

## Implementation Plan: Strategic Objective - Strategic Development and Economic Prosperity

Priority	Initiatives/Actions	Timing	Lead
Facilitate <b><i>job creation</i></b> and retention to ensure a variety of employment opportunities.	Implement a Youth Entrepreneur & Employment pilot program in collaboration with public, private and not-for-profit partners within the Region of Durham to facilitate and support youth, entrepreneurs and start-up companies	2015	P&D
	Implement the next phase(s) of the PriorityPATH process to include large-scale and/or complex non-residential projects, and a process to include greenbelt applications in partnership with the Greenbelt Foundation	2015-2017	P&D
	Facilitate and promote the launch of the Ajax Business Centre – a shared, co-working office, boardroom and event space that caters and supports small business and entrepreneurs	2015	P&D
	Complete a comprehensive review of the zoning by-law to enhance development opportunities and encourage job growth	2015-2017	P&D
	Evaluate the implementation of a Development Permit System in Ajax as a mechanism to streamline development and encourage job growth	2015-2017	P&D
	Promote private capital investment and job creation by local business (i.e., the OnTrack Ajax awareness program.)	2016-2020	P&D
	Examine the Central Ajax Employment area with a view to increasing densities and creating a variety of employment opportunities	2016-2018	P&D
	Develop a strategy to revitalize the Harwood Midtown	2016-2018	P&D
Continue to redevelop <b><i>Ajax Downtown</i></b> into a more vibrant and prosperous destination.	Invest in infrastructure improvements that will support and entice redevelopment of the Ajax Downtown such as: <ul style="list-style-type: none"> <li>• Ajax Downtown Road Network EA</li> <li>• Hunt and Finley Improvements EA</li> <li>• Commercial Avenue reconstruction design</li> <li>• Sidewalk infills</li> </ul>	2015-2018	P&D
	Facilitate strategic property sales and acquisitions at Ajax Plaza to accelerate urban redevelopment and improvement projects	2015-2018	P&D
	Facilitate downtown redevelopment and improvement projects in keeping with the Downtown Community Improvement Plan	2015-2018	P&D
	Advocate for the timely implementation of sanitary infrastructure including the Downtown sanitary pumping station	2015-2018	P&D
	Review and analyze the impact and ongoing feasibility of the Downtown Ajax Business Improvement Area organization	2016-2018	P&D
	Facilitate the construction and completion of Pat Bayly Square by 2018	2016-2018	P&D
Improve <b>traffic flow</b> , gridlock and <b>safety</b> for all	Construct a staircase from Westney Road to GO Station to improve accessibility to the station and promote active transportation	2015	P&D

