Apr/16 - Nov/16 Apr/16 - Dec/17
      In Progress

f. Enhance safety and security at CSS facilities.
   1. Work with the Accessibility Advisory Panel to update the City of Greater Sudbury Multi-Year Accessibility Plan for the period 2017-2021.
      Manager of Security and By-Law
      Ongoing Ongoing Ongoing Ongoing
      In Progress

   2. Incorporate AODA requirements in all new municipal projects and in the renewal of municipal facilities.
      Manager of Security and By-Law
      Ongoing Ongoing Ongoing Ongoing
      In Progress

   3. Undertake accessibility retrofits to the Bell Park main beach including improvements to the washrooms and the pathway to the main beach.
      Manager of Security and By-Law
      30% 100% 100% May/16 - Sept/16
      In Progress

C. Promote a quality of life that attracts and retains youth and professionals, and encourages seniors to relocate to our community, taking into consideration all of Greater Sudbury.

   Actions
   a. Develop a communication strategy to promote quality of life.
      Manager of Corporate Communications & French Language Services / Manager of Children’s Services
      20% 30% 40% Mar/16 - Mar/18
      In Progress

      1. Develop and implement communication strategies associated with the Healthy Kids Community Challenge.
      Manager of Corporate Communications & French Language Services / Manager of Children’s Services
      15% 80% 100% Jan/16 - Mar/17
      Complete

      2. Develop and implement a new leisure and recreation communication strategy.
      Manager of Corporate Communications & French Language Services / Manager of Children’s Services
      20% 30% 40% Mar/16 - Mar/18
      In Progress

b. Consistency with #gs2025, From the Ground Up Strategic Plan.

   1. Market Greater Sudbury as the Capital of Northern Ontario and a key destination for those looking to move to the region. Build on the value of the “Resourceful City” brand.
      Director of Economic Development
      ongoing ongoing Ongoing May/16 - Dec/18
      In Progress

   2. Leverage assets and programs of Sudbury Tourism to increase Greater Sudbury’s appeal for residential attraction.
      Director of Economic Development
      ongoing ongoing Ongoing May/16 - Dec/18
      In Progress

   3. Celebrate and communicate our city’s successes.
      Director of Economic Development
      ongoing ongoing Ongoing May/16 - Dec/18
      In Progress
c. Develop arts, culture, heritage, language and tourism in our multicultural city, where many languages are spoken.

   1. Work with partners to create a ‘one-stop’ referral centre for newcomer services.
      Director of Economic Development
      30% 30% 30% Nov/15 - Dec/17
      In Progress

   2. Grace the Municipal Heritage Register by four properties per year.
      Director of Planning Services
      0% 50% 75% May/16 - Dec/18
      In Progress

   3. Build a GIS based interactive map of cultural/heritage resources to tell the stories of Greater Sudbury beginning in 2016 and growing every year to 2018.
      Director of Planning Services
      0% 10% 75% May/16 - Dec/18
      In Progress

D. Focus on clean, green living and the environment, invest in our future and celebrate how far we’ve come.

   Actions
   a. Promote health and active living opportunities through the Open Space Master Plan to maintain an active lifestyle, including moving forward with Community Improvement Plans, investing in bike paths and trails, and continuing to invest in our parks and other community spaces.

      1. Redvelop the former St. Joseph’s parking lot providing linkages to the Bell Park walkway and providing 100 parking spaces as well as regreening elements.
      Director of Leisure Services
      5% 30% 50% Mar/16 - Dec/17
      In Progress
b. Develop a comprehensive Conservation and Demand Management Plan to promote energy conservation in municipal facilities.

Director of Asset Services

95% 95% 95%  Dec/15 - Jun/17 

In Progress


Director of Asset Services

30% 100% 100%  Sept/14 - Aug/16

In Progress

d. Promote sustainable waste management practices in an effort to reduce waste by implementing a two bag limit on garbage collection.

Director of Environmental Services

3% 100% 100%  Mar/16 - Oct/16

Complete

e. Develop a Lake Water Quality Strategic Plan.

