

GREATER TOGETHER



2015-2018 Corporate Strategic Plan



IMPLEMENTATION PLAN



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MESSAGE FROM THE CHIEF ADMINISTRATIVE OFFICER

Earlier this year, Council approved its 2015-2018 Strategic Plan. The Plan broadly describes priorities and key action items that, together, represent the changes Council wants to see in the community and in our organization. Included here are staff's implementation plans, which will inform our annual service level and budget planning. Council will consider these plans every year when it sets the city's budget.

The Strategic Plan sets a direction for the organization. It provides a description of the changes Council envisions for the city's growth and economic development; quality of life and place; responsive, fiscally prudent, open governance; and sustainable infrastructure. As employees, we are committed to producing results for the community that reflect Council's desired outcomes.

These plans do not include all – or even the majority – of the work that City employees do. Every day our staff provide services that have a fundamental impact on residents' quality of life. These services are such an integral part of our lifestyle – producing safe drinking water, waste and recyclables processing, parks and recreation services, social assistance and long term care services, and so much more - that they are typically only noticed when they do not meet expectations.

The implementation plan in the following pages is a roadmap of some of the larger, more resource-intensive and transformational projects expected to be undertaken during the rest of this Council's term. The plan's success depends on staff working collaboratively with Council, other levels of government, community partners, residents and businesses in Greater Sudbury.

We want to be an organization that earns public trust and confidence. The performance metrics included here will help us track and report our progress. This data will evolve as we develop experience using performance indicators to demonstrate accountability. I am looking forward to leading this iterative process in the coming months and years.

As a newcomer to Greater Sudbury and as Chief Administrative Officer, I am excited about the work that we have planned and the skills, expertise and capability we have in this organization to achieve Council's vision. I am confident that in 2018, our employees and our community will look back at the work we have done and feel a sense of pride and accomplishment.

Sincerely,

Ed Archer
Chief Administrative Officer



VISION, MISSION, VALUES

VISION

A growing community, recognized for innovation, leadership, resourcefulness and a great northern lifestyle.

MISSION

Providing quality municipal services and leadership in the social, environmental and economic development of the City of Greater Sudbury.

VALUES

As stewards of the City of Greater Sudbury, we believe in recognizing the specific needs of all our citizens in urban, rural and suburban areas, and are guided by our belief in:

- Acting today in the interests of tomorrow
- Providing quality service with a citizen focus
- Embodying openness and transparency
- Communicating honestly and effectively
- Creating a climate of trust and a collegial working environment to manage our resources efficiently, responsibly and effectively
- Encouraging innovation, continuous improvement and creativity
- Fostering a culture of collaboration
- Ensuring an inclusive, accessible community for all
- Respecting our people and our places.

PERFORMANCE METRICS

	Indicator	Lead	Source	Frequency
1. Stronger Economic Growth				
1.1 Increased Jobs	# of people employed	Director of Economic Development	Labour Force Survey	Annual
1.2 Increased Assessment Growth	% age increase in taxable assessment	Chief Financial Officer	MPAC	Annual
1.3 Increased New Businesses	Number of businesses	Director of Economic Development	Canadian Business Patterns	Annual
1.4 Increased Building Construction	# of building permits and construction value of building permits issued	Chief Building Official	Building Permit Statements	Annual
1.5 Housing Starts	# of permits issued for new residential units	Chief Building Official	Building Permit Statements	Annual
1.6 Festivals	# of festivals supported	Manager of Tourism	Event Support Fund	Annual
1.7 Sport Tourism Events	# of events hosted	Manager of Tourism	New staff (MEDO) report	Annual
1.8 Hotel Occupancy Rates	Average hotel occupancy	Manager of Tourism	CBRE (PKF) Trends NMR	Annual
1.9 GDP	Real GDP at basic prices (%age change)	Director of Economic Development	Conference Board Report – Outlook	Annual
2. A marked increase in employee engagement as measured by an employee survey.	%age of employees who rate their overall engagement high	Manager of Corporate Communications & French Language Services	Employee Survey	Bi-annual
3. Undertake a customer satisfaction survey in 2016 and increase these metrics by 2018.	%age of residents who rate overall satisfaction with City Services high	Manager of Corporate Communications & French Language Services	Citizen Survey	Bi-annual
4. An even happier City with enhanced quality of life.	%age of residents who rate overall Quality of Life in Greater Sudbury as very good or good.	Manager of Corporate Communications & French Language Services	Citizen Survey	Bi-annual
5. Better Roads	Pavement condition index for asphalt roads.	Director of Roads & Transportation	Pavement Condition Survey	Bi-annual