Priority	Initiatives/Actions	Timing	Lead
users of public roads, trails, bike lanes and sidewalks.	Develop a Traffic Calming Warrant Update to meet the Town's dynamic traffic calming-related challenges	2015	P&D
	Develop a Transportation Demand Management Plan to explore ways to alleviate traffic congestion in the Town by exploring alternative forms of transportation, appropriate infrastructure and soft programming	2015	P&D
	Review and provide input to external initiatives including the Pickering Airport, the Provincial Cycling Legislation, Highway 407 East, Highway 401 Widening EA, the GO Lakeshore Rail Service Expansion and Upgrade, the Regional Cycling Communications Strategy and the Region's Accessible Pedestrian Signals Program and Smart Commute Durham	2015-2018	P&D
	Advocate for the installation of red light cameras in Ajax as part of a Regional pilot program	2015	P&D
	Work with the Board of Trade and our municipal partners to promote key transportation initiatives that have been jointly identified as priorities	2015	P&D
	Strive to achieve a Silver Designation as a Bicycle Friendly Community	2015-2018	P&D
	Complete Lake Driveway design to improve and formalize key pedestrian crossing locations, traffic speeds, road surface and aesthetics	2015-2018	P&D
	Develop and implement Parking Management Plan for waterfront area	2015-2018	O&E
	Develop a Roundabout Guideline and communications campaign concerning future and existing roundabouts	2015-2018	P&D
	Develop and implement a Transportation Awareness Campaign that will provide residents and businesses with information on Provincial, Regional and Town initiatives and how each can be part of the Transportation solution	2015-2018	P&D
	Invest in active transportation infrastructure identified in the Pedestrian and Bicycle Master Plan such as Westney Road sidewalk, Carruthers multi-use trail and Williamson Drive bicycle lanes	2015-2018	P&D
	Invest in infrastructure improvements to improve traffic flow and address gridlock and safety for all users such as Rossland Road realignment/ widening and Church Street reconstruction	2015-2018	P&D
	Establish a comprehensive way-finding strategy for the design and location of information and directional signage for the Town's Active Transportation Network	2016	P&D
	Update the Pedestrian and Bicycle Master Plan to develop new strategies, policies, direction and specific facilities to increase Active Transportation within the Town	2015-2018	P&D
	Undertake an update to the Town's Transportation Master Plan to confirm and update multi-modal strategies, and the timing and estimated costs of infrastructure projects	2016-2017	P&D
Advocate for the advancement of Regional road improvements such as Westney Road widening from Rossland Road to Taunton Road	2015-2018	P&D	
Work with Region of Durham to improve transit and connections within Ajax.	Work with the Region of Durham to review and implement a Road Rationalization Plan for Ajax	2016	P&D
	Assess the traffic operations at the Ajax GO Station and coordinate with the Region of Durham to determine the feasibility of providing intersection improvements and optimizing the signal timings	2016-2017	P&D
	Participate in the Region of Durham's Transportation Master Plan update to ensure transit and road improvements are appropriately identified within the Town of Ajax	2015-2017	P&D
	Monitor and review transit operations and needs within Ajax and through Provincial and Regional studies, including the Highway 407 Transitway, DRT's 5-Year Review, the Durham TMPU and the Highway 2	2015-2018	P&D

Priority	Initiatives/Actions	Timing	Lead
	Transit Priority Measures EA		
Continue to explore and capitalize on <u>tourism</u> opportunities.	Leverage the Pan Am Games in Ajax to attract economic investment in the Sport Tourism sector to include event attraction and exploring ongoing street banner program	2015-2018	P&D
	Support a casino at the Slots at Ajax Downs	2015-2016	P&D
	Examine the area surrounding the Slots at Ajax Downs with a view to creating an Entertainment and Tourism node	2017-2018	P&D
	Review and analyze the impact and ongoing feasibility of the Pickering Village Business Improvement Area organization	2016	P&D
	Promote and support business and property owners in Pickering Village to achieve building and property improvements consistent with heritage character	2016	P&D
	Develop and implement a plan to position Pickering Village in Ajax as a tourism destination for history, arts, culture, culinary, health and wellness	2016-2018	P&D
	Encourage ongoing revitalization in Pickering Village, including examining the long term use of the Village Arena and Memorial Park lands	2017-2018	P&D
Identify <u>housing</u> needs to accelerate proposals that satisfy gaps.	Facilitate the timely approval of seniors' housing projects within Ajax	2015-2018	P&D
	Complete a Housing Strategy that identifies housing needs within Ajax	2017	P&D

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## Implementation Plan: Strategic Objective - Excellence in Service Delivery and Governance