Director of Planning Services

0% 0% 5%  Sept/16 - Sept/17

In Progress

f. Develop plans for nine sub-watersheds.

Directors of Roads and Transportation/Planning Services

0% 20% 50%  Jun/16 - Mar/19

In Progress

g. Organize and deliver the annual Children’s Water Festival.

Director of Planning Services

0% 100% 100%  Sept/16 - Ongoing

Complete

h. Draft a consolidated noise by-law.

Executive Director of Administrative Services

33% 50% 100%  Oct/15 - Dec/16

Complete
A. Focus on openness, transparency and accountability in everything we do.

**Actions**

1. Develop a strategic plan for Open Data.
   
   - Implement the Open Data Policy including initial release of 20 datasets followed by the release of at least one new dataset per month. Host open data events and awareness campaigns.
   - Share data and solutions to communicate our results and progress.
   - Offer transparency in communications through a number of means.
   - Enhance public access to Council and Committee meetings and decisions by Livestreaming Council and Committee meetings, advancing public release of agendas and meeting resolutions on the day after meetings.

2. Develop and implement an Open Communication Policy, including a media relations protocol.

3. Implement the formal adoption of Open Government Model in accordance with Resolution C2015-68.

4. Develop a new records retention bylaw.

**Priority**

<table>
<thead>
<tr>
<th>Start/End Date</th>
<th>Load</th>
<th>% Completed as of June 2016</th>
<th>% Completed as of November 2016</th>
<th>% Completed as of July 2017</th>
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<td>Apr/15 - Ongoing</td>
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**Status**

- Complete
- In Progress
- On Hold
- Not Started
Governance

<table>
<thead>
<tr>
<th>Priority</th>
<th>Action</th>
<th>Details</th>
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<tbody>
<tr>
<td>D.</td>
<td>b.</td>
<td>Develop strategic implementation plans and enhanced corporate-wide business planning processes. CAO &amp; SMT</td>
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<tr>
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<td>1. Develop a process to achieve strategic plans and business plans for each Division of CGS. CAO &amp; SMT</td>
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<td>2. Emphasize the relationship between governance, community engagement and information, in support of better decision-making. CAO &amp; SMT</td>
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<tr>
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<td></td>
<td>D. Emphasize the relationship between governance, community engagement and information, in support of better decision-making. CAO</td>
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<td>1. Review all municipal incentive programs and one-time line items to determine if efficiencies can be found by consolidating programs. CAO</td>
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<td>2. Enhance partnerships and liaisons with other levels of government through an integrated stakeholder relations plan and identification of best practices as new initiatives emerge. CAO</td>
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<td>3. Define staff roles and responsibilities for coordination of intergovernmental relationships and coordination of grant applications. CAO</td>
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<td>4. Develop a revised community funding policy to best identify resources and monies for organizations, and monitor success. CAO</td>
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<td>5. Develop a revised community funding policy to best identify resources and monies for organizations, and monitor success. CAO</td>
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<td></td>
<td>d. Adopt better business processes to promote, inspire and follow the direction given by Council to achieve these goals. Director of Leisure Services</td>
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<td></td>
<td></td>
<td>1. Define staff roles and responsibilities for coordination of intergovernmental relationships and coordination of grant applications. Director of Leisure Services</td>
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<td>e. Enhance accountability, performance and quality of capital projects by way of a comprehensive review of practices and processes, and implementation of best practices in project delivery. Director of Engineering Services</td>
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<tr>
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<td>1. Develop an Enterprise GIS Strategic Plan. Manager of Software and Business Applications/Director of Planning Services</td>
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<td>2. Review POA collections process, ensuring that all available tools are implemented effectively and that uncollectable fines are written off in a timely fashion. Deputy City Clerk</td>
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<td>3. Review and evaluate annual community partnership grants and develop an application and evaluation process. Director of Leisure Services</td>
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<td>4. Review and merge CGS and Library mail delivery systems. Deputy City Clerk</td>
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<td>5. Review and merge CGS and Library mail delivery systems. Director of Leisure Services</td>
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<td>6. Review and merge CGS and Library mail delivery systems. City Clerk</td>
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<td>e. Adopt better business processes to promote, inspire and follow the direction given by Council to achieve these goals. Director of Leisure Services</td>
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<td>1. Develop and implement a standardized framework for Council reports including educating users on effective report writing for the purposes of clear, coherent and consistent provision of information. Manager of Corporate Communications &amp; French Language Services/Deputy City Clerk</td>
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<td>2. Complete regular review of Council Procedure By-Law. City Clerk</td>
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<td>3. Complete regular review of Council Procedure By-Law. City Clerk</td>
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Notes: In Progress
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### Sustainable Infrastructure

