



# OPERATIONS COMMITTEE AGENDA

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Operations Committee Meeting  
**Monday, June 18, 2018**  
Tom Davies Square

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**COUNCILLOR ROBERT KIRWAN, CHAIR**

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**Evelyn Dutrisac, Vice-Chair**

3:00 p.m. OPERATIONS COMMITTEE MEETING  
COMMITTEE ROOM C-11

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## **DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF**

## **PRESENTATIONS**

1. Report dated May 28, 2018 from the General Manager of Growth and Infrastructure regarding Road Safety Assessment. **4 - 26**  
**(ELECTRONIC PRESENTATION) (RESOLUTION PREPARED)**

- Joe Rocca, Traffic and Asset Management Supervisor

(This report presents collision statistics and trends for roadways in the City of Greater Sudbury and steps that have been taken to improve safety. In addition, the report will cover the network screening process that identifies the top 20 locations for potential safety improvement.)

2. Report dated June 1, 2018 from the General Manager of Growth and Infrastructure regarding Complete Streets Policy. **27 - 56**  
**(ELECTRONIC PRESENTATION) (RESOLUTION PREPARED)**

- Marisa Talarico, Active Transportation Coordinator

(This report introduces the Complete Streets policy for the City of Greater Sudbury. This policy will guide infrastructure delivery to ensure residents of all ages and abilities, using all modes of transportation are best accommodated during the planning, design, construction and maintenance of City infrastructure.)

## **CONSENT AGENDA**

(For the purpose of convenience and for expediting meetings, matters of business of repetitive or routine nature are included in the Consent Agenda, and all such matters of business contained in the Consent Agenda are voted on collectively.

A particular matter of business may be singled out from the Consent Agenda for debate or for a separate vote upon the request of any Councillor. In the case of a separate vote, the excluded matter of business is severed from the Consent Agenda, and only the remaining matters of business contained in the Consent Agenda are voted on collectively.

Each and every matter of business contained in the Consent Agenda is recorded separately in the minutes of the meeting.)

## **CORRESPONDENCE FOR INFORMATION ONLY**

- C-1. Report dated May 30, 2018 from the General Manager of Growth and Infrastructure regarding Winter Control Operations Update for April 2018. **57 - 59**  
**(FOR INFORMATION ONLY)**

(This report provides the financial results of the 2018 winter roads operations up to and including the month of April 2018)

## **REGULAR AGENDA**

## **MANAGERS' REPORTS**

- R-1. Report dated June 6, 2018 from the General Manager of Growth and Infrastructure regarding Request for Enhanced Winter Maintenance on MacLennan Drive in Skead. **60 - 64**  
**(FOR INFORMATION ONLY)**

(This report provides a response to Motion (M3) that was brought forth at the April 10, 2018 City Council Meeting.)

## **ADDENDUM**

## **CIVIC PETITIONS**

## **QUESTION PERIOD AND ANNOUNCEMENTS**

## **NOTICES OF MOTION**

## **ADJOURNMENT**

Presented To:	Operations Committee
Presented:	Monday, Jun 18, 2018
Report Date	Monday, May 28, 2018
Type:	Presentations

## Request for Decision

### Road Safety Assessment

#### Resolution

THAT the City of Greater Sudbury approves the network screening process;

AND THAT the Infrastructure Capital Planning staff be directed to prepare a business case for funding to implement countermeasures that will be identified in the network screening process to be considered during the 2019 budget process;

AND THAT the Infrastructure Capital Planning staff be directed to report to the Operations Committee in 2019 on the status of the network screening program, as outlined in the report entitled "Road Safety Assessment", from the General Manager of Growth and Infrastructure, presented at the Operations Committee on June 18, 2018.

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

This report refers to operational matters.

#### Report Summary

This report presents collision statistics and trends for roadways in the City of Greater Sudbury and steps that have been taken to improve safety.

In addition, the report explains the network screening process that identifies and prioritizes locations in the City's road network that have a high potential for safety improvements (PSI).

#### Financial Implications

The network screening process was developed within existing approved budgets and staff complement. Any funding required to implement identified countermeasures will be addressed in the

#### Signed By

##### **Report Prepared By**

Ryan Purdy  
Traffic and Transportation Engineering Analyst  
*Digitally Signed May 28, 18*

##### **Health Impact Review**

Ryan Purdy  
Traffic and Transportation Engineering Analyst  
*Digitally Signed May 31, 18*

##### **Manager Review**

Joe Rocca  
Traffic and Asset Management Supervisor  
*Digitally Signed May 28, 18*

##### **Division Review**

Stephen Holmes  
Director of Infrastructure Capital Planning  
*Digitally Signed May 28, 18*

##### **Financial Implications**

Jim Lister  
Manager of Financial Planning and Budgeting  
*Digitally Signed Jun 1, 18*

##### **Recommended by the Department**

Tony Cecutti  
General Manager of Growth and Infrastructure  
*Digitally Signed Jun 4, 18*

##### **Recommended by the C.A.O.**

Ed Archer  
Chief Administrative Officer  
*Digitally Signed Jun 6, 18*

business case to be considered during the 2019 budget process.