PRIORITIES

FOUR KEY PILLARS



Growth and Economic Development

Grow the economy and attract investment

- A. Implement the Downtown Master Plan and development of downtowns, and increase densification by conversion from commercial to residential.
- B. Implement or assist in implementing economic development related plans approved by Council, with the necessary resources to support them.
- C. Provide a welcoming environment that is conducive to investment and reduction of red tape, by removing barriers and attracting new business.
- D. Invest in large projects to stimulate growth and increase conferences, sports and events tourism, and celebrate cultural diversity.
- E. Build on our existing reputation to become the global centre for mining research, environmental restoration and innovation.
- F. Contribute to an economically stronger northern Ontario.



Quality of Life and Place

Strengthen the high quality of life we already know and love

- A. Create programs and services designed to improve the health and well-being of our youth, families and seniors.
- B. Maintain great public spaces and facilities to provide opportunities for everyone to enjoy.
- 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.
- D. Focus on clean, green living and the environment, by investing in our future and celebrating how far we've come.

PRIORITIES

FOUR KEY PILLARS



Responsive, Fiscally Prudent, Open Governance

Lead in public service excellence

- A. Focus on openness, transparency and accountability in everything we do.
- B. Improve communications within city hall and between the City and the community at large, by taking steps to get to know the needs of the entire community, including the silent majority, and by meeting them.
- C. Work with management to ensure that all staff are working toward the same goals, with accountabilities for senior staff linked to Council's strategic plan.
- D. Emphasize the relationship between governance, community engagement and information, in support of better decision-making.



Sustainable Infrastructure

Prioritize, build and rebuild our community's foundation

- A. Determine acceptable levels of infrastructure services.
- B. Improve the quality of our roads.
- C. Complete the Transportation Master Plan.
- D. Provide quality multimodal transportation alternatives for roads, transit, trails, paths and sidewalks, and connect neighbourhoods and communities within Greater Sudbury.
- E. Establish subwatershed studies and source water protection plans.
- F. Develop sustainable stormwater funding.

Implementation Plan GROWTH & ECONOMIC DEVELOPMENT

Grow the economy and attract investment

The City of Greater Sudbury will create a healthy, diverse economy and a welcoming environment which attracts high quality jobs, investment and entrepreneurship.

		Lead	% Completed	Start/End Date
Priority	A. Implement the Downtown Master Plan and development of downtowns, and increase densification by conversion from commercial to residential.			
Actions	a. Rethink the boundaries of downtown, and begin to realize the Nodes and Corridors Strategy, ensuring the Downtown is better connected to revitalized Town Centres, other strategic commercial and core areas by allowing for mixed uses, connecting citizens across Greater Sudbury, while providing excellent public transit.			
	1. Confirm the boundaries of the downtown through the Downtown Community Improvement Plan update.	Director of Planning Services	50%	Nov/15 - Sept/16
	2. Create an approach to a city-wide Nodes and Corridors Strategy.	Director of Planning Services	10%	Mar /16 - Sept /16
	3. Develop a Town Centre Community Improvement Plan for the community of Chelmsford.	Director of Planning Services	0%	Jan17/ - Mar/18
	4. Undertake a Corridor Design Study and Plan for LaSalle Boulevard between Notre Dame Avenue and Falconbridge Road.	Director of Planning Services	0%	Jan/17 - Mar/18
	b. Complete the Elgin Greenway Project Detailed Design.	Director of Planning Services	75%	Jan/13 - Sept/16
	c. Complete the Brady Green Stair Detailed Design.	Director of Engineering Services	40%	Jan/16 - Dec/16
	d. Redesign and modify the Tom Davies Square courtyard & terrace consistent with the vision contained in the Downtown Master Plan and considering public input obtained during the process.	Director of Asset Services	5%	Oct/16 - Dec/17

Implementation Plan GROWTH & ECONOMIC DEVELOPMENT

		Lead	% Completed	Start/End Date
Priority	B. Implement or assist in implementing economic development related plans approved by Council, with the necessary resources to support them, or continue planning to include the execution of:			
Actions	a. From the Ground Up #gs2025 plan of attracting and creating new jobs in the community.			
	1. Establish an annual work plan for implementation with approval of GSDC Board. Provide an annual report to Council beginning in January 2017.	Director of Economic Development	20%	Nov/15 - Dec/18
	2. Develop a business case to enhance the Emergency Training Academy at the L.E. Lalonde Centre to create a Regional Training Academy.	Chief of Fire and Paramedic Services	10%	Nov/13 - Dec/17
	b. The Greater Sudbury Cultural Plan.			
	a. Establish a Cultural Action Committee (CAC) and continue the implementation of the Cultural Action Plan with regular review.	Director of Economic Development	20%	Ongoing
	b. Community Improvement Plans.			
	1. Update the Downtown Community Improvement Plan.	Director of Planning Services	50%	Nov/15 - Sept/16
	2. Update the Brownfield Strategy and Community Improvement Plan.	Director of Planning Services	0%	Jan/17 - Mar/18