<table>
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<tr>
<th>Priority</th>
<th>A. Determine acceptable levels of infrastructure services.</th>
<th>Actions</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>a. Provide infrastructure rationalization as an entire community.</td>
<td>1. Review the standards used for Road Construction.</td>
<td>Director of Roads and Transportation</td>
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<tr>
<td></td>
<td>b. Reduce the City’s transportation infrastructure funding gap.</td>
<td>1. Update long term roads financial needs for incorporation into the Long Term Financial Plan.</td>
<td>Director of Roads and Transportation</td>
</tr>
<tr>
<td></td>
<td>c. Create and implement a plan to ensure we fund and address critical infrastructure needs.</td>
<td>1. Complete Water/Wastewater Master Plan and update long term financial needs for incorporation into the Long Term Financial Plan.</td>
<td>Director of Roads and Transportation</td>
</tr>
<tr>
<td></td>
<td>d. Review service level standards for Water/Wastewater Services.</td>
<td>1. Complete Water/Wastewater Master Plan and update long term financial needs for incorporation into the Long Term Financial Plan.</td>
<td>Director of Roads and Transportation</td>
</tr>
<tr>
<td></td>
<td>e. Develop a Long-term Financial Plan for the replacement and renewal of the City’s infrastructure.</td>
<td>1. Complete Water/Wastewater Master Plan and update long term financial needs for incorporation into the Long Term Financial Plan.</td>
<td>Chief Financial Officer</td>
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<td></td>
<td>f. Develop an Asset Management Plan, identifying and addressing life cycle costing of all assets.</td>
<td></td>
<td>Chief Financial Officer</td>
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<td></td>
<td>g. Provide options for the use of debt financing during this term of Council to achieve infrastructure renewal, replacement and expansion.</td>
<td></td>
<td>Chief of Fire &amp; Paramedic Services</td>
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<thead>
<tr>
<th>Priority</th>
<th>B. Improve the quality of roads.</th>
<th>Actions</th>
<th>Details</th>
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<tbody>
<tr>
<td></td>
<td>a. Identify, maintain and repair priority roads.</td>
<td>1. Update the Roads Asset Management Plan reaffirming the prioritization of road repairs and rehabilitation projects.</td>
<td>Director of Roads and Transportation</td>
</tr>
<tr>
<td></td>
<td>b. Analyze the road network every two years.</td>
<td>2. Analyze the road network every two years.</td>
<td>Director of Roads and Transportation</td>
</tr>
<tr>
<td></td>
<td>c. Analyze the sidewalk network every two years.</td>
<td>3. Analyze the sidewalk network every two years.</td>
<td>Director of Roads and Transportation</td>
</tr>
<tr>
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<td>d. Inspect bridges every two years.</td>
<td>4. Inspect bridges every two years.</td>
<td>Director of Roads and Transportation</td>
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<td>e. Establish a Rural to urban cross-sector conversion policy.</td>
<td>5. Establish a Rural to urban cross-sector conversion policy.</td>
<td>Director of Roads and Transportation</td>
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<thead>
<tr>
<th>Priority</th>
<th>C. Complete the Transportation Master Plan.</th>
<th>Actions</th>
<th>Details</th>
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<tbody>
<tr>
<td></td>
<td>a. Review and modify the transit system with a focus on reliability, convenience and safety, as well as connecting neighborhoods and communities within Greater Sudbury.</td>
<td>1. Develop a Transit Master Plan.</td>
<td>Director of Transit Services</td>
</tr>
<tr>
<td></td>
<td>b. Complete the Transportation Master Plan.</td>
<td>2. Implement transit wayfinding protocols and strategies.</td>
<td>Director of Transit Services</td>
