

## Growth and Economic

		% Completed as of June 2018	Status
<b>Priority</b>	A. Implement the Downtown Master Plan and development of downtowns, and increase densification by conversion from commercial to residential.		
<b>Actions</b>	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.	100%	Complete
	2. Create an approach to a city-wide Nodes and Corridors Strategy.	100%	Complete
	3. Develop a Town Centre Community Improvement Plan for the community of Chelmsford.	90%	In Progress
	4. Undertake a Corridor Design Study and Plan for LaSalle Boulevard between Notre Dame Avenue and Falconbridge Road.	90%	In Progress
	b. Complete the Elgin Greenway Project Detailed Design.	100%	Complete
		100%	Complete
	c. Complete the Brady Green Stair Detailed Design.		
	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.	50%	In Progress
<b>Priority</b>	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:		
<b>Actions</b>	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.	100%	Complete
	2. Develop a business case to enhance the Emergency Training Academy at the L.E. Lalonde Centre to create a Regional Training Academy.	75%	In Progress
	b. The Greater Sudbury Cultural Plan.		
	1. Establish a Cultural Action Committee (CAC) and continue the implementation of the Cultural Action Plan with regular review.	100%	Complete
	c. Community Improvement Plans.		
	1. Update the Downtown Community Improvement Plan.	100%	Complete
	2. Update the Brownfield Strategy and Community Improvement Plan.	10%	In Progress
<b>Priority</b>	C. Provide a welcoming environment that is conducive to investment and reduction of red tape, by removing barriers and attracting new business.		
<b>Actions</b>	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.	100%	Complete
	2. Review and strengthen the effectiveness of the Development Liaison Advisory Committee.	100%	Complete
	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.	65%	In Progress
	4. Propose revisions to the City's Development Cost Sharing Policy.	100%	Complete
	b. Perform a review of service delivery.		
	1. Review all statutory Planning Act processes and create new policies, procedures and guidelines.	50%	In Progress
	2. Develop and implement Phase 1 of the Land Management and Property Tracking System (Building and Planning Services).	25%	In Progress

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	3. Create and implement an expanded continuous customer service training and customer feedback system.	60%	In Progress
	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.	100%	Complete
	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.	100%	Complete
	2. 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.	5%	In Progress
	3. Repeal store hours by-law.	100%	Complete
	4. Complete and evaluate trial program for Fire Code Plans review in cooperation with Building Services.	90%	In Progress
	5. Review Parking Enforcement and Control systems.	100%	Complete
<b>Priority</b>	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.		
<b>Actions</b>	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.	100%	Complete
	b. Establish and implement action plans to advance identified priority projects (Event Centre, Main Library/Art Gallery of Sudbury, Place des Arts, Synergy Centre)	100%	Complete
	c. Seek and promote sport tourism opportunities (i.e. Provincial and National Events such as Canada Games)	90%	In Progress
	d. Report results of EOI for Motorsports Park to GSDC and Council.	100%	Complete
<b>Priority</b>	E. Build on our existing reputation to become the global centre for mining research, environmental restoration and innovation.		
<b>Actions</b>	a. Commercialize greening efforts with a specialized team to promote and sell the Greater Sudbury protocol.		
	1. Sponsor and support the Sudbury Protocol Conference.	100%	Complete
	2. Outline strategy including niche investment and/or trade opportunities.	75%	In Progress
	b. Implement attraction strategy identified through annual Economic Development work plan.	50%	In Progress
<b>Priority</b>	F. Contribute to an economically stronger northern Ontario.		
<b>Actions</b>	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.	75%	In Progress
	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).	75%	In Progress