Implementation Plan GROWTH & ECONOMIC DEVELOPMENT

		Lead	% Completed	Start/End Date
Priority	C. Provide a welcoming environment that is conducive to investment and reduction of red tape, by removing barriers and attracting new business.			
Actions	a. Create more open dialogue with the building community, facilitating the building process.			
	1. Bring the Gearing Up for Growth Advisory Panel Report forward for Council consideration.	Directors of Building/ Planning Services	100%	Sept/15 - June/16
	2. Review and strengthen the effectiveness of the Development Liaison Advisory Committee.	Directors Building/ Planning Services	90%	Aug/15 - Dec/16
	3. Establish regular meetings with the Greater Sudbury Chamber of Commerce, Sudbury Homebuilders, Northeast Ontario Construction Association, Sudbury Real Estate Board and legal profession to discuss issues and opportunities for improvement.	Directors of Building/ Planning Services	20%	Ongoing
	4. Propose revisions to the City's Development Cost Sharing Policy.	Director of Planning Services	80%	Sept/15 - Aug/16
	b. Perform a review of service delivery.			
	1. Review all statutory Planning Act processes and create new policies, procedures and guidelines.	Director of Planning Services	0%	Jan/17 - Dec/18
	2. Develop and implement Phase 1 of the Land Management and Property Tracking System (Building and Planning Services).	Director of Building Services	20%	Jun/16 - Jun/19
	3. Create and implement an expanded continuous customer service training and customer feedback system.	Director of Building Services	50%	Mar/14 - Mar/17
	c. Create one point of contact for those wanting to invest.			
	1. Design and implement a new "Development Application Review Team" for all new major planning and development applications.	Director of Planning Services	50%	Jan/16 - Nov/16

Implementation Plan GROWTH & ECONOMIC DEVELOPMENT

		Lead	% Completed	Start/End Date
	d. Attracting industrial or manufacturing facilities, a medical park.			
	1. Establish an annual work plan for the implementation of "From the Ground Up" Strategic Plan with the approval of the GSDC Board and provide an annual report to Council beginning in January 2017.	Director of Economic Development	25%	Nov/15 - Dec/18
	e. Introduce a review of the Business Licensing System in 2017. Will include the creation of a working group, broad community consultation and strategies to create a business friendly licensing environment.	Manager of Security and By-Law	0%	Jan/17 Dec /17
	f. Repeal store hours by-law.	City Clerk	100%	Dec/15
	g. Complete and evaluate trial program for Fire Code Plans review in cooperation with Building Services.	Deputy Fire Chief/ Chief Fire Prevention Officer	25%	Oct/13 - Dec/17
	h. Review Parking Enforcement and Control systems.	Manager of Security and By-Law	50%	Oct/15 - Dec/16

Implementation Plan GROWTH & ECONOMIC DEVELOPMENT

		Lead	% Completed	Start/End Date
Priority	D. Invest in large projects to stimulate growth and increase conferences, sports and events tourism, and celebrate cultural diversity. Some examples could include a self-sustaining multi-use centre, a motorsports park, an arts centre, conference centre, etc., depending on the will of Council.			
Actions	a. Hold a special meeting of Council to showcase all projects over \$1 million in capital requests from the City of Greater Sudbury, allowing for staff to review and provide recommendations and funding mechanisms.	CAO/Director of Economic Development	100%	Nov/15 - May/16
	b. Establish and implement action plans to advance identified priority projects (Event Centre, Main Library/Art Gallery of Sudbury, Place des Arts, Synergy Centre)	CAO	10%	May/16 - Dec/16
	c. Seek and promote sport tourism opportunities (i.e. Provincial and National Events such as Canada Games)	Director of Economic Development	30%	Mar/16 - Dec/18
	d. Report results of EOI for Motorsports Park to GSDC and Council.	Director of Economic Development	65%	Jan/16 - Sept/16
Priority	E. Build on our existing reputation to become the global centre for mining research, environmental restoration and innovation.			
Actions	a. Commercialize greening efforts with a specialized team to promote and sell the Greater Sudbury protocol.			
	1. Sponsor and support the Sudbury Protocol Conference.	Director of Economic Development	100%	Mar/16 - May/16
	2. Outline strategy including niche investment and/or trade opportunities.	Director of Economic Development	20%	Jan/16 - Jan/17
	b. Implement attraction strategy identified through annual Economic Development work plan.	Director of Economic Development	40%	Jan/16 - Dec/18