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<td></td>
<td>c. Implement Multimodal Transportation policies as identified in the Transportation Master Plan.</td>
<td>3. Define and implement Multimodal Transportation plan policies as identified in the Transportation Master Plan.</td>
<td>Director of Roads and Transportation</td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th>Priority</th>
<th>D. Provide quality multimodal transportation alternatives for roads, transit, trail, paths and sidewalks, and connect neighborhoods and communities within Greater Sudbury.</th>
<th>Actions</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>a. Complete a Multimodal Transportation Plan.</td>
<td>1. Implement Multimodal Transportation policies as identified in the Transportation Master Plan.</td>
<td>Director of Roads and Transportation</td>
</tr>
<tr>
<td></td>
<td>b. Implement Multimodal Transportation policies as identified in the Transportation Master Plan.</td>
<td>2. Implement Multimodal Transportation policies as identified in the Transportation Master Plan.</td>
<td>Director of Roads and Transportation</td>
</tr>
<tr>
<td></td>
<td>c. Establish an Active Transportation Coordinator position to facilitate the development of the City’s active transportation network.</td>
<td>3. Establish an Active Transportation Coordinator position to facilitate the development of the City’s active transportation network.</td>
<td>Director of Roads and Transportation</td>
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<td>d. Develop a Sidewalk Priority Policy for constructing new sidewalks.</td>
<td>4. Develop a Sidewalk Priority Policy for constructing new sidewalks.</td>
<td>Director of Roads and Transportation</td>
</tr>
<tr>
<td></td>
<td>e. Develop a Complete Streets Policy.</td>
<td>5. Develop a Complete Streets Policy.</td>
<td>Director of Roads and Transportation</td>
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<tr>
<td></td>
<td>f. Review the taxi and ridesharing models and prepare Vehicle for Hire By-Law.</td>
<td>6. Review the taxi and ridesharing models and prepare Vehicle for Hire By-Law.</td>
<td>Executive Director of Administrative Services</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Priority</th>
<th>E. Establish sub-watershed studies and source water protection plans.</th>
<th>Actions</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>a. Fund, undertake and complete watershed studies approved by Council in 2016.</td>
<td>1. Undertake a review of stormwater funding practices in other municipalities and provide recommendations for CGS.</td>
<td>Director of Roads and Transportation</td>
</tr>
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<td></td>
<td>b. Develop and present an Emergency Services Optimization delivery model for the entire City to rationalize current Emergency Services facilities and resources and identify future needs.</td>
<td>2. Implement transit wayfinding protocols and strategies.</td>
<td>Director of Roads and Transportation</td>
</tr>
</tbody>
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<thead>
<tr>
<th>Priority</th>
<th>F. Developing sustainable stormwater funding.</th>
<th>Actions</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>a. Establish an affordable funding structure.</td>
<td>1. Undertake an analysis of stormwater funding practices in other municipalities and provide recommendations for CGS.</td>
<td>Director of Roads and Transportation</td>
</tr>
<tr>
<td></td>
<td>b. Create a plan for implementation.</td>
<td>2. Update long term stormwater financing needs for incorporation into the Long Term Financial Plan.</td>
<td>Director of Roads and Transportation</td>
</tr>
<tr>
<td></td>
<td>c. Implement stormwater management in accordance with the Long Term Financial Plan.</td>
<td>3. Implement stormwater management in accordance with the Long Term Financial Plan.</td>
<td>Director of Roads and Transportation</td>
</tr>
</tbody>
</table>