## Quality of Life and Place

		% Completed as of June 2018	Status
<b>Priority</b>	A. Create programs and services designed to improve the health and well-being of youth, families and seniors.		
<b>Actions</b>	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.	100%	<b>Complete</b>
	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.	75%	<b>In Progress</b>
	3. Improve long-term viability and energy efficiency of existing social housing portfolio utilizing new senior government initiatives.	85%	<b>In Progress</b>
	4. Propose amendments to the Official Plan and Zoning By-law to permit second suites.	100%	<b>Complete</b>
	5. Develop a surplus municipal property affordable housing strategy.	90%	<b>In Progress</b>
	6. Partner with CMHC to explore innovative affordable housing options for Greater Sudbury.	50%	<b>In Progress</b>
	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.	100%	<b>Complete</b>
	c. Complete a child care subsidy policy review based on provincial best practices and citizen-centred services.	50%	<b>In Progress</b>
	d. Investigate and determine the feasibility of redeveloping the remaining "B" and "C" level beds at Pioneer Manor.	100%	<b>Complete</b>
	e. Conduct a capacity study with the Centre for Rural and North Health Research addressing the needs of older adults accessing health services.	100%	<b>Complete</b>
	f. Create transportation programs that would assist low-income individuals.	60%	<b>In Progress</b>
	g. Explore the expansion of healthy initiatives such as the Feel Free to Feel Fit Swim Program in partnership with Leisure Services.	40%	<b>In Progress</b>
	h. Apply for the Local Poverty Reduction Fund (Phase 2 and future phases) for possible Provincial funding for homelessness programs	100%	<b>Complete</b>
	i. Investigate the viability of (and a business model for) Community Hubs.	80%	<b>In Progress</b>
	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.	80%	<b>In Progress</b>	
2. Provide support for grassroots groups to organize Active Play events in their neighbourhoods through the "Activate Your Neighbourhood" program.	80%	<b>In Progress</b>	

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	k. Develop an Active Neighbourhood Plan for the Donovan.	100%	Complete
	l. Pursue options and develop a business case to establish a MUSAR and HAZMat Team in Greater Sudbury to mitigate risk to the community.	20%	On Hold
	m. Continue to support Community Paramedicine delivery including care transitions and health promotions.	80%	In Progress
	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.	75%	On Hold
	o. Develop a Community Evacuation Plan	90%	In Progress
	p. Develop a business continuity plan for Emergency Services.	50%	In Progress
	q. Review the current Animal Control service delivery model and implement a new model.	100%	Complete
<b>Priority</b>	B. Maintain great public spaces and facilities to provide opportunities for everyone to enjoy.		
<b>Actions</b>	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).	100%	Complete
	2. Increase and stabilize annual municipal funding for Art Gallery of Sudbury.	100%	Complete
	3. Maintain inflationary protection for Arts and Culture Grants programs.	100%	Complete
	4. Implement Phase 3 of the Bridge of Nations by adding 6 more flags to the 82 existing flags on the bridge.	100%	Complete
	b. Create a more vibrant downtown.		
	1. Support the Downtown BIA's Expressing Vibrancy project and consider resulting implementation strategies .	75%	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	100%	Complete
	2. Identify options for the establishment of a winter carnival/skating path extension.	100%	Complete
	3. Enhance Adanac Ski Hil by replacing existing Adanac ski lift with a quad lift and exploring options for an all-season terrain park.	90%	In Progress
	4. Implement a new leisure program registration system (to replace CLASS system).	50%	In Progress
	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.	100%	Complete
	2. Incorporate AODA requirements in all new municipal projects and in the renewal of municipal facilities.	Ongoing	In Progress

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	3. Undertake accessibility retrofits to the Bell Park main beach including improvements to the washrooms and the pathway to the main beach.	100%	Complete
	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).	100%	Complete
	2. Work with Onaping Falls Recreation group to identify matching funding for a splash pad at the Onaping Falls Community Centre.	90%	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.	80%	In Progress
	f. Enhance safety and security at CGS facilities.	Ongoing	In Progress
<b>Priority</b>	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.		
<b>Actions</b>	a. Develop a communication strategy to promote quality of life.		
	1. Develop and implement communication strategies associated with the Healthy Kids Community Challenge.	100%	Complete
	2. Develop and implement a new leisure and recreation communication strategy.	100%	Complete
	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.	Ongoing	In Progress
	2. Leverage assets and programs of Sudbury Tourism to increase Greater Sudbury’s appeal for residential attraction.	Ongoing	In Progress
	3. Celebrate and communicate our city’s successes.	Ongoing	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.	30%	In Progress
	2. Grow the Municipal Heritage Register by four properties per year.	75%	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.	85%	In Progress
<b>Priority</b>	D. Focus on clean, green living and the environment, invest in our future and celebrate how far we’ve come.		