Implementation Plan GROWTH & ECONOMIC DEVELOPMENT

		Lead	% Completed	Start/End Date
Priority	F. Contribute to an economically stronger northern Ontario.			
Actions	a. Host a strategic session on the Northern Growth Plan in Greater Sudbury.			
	1. 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%	Mar/16 - Jun/17
	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%	Ongoing

Implementation Plan QUALITY OF LIFE AND PLACE

Strengthen the high quality of life we already know and love.

The City of Greater Sudbury will strive to make the community even greater and further enhance the quality of life we have become accustomed to.

		Lead	% Completed	Start/End Date
Priority	A. Create programs and services designed to improve the health and well-being of youth, families and seniors.			
Actions	a. Develop an affordable housing strategy, targeted to seniors and those with low incomes, including policy review, removal of barriers and consideration of incentives.			
	1. Review/update CGS Affordable Housing Strategy. Co-ordinate update with CGS Official Plan review and CGS 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	0%	Oct/16 - Jan/18
	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	0%	Dec/15 - Mar/20
	3. Improve long-term viability and energy efficiency of existing social housing portfolio utilizing new senior government initiatives.	Manager of Housing Services	0%	Sept/16 - Mar/20
	4. Propose amendments to the Official Plan and Zoning By-law to permit second suites.	Director of Planning Services	80%	Mar/16 - Jun/16
	5. Develop a surplus municipal property affordable housing strategy.	Director of Planning Services	0%	Jan /17 - Dec/18
	6. Partner with CMHC to explore innovative affordable housing options for Greater Sudbury.	Director of Planning Services	10%	Mar/16 - Ongoing

Implementation Plan

QUALITY OF LIFE AND PLACE

		Lead	% Completed	Start/End Date
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	100%	Dec/15 - Jun/16
c.	Complete a child care subsidy policy review based on provincial best practices and citizen-centred services.	Manager of Children's Services	10%	Jan/16 - Sept/17
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	10%	Feb/15 - Dec/19
e.	Conduct a capacity study with the Centre for Rural and North Health Research addressing the needs of older adults accessing health services.	Director or North East Centre of Excellence for Seniors' Health	85%	Mar/15 - Dec/16
f.	Create transportation programs that would assist low-income individuals.	Director of Social Services	10%	Mar/16 - Dec/17
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	0%	Sept/16 - Dec/17
h.	Apply for the Local Poverty Reduction Fund (Phase 2 and future phases) for possible Provincial funding for homelessness programs	Director of Social Services	0%	Jun/16 - Jun/17
i.	Investigate the viability of (and a business model for) Community Hubs.	Director of Social Services	5%	Apr/16 - Dec/17
j.	Continue to implement the Healthy Kids Community Challenge promoting the health of children 1- 12.			
1.	Undertake Healthy Kids Public Education campaign utilizing marketing, social media and direct education to help parents to get their children active and eating well.	Managers of Communications/ Children's Services	20%	Dec/15 - Mar/18
2.	Provide support for grassroots groups to organize Active Play events in their neighbourhoods through the "Activate Your Neighbourhood" program.	Manager of Children's Services	20%	Feb/16 - Mar/18
k.	Develop an Active Neighbourhood Plan for the Donovan.	Director of Planning Services	0%	Jun/16 - Jun/17

Implementation Plan

QUALITY OF LIFE AND PLACE

		Lead	% Completed	Start/End Date
	l. Pursue options and develop a business case to establish a MUSAR and HAZMat Team in Greater Sudbury to mitigate risk to the community.	Chief of Fire and Paramedic Services	10%	Feb/16 - Dec/17
	m. Continue to support Community Paramedicine delivery including care transitions and health promotions.	Deputy Chief of Paramedic Services	60%	Sept/14 - Mar/17
	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.	Chief of Fire and Paramedic Services	20%	Jan/16 - Dec/16
	o. Develop a Community Evacuation Plan	Assistant Deputy Chief of Emergency Management and Professional Standards	25%	Feb/16 - Dec/16
	p. Develop a business continuity plan for Emergency Services.	Chief of Fire and Paramedic Services	10%	Mar/16 - Dec/16
	q. Review the current Animal Control service delivery model and implement a new model.	Executive Director of Administrative Services	33%	Jan/14 - Nov/16
Priority	B. Maintain great public spaces and facilities to provide opportunities for everyone to enjoy.			
Actions	a. Focus on, and invest in, arts, culture and entertainment, and support our multicultural communities.			
	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	10%	Nov/15 - Dec/16
	2. Increase and stabilize annual municipal funding for Art Gallery of Sudbury.	Director of Economic Development	100%	Jul/15 - Jan/16
	3. Maintain inflationary protection for Arts and Culture Grants programs.	Director of Economic Development	50%	Jan/15 - Dec/18
	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	90%	May/16 - July/16
	b. Create a more vibrant downtown.			
	1. Support the Downtown BIA's Expressing Vibrancy project and consider resulting implementation strategies .	Director of Economic Development	30%	Jan/16 - Dec/16