Priority	Initiatives/Actions	Timing	Lead
Ensure <u>tax</u> rates remain reasonable and competitive.	Conduct a review of and update the Financial Sustainability Plan	2015	Finance
	Develop a strategy for use of the Town's Post Growth Capital Reserve	2016-2017	Finance
Seek <u>fair representation</u> for Ajax on Regional Council.	Work with the Region of Durham to conduct a Council Composition Review	2015	LIS
	Conduct a local Ward Boundary Review	2017	LIS
	Participate in the Provincial Municipal Act and Municipal Elections Act Reviews to encourage mandatory reviews of Council composition	2015	LIS
Ensure that <u>staff resources</u> support corporate priorities.	Update staffing forecast to ensure requested staff reflect the priorities of the Community Action Plan	2015-2018	ALL
Support effective <u>customer service, communications</u> and <u>outreach</u> .	Implement new ISO standard	2016	LIS
	Develop a web-based application for residents to report issues and request service	2016	CAO
	Install a new electronic sign at Westney Road and Hwy 2	2016	CAO
	Investigate strategies for the collection of Library customer feedback in languages other than English	2015-2017	LIB
	Develop strategies to effectively elicit Library feedback from community partners	2015-2016	LIB
	Work with municipal partners to develop a fire safety education campaign	2015	Fire
Improve <u>accountability</u> and <u>transparency</u> .	Implement initiatives to enhance public access to Council deliberations and decisions including: <ul style="list-style-type: none"> <li>Actively reporting-out in-camera decisions where possible</li> <li>Improve transparency of meeting management processes through a review and update of the Council Procedure By-law</li> <li>Recording more public meetings</li> </ul>	2015-2018	LIS
	Investigate the feasibility of an Open Data initiative	2016	LIS
	Develop a corporate Asset Management Plan	2016	O&E
	Update and formalize Park Security Strategy	2015-2016	O&E
	Develop and implement a Whistleblower Policy	2015	HR
	Review and update <u>winter maintenance program</u> .	Develop a formal winter control operations policy that establishes service level objectives for roads, trails, sidewalks, parking lots, and road patrols	2015
	Review and update Seniors Snow Program	2015	O&E
	Develop a communications strategy to educate the public on winter control operations	2016	O&E
	Update the Town's salt management plan	2016	O&E

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Implementation Plan : Strategic Objective - Strong Sense of Community

Priority	Initiatives/Actions	Timing	Lead
Implement new strategies and partnerships to support <u>seniors</u> .	Develop an Age Friendly Community Plan	2016-2017	R&C
	Expand partnerships with service providers to enhance the availability of services for seniors and explore alternative locations for program and service delivery	2017-2018	R&C
	Seek an Age-Friendly Community Designation	2017-2018	R&C
	Explore opportunities to expand Library Services to homebound seniors	2016	LIB
	Add furnishings, appropriate for seniors, to the Main Branch Library	2015-2016	LIB
	Expand one-on-one and small group technology training opportunities for seniors at the Library	2016-2018	LIB
	Expand Library programming for seniors	2016-2018	LIB
Continue to implement the Town's <u>Diversity and Community Engagement Plan</u> .	Update Diversity and Community Engagement Plan and identify priority areas	2016	R&C
	Recruit and develop diversity and inclusion ambassadors	2017-2018	R&C, HR
	Implement corporate initiatives such as: <ul style="list-style-type: none"> <li>Tracking system to ensure compliance with diversity and inclusion standards</li> <li>Equity program and reporting</li> <li>Workforce censuses</li> <li>Diversity, equity and inclusion training for staff and partner groups</li> <li>Provide mentorship opportunities with English Language Training programs for skilled and internationally trained professionals</li> </ul>	2016-2018	R&C, HR
	Host events and engage the public to advance diversity and community engagement including: <ul style="list-style-type: none"> <li>A Diversity Conference - professional learning opportunity with internal and external partners</li> <li>Connect with community groups and advisory committees to discuss new/arising/currently existing issues/ barriers around our community with our user community groups (e.g. World Café)</li> <li>Refugee Sponsorship Information Session</li> </ul>	2015-2018	R&C
Expand <u>youth</u> career programming and services.	Work with partners to provide skills-based training to youth through workshops and raise awareness of youth employment opportunities	2015-2018	R&C, HR
	Be a youth employer of choice: <ul style="list-style-type: none"> <li>Provide youth-specific opportunities across the corporation, rather than only recreational programming/events (including co-op and intern positions)</li> <li>Leverage grants for youth employment and placements</li> </ul>	2016-2018	HR