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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.		<b>In Progress</b>
	1. Redevelop the former St. Joseph's parking lot providing linkages to the Bell Park walkway and providing 100 parking spaces as well as greening elements.	80%	<b>In Progress</b>
	b. Develop a comprehensive Conservation and Demand Management Plan to promote energy conservation in municipal facilities.	95%	<b>Complete</b>
	c. Install rooftop solar panels at Gerry McCrory Countryside Sports Complex and Pioneer Manor.	100%	<b>Complete</b>
	d. Promote sustainable waste management practices in an effort to reduce waste by implementing a two bag limit on garbage collection.	100%	<b>Complete</b>
	e. Develop a Lake Water Quality Strategic Plan.	5%	<b>In Progress</b>
	f. Develop plans for nine sub-watersheds.	85%	<b>In Progress</b>
	g. Organize and deliver the annual Children's Water Festival.	100%	<b>Complete</b>
	h. Draft a consolidated noise by-law.	100%	<b>Complete</b>

## Governance

		% Completed as of June 2018	Status
<b>Priority</b>	A. Focus on openness, transparency and accountability in everything we do.		
<b>Actions</b>	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.	100%	Complete
	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.	100%	Complete
	2. Develop and implement an Open Communication Policy, including a media relations protocol.	75%	On Hold
	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.	100%	Complete
	2. Improve signage systems within Tom Davies Square for ease of customer access	Not started - on hold due to construction	On Hold
	d. Appoint the Ombudsman as the Closed Meeting Investigator.	100%	Complete
	e. Review options for a policy addressing lobbyists.	100%	Complete
	f. Update the formal policy regarding the use of municipal resources during an election.	100%	Complete
	g. Continue with process of election modernization moving along the continuum of use of electronic resources.	30%	In Progress
	h. Promote electoral participation through a dynamic interactive, citizen-focused communication and engagement strategy.	50%	In Progress
	i. Launch interactive web-based information on infrastructure projects and work for greater accountability, enhanced community engagement and improved communication with residents.	100%	Complete
	j. Implement the formal adoption of Open Government Model in accordance with Resolution CC2015-68.	100%	Complete
	k. Develop a new records retention by-law.	100%	Complete
	l. Develop and Implement a policy for routine disclosure of CGS documents and information.	100%	Complete
	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).	100%	Complete
	n. Increase measures of accountability for occupational health and safety.	90%	In Progress
	o. Develop and embed an Employee Code of Conduct.	90%	In Progress
	p. Develop a complaint resolution process and hotline for complaints of wrong-doing (including whistle-blower protection for complainants).	100%	Complete
	q. Present options regarding Ward Boundary Reviews to Council in accordance with the Ward Boundary Review Policy (2008).	100%	Complete

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<b>Priority</b>	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.		
<b>Actions</b>	a. Create an integrated communications plan.		
		100%	Complete
	1. Review and renew the Strategic Communication Plan “City with a Voice” with a focus on strong employee and citizen engagement.		
	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.	100%	Complete
	2. Launch a pilot project for online citizen engagement	100%	Complete
	c. Take steps to understand the communication needs of the community by surveying residents.	100%	Complete
	d. Conduct an employee engagement survey in 2016 and in 2018.	70%	In Progress
	e. Co-ordinate and deliver the Women in Government initiative.	100%	Complete
	f. Build planning knowledge in the community through bi-annual Planning 101 and 102 sessions open to the public, Councillors and staff.	20%	In Progress
	g. Develop and execute a communication plan to encourage residents to participate in all solid waste programs, including home visits.	100%	Complete
<b>Priority</b>	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.		
<b>Actions</b>	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.	95%	In Progress
	2. Develop a pool of resources, support, training, and tools to enhance leadership competencies within CGS.	Ongoing	In Progress
	3. Continue to invest in our leaders through participation in the Northern Leadership Program.	Ongoing	In Progress
	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.	80%	In Progress
<b>Priority</b>	D. Emphasize the relationship between governance, community engagement and information, in support of better decision-making.		
<b>Actions</b>	a. Review all municipal incentive programs and one-time line items to determine if efficiencies can be found by consolidating programs.	100%	Complete
	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.	75%	In Progress
	1. Define staff roles and responsibilities for coordination of intergovernmental relationships and coordination of grant applications.	0%	On Hold
	c. Develop a revised community funding policy to best identify resources and monies for organizations, and monitor success.		
	2. Review and evaluate annual community partnership grants and develop an application and evaluation process.	100%	Complete
	d. Adopt better business processes to promote, inspire and follow the direction given by Council to achieve these goals.		