Implementation Plan

QUALITY OF LIFE AND PLACE

		Lead	% Completed	Start/End Date
	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%	Nov/15 - Sept/16
	2. Identify options for the establishment of a winter carnival/skating path extension.	Director of Leisure Services	0%	June/16 - Dec/16
	3. Enhance Adanac Ski Hil by replacing existing Adanac ski lift with a quad lift and exploring options for an all-season terrain park.	Director of Leisure Services	20%	Sept/14 - Dec/18
	4. Implement a new leisure program registration system (to replace CLASS system).	Director of Leisure Services	40%	Nov/15 - Dec/17
	d. Develop an accessibility strategy and abilities centre, 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%	Dec/16 - Sept/17
	2. Incorporate AODA requirements in all new municipal projects and in the renewal of municipal facilities.	Director of Asset Services	Ongoing	Ongoing
	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%	May/16 - Sept/16
	e. Identify facilities required for communities, pools, splash pads, arenas, and more.			
	1. Install new splash pads in underserved areas including the Morel Family Park (former Adamsdale Playground) and DJ Hancock Memorial Park (former Lockerby Playground).	Director of Leisure Services	10%	May/16 - Oct/16
	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%	March/16 - June/18
	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%	Apr/16 - Nov/16
	f. Enhance safety and security at CGS facilities.	Manager of Security and By-Law	Ongoing	Nov/14 - Dec/18

Implementation Plan

QUALITY OF LIFE AND PLACE

		Lead	% Completed	Start/End Date
Priority	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.			
	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	20%	Mar/16 - Mar/18
	2. Develop and implement a new leisure and recreation communication strategy.	Manager of Corporate Communications & French Language Services / Director of Leisure Services	15%	Jan/16 - Mar/17
	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	May/16 - Dec/18
	2. Leverage assets and programs of Sudbury Tourism to increase Greater Sudbury's appeal for residential attraction.	Director of Economic Development	ongoing	May/16 - Dec/18
	3. Celebrate and communicate our city's successes.	Director of Economic Development	ongoing	May/16 - Dec/18
	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%	Nov/15 - Dec/17
	2. Grow the Municipal Heritage Register by four properties per year.	Director of Planning Services	0%	May/16 - Dec/18
	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%	May/16 - Dec/18

Implementation Plan QUALITY OF LIFE AND PLACE

		Lead	% Completed	Start/End Date
Priority	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. Redevelop 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%	Mar/16 - Dec/17
	b. Develop a comprehensive Conservation and Demand Management Plan to promote energy conservation in municipal facilities.	Director of Asset Services	95%	Dec/15 - Jun/16
	c. Install rooftop solar panels at Gerry McCrory Countryside Sports Complex and Pioneer Manor.	Director of Asset Services	30%	Sept/14 - Aug/16
	d. Promote sustainable waste management practices in an effort to reduce waste by implementing a two bag limit on garbage collection.	Director of Environmental Service	5%	Mar/16 - Oct/16
	e. Develop a Lake Water Quality Strategic Plan.	Director of Planning Services	0%	Sept/16 - Sept/17
	f. Develop plans for nine sub-watersheds.	Directors of Roads and Transportation/ Planning Services	0%	Jun/16 - Mar/19
	g. Organize and deliver the annual Children's Water Festival.	Director of Planning Services	0%	Sept/16 - Ongoing
	h. Draft a consolidated noise by-law.	Executive Director of Administrative Services	33%	Oct/15 - Dec/16

Implementation Plan

RESPONSIVE, FISCALLY PRUDENT, OPEN GOVERNANCE

Lead in public service excellence

Greater Sudbury will be a leader in good governance, refining its processes to better serve the needs of its residents.