Priority	Initiatives/Actions	Timing	Lead
Develop and engage <u>volunteers</u>	Develop and launch an online volunteer database	2015-2016	R&C
	Create corporate standards for volunteer management addressing screening, general orientation, and placement and scheduling	2016-2018	R&C
	Enhance volunteer recognition and appreciation	2017-2018	R&C

## Implementation Plan: Strategic Objective - Leader in Environmental Sustainability

Priority	Initiatives/Actions	Timing	LED
Improve the Town's maintenance program to support a <u><i>Clean Ajax</i></u> .	Develop a comprehensive Anti-Litter Outreach Program, targeting residents, schools and businesses	2015	O&E
	Identify and establish high priority clean-up areas (parks, major streets, schools) and allocate resources	2016	O&E
	Work with partners to develop a strategy for clean up at high litter locations, including super mailboxes and transit shelters	2016	O&E
Implement innovative approaches to manage <u><i>stormwater</i></u> runoff.	Complete a Wetland Restoration Plan and design for Paradise Park (washrooms, etc.)	2015-2016	P&D, O&E
	Develop an inspection and rehabilitation program for stormwater management ponds	2017	P&D
	Develop a Stormwater Sustainability Plan that will provide for long-term funding and implementation of stormwater management infrastructure	2016	P&D
	Pursue opportunities to improve existing storm sewer systems that provides quantity and quality improvements, including LID (low impact development) applications such as rain gardens and bioswales.	2015-2018	P&D
Work with partners to improve <u><i>water quality</i></u> along the Ajax Shoreline and watersheds.	Work with Regions of Durham and York to reduce phosphorus loadings from the Duffin Creek Water Pollution Control Plant and eliminate nuisance algae growth in the Ajax nearshore	2015	P&D
	Seek opportunities to provide input to Provincial and Federal initiatives to protect the Great Lakes such as: <ul style="list-style-type: none"> <li>• Provincial Great Lakes Protection Act</li> <li>• Canada-Ontario Agreement on Great Lakes Water Quality and Ecosystem Health (COA)</li> <li>• 2012 Great Lakes Water Quality Agreement (GLWQA – Annex 4)</li> </ul>	2015-2018	P&D
	Enhance public outreach through community events, educational signage and brochures	2015-2018	P&D
Ensure ecologically significant areas such as the <u><i>Greenbelt</i></u> are protected.	Provide input to the Provincial Greenbelt Plan Review to preserve the existing Greenbelt in Ajax and include the Headwaters of Carruthers Creek within the Greenbelt	2015	P&D
	Participate and provide input to the Toronto Region Conservation Authority's Carruthers Creek Watershed Plan Update Study	2015-2016	P&D
	Explore strategies for the agricultural community to continue to enhance the production of food to be sold (e.g. local farmers markets)	2015-2018	P&D
Continue to advance initiatives which address <u><i>climate change</i></u> and <u><i>sustainability</i></u> .	Support the development and implementation of the Region of Durham's Climate Change and Adaptation Plan and develop a local strategy to address climate change in Ajax	2015-2018	O&E
	Update the Integrated Community Sustainability Plan	2017	O&E
	Prepare a report on Town's greenhouse gas emissions	2017	O&E
	Update the Town's Green Fleet Strategy	2017	O&E
	Expand Town's Anti-Idling Program to include businesses	2017	O&E
	Develop and implement an Energy Conservation and Management Strategy for Town facilities	2015	O&E
	Investigate benefits of a LED street light conversion program	2015	O&E
	Continue to implement the Town's Urban Forest Plan <ul style="list-style-type: none"> <li>• Execute community engagement initiatives such as Backyard Tree Planting Program</li> </ul>	2015-2018	O&E

Priority	Initiatives/Actions	Timing	LED
	<ul style="list-style-type: none"><li data-bbox="537 232 1083 264">• Investigate the adaption of a private tree bylaw</li><li data-bbox="537 264 1050 297">• Conduct an inventory of municipal woodlots</li></ul>		