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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.	100%	Complete
2. Develop an Enterprise GIS Strategic Plan.	100%	Complete
3. Review POA collections process, ensuring that all available tools are implemented effectively and that uncollectable fines are written off in a timely fashion.	90%	In Progress
4. Review and merge CGS and Library mail delivery systems.	100%	Complete
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.	100%	Complete
f. Complete regular review of Council Procedure By-Law.	25%	In Progress

# Sustainable Infrastructure

		% Completed as of June 2018	Status
<b>Priority</b>	A. Determine acceptable levels of infrastructure services.		
<b>Actions</b>	a. Provide infrastructure rationalization as an entire community.		
	1. Review the standards used for Road Construction.	50%	In Progress
	b. Reduce the City's transportation infrastructure funding gap.		
	1. Update long term roads financial needs for incorporation into the Long Term Financial Plan.	0%	Not Started
	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.	80%	In Progress
	d. Review service level standards for Water/ Wastewater Services.	10%	In Progress
	e. Develop a Long-term Financial Plan for the replacement and renewal of the City's infrastructure.	100%	Complete
	f. Develop an Asset Management Plan, identifying and addressing life cycle costing of all assets.	100%	Complete
	g. Provide options for the use of debt financing during this term of Council to achieve infrastructure renewal, replacement and expansion.	100%	Complete
	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.	100%	Complete
<b>Priority</b>	B. Improve the quality of roads.		
<b>Actions</b>	a. Identify, maintain and repair priority roads.		
	1. Update the Roads Asset Management Plan reaffirming the prioritization of road repairs and rehabilitation projects.	30%	In Progress
	2. Analyze the road network every two years.	100%	Complete
	3. Analyze the sidewalk network every two years.	100%	Complete
	4. Inspect bridges every two years.	100%	Complete
	5. Establish a Rural to urban cross-section conversion policy	85%	In Progress
<b>Priority</b>	C. Complete the Transportation Master Plan.		
<b>Actions</b>	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.	90%	In Progress
	2. Implement transit wayfinding protocols and strategies.	100%	Complete
	b. Complete the Transportation Master Plan.	100%	Complete
<b>Priority</b>	D. Provide quality multimodal transportation alternatives, for roads, transit, trails, paths and sidewalks, and connect neighbourhoods and communities within Great Sudbury.		
<b>Actions</b>	a. Complete a full Multimodal Transportation Plan.		
	1. Implement Active Transportation policies as identified in the Transportation Master Plan.	70%	In Progress

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	2. Implement Multimodal Transit policies as identified in Transit Master Plan.	90%	In Progress
	b. Implement the policies and strategies identified in an improved and updated full multimodal transportation plan.		
	1. See Priority C, a and b.	0%	Not Started
	c. Establish an Active Transportation Coordinator position to facilitate the development of the City's active transportation network.	100%	Complete
	d. Develop a Sidewalk Priority Policy for constructing new sidewalks	100%	Complete
	De. develop a Complete Streets Policy	80%	In Progress
	f. Review the taxi and ridesharing models and prepare Vehicle for Hire By-Law.	100%	Complete
<b>Priority</b>	E. Establish sub-watershed studies and source water protection plans.		
<b>Actions</b>	a. Fund, undertake and complete watershed studies approved by Council in 2006.		
	1. Complete nine watershed studies as part of the MOECC funding agreement.	85%	In Progress
	e. Prioritize, fund, undertake and complete seven remaining watershed studies.	20%	In Progress
	b. Implement policies contained in Greater Sudbury Source Protection Plan.	70%	In Progress
<b>Priority</b>	F. Developing sustainable stormwater funding.		
<b>Actions</b>	a. Establish an affordable funding structure.		
	1. Undertake a review of stormwater funding practices in other municipalities and provide recommendations for CGS	100%	Complete
		50%	In Progress
	2. Update long term stormwater financial needs for incorporation into the Long Term Financial Plan		
	b. Create a plan for implementation.		
	1. Implement stormwater management infrastructure in accordance with the Long Term Financial Plan.	0%	Not Started