		Lead	% Completed	Start/End Date
Priority	A. Focus on openness, transparency and accountability in everything we do.			
Actions	a. Develop and implement a plan for Open Data.			
	1. 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.	Manager of Software and Business Applications	100%	Apr/15 - Ongoing
	b. Increase transparency in communications through a number of means.			
	1. Enhance public access to Council and Committee meetings and decisions by Livestreaming Council and Committee meetings, advancing public release of agendas and posting resolutions and by-laws the day after meetings.	Deputy City Clerk/ IT Management Group	100%	Ongoing
	2. Develop and implement an Open Communication Policy, including a media relations protocol.	Manager of Corporate Communications & French Language Services	75%	Oct/15 - Sept/16
	c. Increase usability of public interfaces.			
	1. Plan and implement enhancements to the City's website, with a focus on user-friendliness, relevance, and accessibility.	Manager of Corporate Communications & French Language Services	5%	May/16 - June/17
	2. Improve signage systems within Tom Davies Square for ease of customer access	Manager of Corporate Communications & French Language Services	0%	Jan/17 - Jun/18
	d. Appoint the Ombudsman as the Closed Meeting Investigator.	City Clerk	100%	Dec/14
	e. Review options for a policy addressing lobbyists.	City Clerk	33%	Aug/15 - Jan/17
	f. Update the formal policy regarding the use of municipal resources during an election.	City Clerk	100%	Jan/16
	g. Continue with process of election modernization moving along the continuum of use of electronic resources.	City Clerk	10%	Nov/14 - Dec/18

Implementation Plan

RESPONSIVE, FISCALLY PRUDENT, OPEN GOVERNANCE

		Lead	% Completed	Start/End Date
	h. Promote electoral participation through a dynamic interactive, citizen-focused communication and engagement strategy.	Manager of Corporate Communications & French Language Services/ Deputy City Clerk	0%	Jun/17 - Nov/18
	i. Launch interactive web-based information on infrastructure projects and work for greater accountability, enhanced community engagement and improved communication with residents.	Director of Engineering Services/ Manager of Corporate Communications & French Language Services	100%	June/15 - June /16
	j. Implement the formal adoption of Open Government Model in accordance with Resolution CC2015-68.	City Clerk /All Directors	100%	Mar/15
	k. Develop a new records retention by-law.	Deputy City Clerk	100%	Apr/15 - Dec/15
	l. Develop and Implement a policy for routine disclosure of CGS documents and information.	Deputy City Clerk	20%	Jun/16 - Dec/16
	m. Provide access to key corporate employment related policies, documents, and resources internally (e.g. job descriptions, recruitment and employment policies, employee travel and expenses and contracts, terms and conditions of employment for Senior Management Team members).	Director of Human Resources and Organizational Development	40%	Jan/16 - Dec/17
	n. Increase measures of accountability for occupational health and safety.	Director of Human Resources and Organizational Development	25%	Jan/16 - Dec/16
	o. Develop and embed an Employee Code of Conduct.	Director of Human Resources and Organizational Development	75%	Apr/16 - Apr/17
	p. Develop a complaint resolution process and hotline for complaints of wrong-doing (including whistle-blower protection for complainants).	CAO	100%	Jun/15 - Jun/16
	q. Present options regarding Ward Boundary Reviews to Council in accordance with the Ward Boundary Review Policy (2008).	City Clerk	100%	Dec/15

Implementation Plan

RESPONSIVE, FISCALLY PRUDENT, OPEN GOVERNANCE

		Lead	% Completed	Start/End Date
Priority	B. Improve communications within city hall and between the City and the community at large, by taking steps to get to know the needs of the entire community, including the silent majority, and by meeting them.			
Actions	a. Create an integrated communications plan.			
	1. Review and renew the Strategic Communication Plan "City with a Voice" with a focus on strong employee and citizen engagement.	Manager of Corporate Communications & French Language Services	0%	Jul/16 - Dec/16
	b. Refocus on customer service using technology, including our 311 system and community engagement interfaces.			
	1. Complete business case for automated water meter reading allowing City to interact with customers based on analysis of real time consumption data.	Director of Water/Wastewater Services	5%	Apr/16 - Sept/17
	2. Launch a pilot project for online citizen engagement	Manager of Corporate Communications & French Language Services/IT	0%	Aug/16 - April/18
	c. Take steps to understand the communication needs of the community by surveying residents.	Manager of Corporate Communications & French Language Services	5%	Apr/16 - Oct/18
	d. Conduct an employee engagement survey in 2016 and in 2018.	Manager of Corporate Communications & French Language Services	5%	Apr/16 - Oct/18
	e. Co-ordinate and deliver the Women in Government initiative.	Deputy City Clerk	33%	Mar/16 - Dec/16
	f. Build planning knowledge in the community through bi-annual Planning 101 and 102 sessions open to the public, Councillors and staff.	Director of Planning Services	10%	Jan/17 - ongoing

Implementation Plan

Responsive, Fiscally Prudent, Open Governance

		Lead	% Completed	Start/End Date
	g. Develop and execute a communication plan to encourage residents to participate in all solid waste programs, including home visits.	Director of Environmental Services/ Manager of Corporate Communications	5%	May/16 - May/21
Priority	C. Work with management to ensure that all staff is working towards the same goals, with accountabilities for senior staff linked to Council's strategic plan.			
Actions	a. Connect talent management systems to strategic plans, objectives and goals.			
	1. Complete a performance planning and development process form for all non-union staff employees.	Director of Human Resources and Organizational Development/ SMT	0%	Jan/17 - Jun/18
	2. Develop a pool of resources, support, training, and tools to enhance leadership competencies within CGS.	Director of Human Resources and Organizational Development	75%	Jan/15 - ongoing
	3. Continue to invest in our leaders through participation in the Northern Leadership Program.	Director of Human Resources and Organizational Development	Ongoing	Ongoing
	b. Develop strategic implementation plans and enhanced corporate-wide business planning processes.			
	1. Develop a process to achieve strategic plans and business plans for each Division of CGS.	CAO & SMT	0%	Jan/17 - Dec/18

Implementation Plan

Responsive, Fiscally Prudent, Open Governance

		Lead	% Completed	Start/End Date
Priority	D. Emphasize the relationship between governance, community engagement and information, in support of better decision-making.			
Actions	a. Review all municipal incentive programs and one-time line items to determine if efficiencies can be found by consolidating programs.	CAO	0%	Jan/17 - Dec/17
	b. 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/Director of Economic Development	0%	Jan/17 - Dec/17
	1. Define staff roles and responsibilities for coordination of intergovernmental relationships and coordination of grant applications.	CAO	0%	July/17 - Dec/17
	c. Develop a revised community funding policy to best identify resources and monies for organizations, and monitor success.			
	1. Review and evaluate annual community partnership grants and develop an application and evaluation process.	Director of Leisure Services	20%	Feb/16 - Dec/16
	d. Adopt better business processes to promote, inspire and follow the direction given by Council to achieve these goals.			
	1. 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	30%	Oct/14 - Dec/17
	2. Develop an Enterprise GIS Strategic Plan.	Manager of Software and Business Applications/ Director of Planning Services	60%	Jan/17
	3. 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	10%	Jan/16 - Dec/16
	4. Review and merge CGS and Library mail delivery systems.	Deputy City Clerk	100%	July/15 - Jan/16



Implementation Plan Responsive, Fiscally Prudent, Open Governance

		Lead	% Completed	Start/End Date
	e. Refine reporting mechanisms to Council, enabling them to make better decisions.			
	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 & French Language Services/Deputy City Clerk	10%	Sept/16 - Sept/17
	f. Complete regular review of Council Procedure By-Law.	City Clerk	0%	Jan/17 - Dec/17

Implementation Plan SUSTAINABLE INFRASTRUCTURE

Prioritize, build and rebuild our community's foundation

At the City of Greater Sudbury, we must renew our priority infrastructure and identify what's essential and needed for the future.

		Lead	% Completed	Start/End Date
Priority	A. Determine acceptable levels of infrastructure services.			
Actions	a. Provide infrastructure rationalization as an entire community.			
	1. Review the standards used for Road Construction.	Director of Roads and Transportation	20%	Sept/15 - Dec/16
	b. Reduce the City's transportation infrastructure funding gap.			
	1. Update long term roads financial needs for incorporation into the Long Term Financial Plan.	Director of Roads and Transportation	0%	Jan/17 - Dec/17
	c. Create and implement a plan to ensure we fund and address critical infrastructure needs.			
	1. Complete Water/Wastewater Master Plan and update long term financial needs for incorporation into the Long Term Financial Plan.	Director of Water/ Wastewater Services	75%	Aug/12 - Sept/17
	d. Review service level standards for Water/Wastewater Services.	Director of Water / Wastewater Services	0%	Sept/16 - Dec/18
	e. Develop a Long-term Financial Plan for the replacement and renewal of the City's infrastructure.	Chief Financial Officer	10%	May/16 - Dec/16
	f. Develop an Asset Management Plan, identifying and addressing life cycle costing of all assets.	Chief Financial Officer	20%	Apr/16/ - Nov/16
	g. Provide options for the use of debt financing during this term of Council to achieve infrastructure renewal, replacement and expansion.	CFO / General Manager of Infrastructure Services	50%	Mar/16 - Sept/16
	h. 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.	Chief of Fire & Paramedic Services	45%	Sept/15 - Oct/16

Implementation Plan SUSTAINABLE INFRASTRUCTURE

		Lead	% Completed	Start/End Date
Priority	B. Improve the quality of roads.			
Actions	a. Identify, maintain and repair priority roads.			
	1. Update the Roads Asset Management Plan reaffirming the prioritization of road repairs and rehabilitation projects.	Director of Roads and Transportation	10%	Nov/15 - Mar/18
	2. Analyze the road network every two years.	Director of Roads and Transportation	0%	Jan/17 - Dec/17
	3. Analyze the sidewalk network every two years.	Director of Roads and Transportation	0%	Jan/17 - Dec/17
	4. Inspect bridges every two years.	Director of Roads and Transportation	0%	Jun/16 - Dec/16
	5. Establish a Rural to urban cross-section conversion policy	Director of Roads and Transportation	50%	Jan/16 - Dec/17
Priority	C. Complete the Transportation Master Plan.			
Actions	a. Review and modify the transit system with a focus on reliability, convenience and safety, as well as connecting neighborhoods and communities.			
	1. Develop a Transit Master Plan.	Director of Transit Services	0%	Jul/16 - Dec/17
	2. Implement transit wayfinding protocols and strategies.	Director of Transit Services	0%	May/16 - Aug/17
	a. Complete the Transportation Master Plan.	Director of Roads and Transportation	95%	Jun/11 - Dec/16

Implementation Plan SUSTAINABLE INFRASTRUCTURE

		Lead	% Completed	Start/End Date
Priority	D. Provide quality multimodal transportation alternatives, for roads, transit, trails, paths and sidewalks, and connect neighborhoods and communities within Great Sudbury.			
Actions	a. Complete a full Multimodal Transportation Plan.			
	1. Implement Active Transportation policies as identified in the Transportation Master Plan.	Director of Roads and Transportation	0%	Apr/16 Mar/18
	2. Implement Multimodal Transit policies as identified in Transit Master Plan.	Director of Transit Services	0%	Jan/18 Dec/19
	b. Implement the policies and strategies identified in an improved and updated full multimodal transportation plan.			
	1. See Priority C, a and b.	Director of Roads and Transportation	0%	Apr/18 - Ongoing
	c. Establish an Active Transportation Coordinator position to facilitate the development of the City's active transportation network.	Director of Roads and Transportation	50%	Mar/16 - Sept/16
	d. Develop a Sidewalk Priority Policy for constructing new sidewalks	Director of Roads and Transportation	50%	Jan/16 - Dec/16
	e. Develop a Complete Streets Policy	Director of Roads and Transportation	0%	Jan/17 - Mar/18
	f. Review the taxi and ridesharing models and prepare Vehicle for Hire By-Law.	Executive Director of Administrative Services	50%	Mar/16 - Sept/16

Implementation Plan SUSTAINABLE INFRASTRUCTURE

		Lead	% Completed	Start/End Date
Priority	E. Establish sub-watershed studies and source water protection plans.			
Actions	a. Fund, undertake and complete watershed studies approved by Council in 2006.			
	1. Complete nine watershed studies as part of the MOECC funding agreement.	Director of Roads and Transportation	5%	Feb/16 - Mar/19
	2. Prioritize, fund, undertake and complete seven remaining watershed studies.	Director of Roads and Transportation	0%	Jan /19 - Dec/23
	b. Implement policies contained in Greater Sudbury Source Protection Plan.	Director of Water/Wastewater Services	10%	Mar/16 - Dec/18
Priority	F. Developing sustainable stormwater funding.			
Actions	a. Establish an affordable funding structure.			
	1. Undertake a review of stormwater funding practices in other municipalities and provide recommendations for CGS	Director of Roads and Transportation	75%	Nov/15 - Dec/16
	2. Update long term stormwater financial needs for incorporation into the Long Term Financial Plan	Director of Roads and Transportation	0%	Nov/16 - Dec/17
	b. Create a plan for implementation.			
	1. Implement stormwater management infrastructure in accordance with the Long Term Financial Plan.	Director of Roads and Transportation	0%	Jan/18 - Dec/28

WORKING TOGETHER

for an even Greater Sudbury

2015-2018
City of Greater Sudbury
Corporate Strategic Plan

IMPLEMENTATION PLAN

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