## **Background**

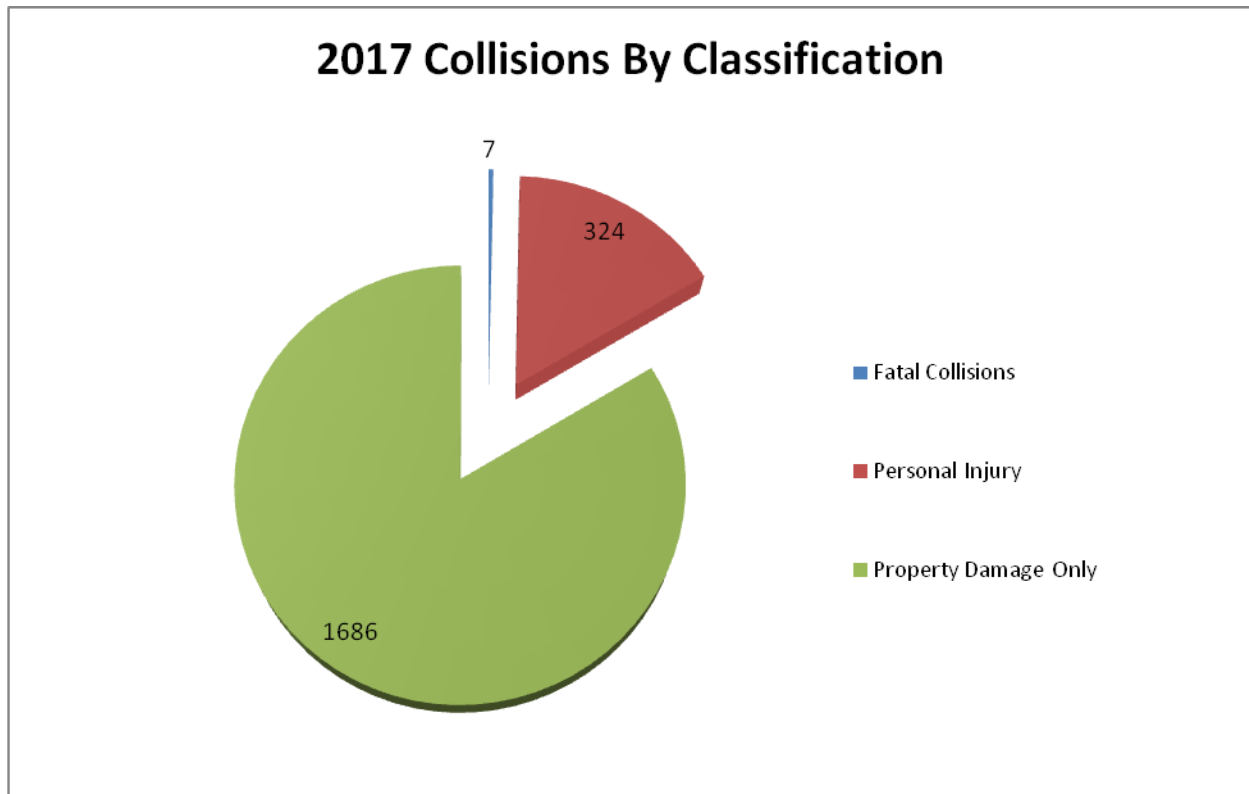
The Traffic and Asset Management Services section is responsible for the safe and efficient movement of people and goods on the City of Greater Sudbury's transportation network. Road jurisdictions have found that the most successful way to improve road safety is through the 3 Es; Engineering, Enforcement and Education. Over the last number of years, the City of Greater Sudbury has implemented a variety of initiatives to improve safety for cyclists, pedestrians and motorists.

To further enhance safety, staff has undertaken a Road Safety Assessment of all roads under the jurisdiction of the City of Greater Sudbury. The purpose of the Road Safety Assessment is to:

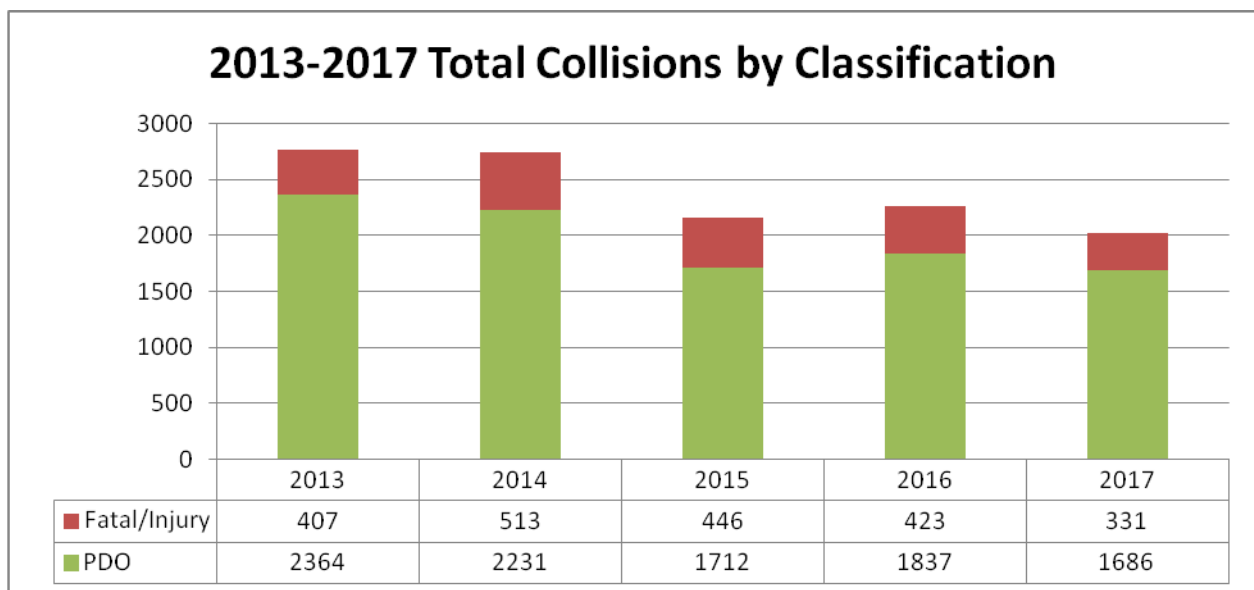
- 1) Provide collision statistics and trends over the past 5 years.
- 2) Identify improvements that have been undertaken to improve safety for road users.
- 3) Describe the network screening process.
- 4) Identify next steps in the screening process.
- 5) Provide a list of locations that have the highest potential for safety improvement using the network screening tool.

## **Collision Statistics and Trends**

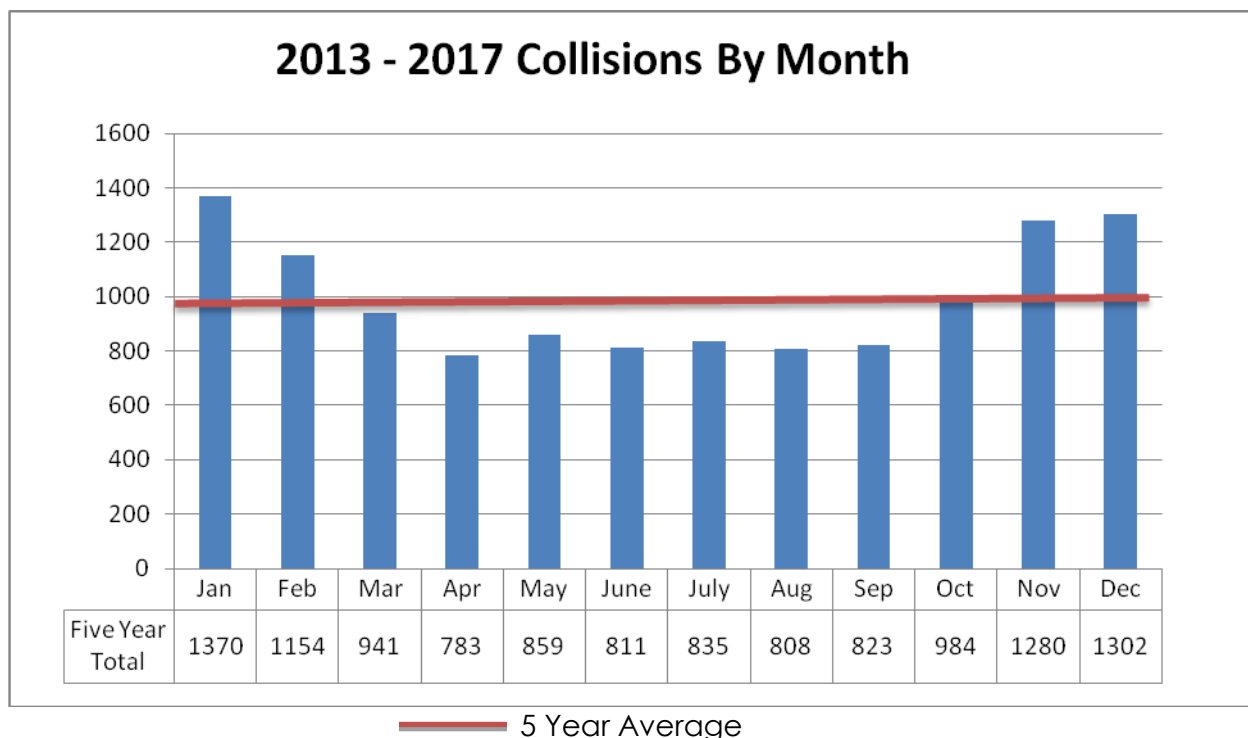
The City of Greater Sudbury receives copies of collision reports from Greater Sudbury Police Services. These reports are received on a regular basis and data entry is completed to enter the records into the City's database. It is not unusual for the City to receive a copy of a report 3 to 6 months after a collision has occurred. As such, the statistics provided below represent the data the City has available as of April 2018 and these statistics will change as more reports are received by the City. In addition, the statistics below do not include collisions which have occurred in parking lots or on off road trails.



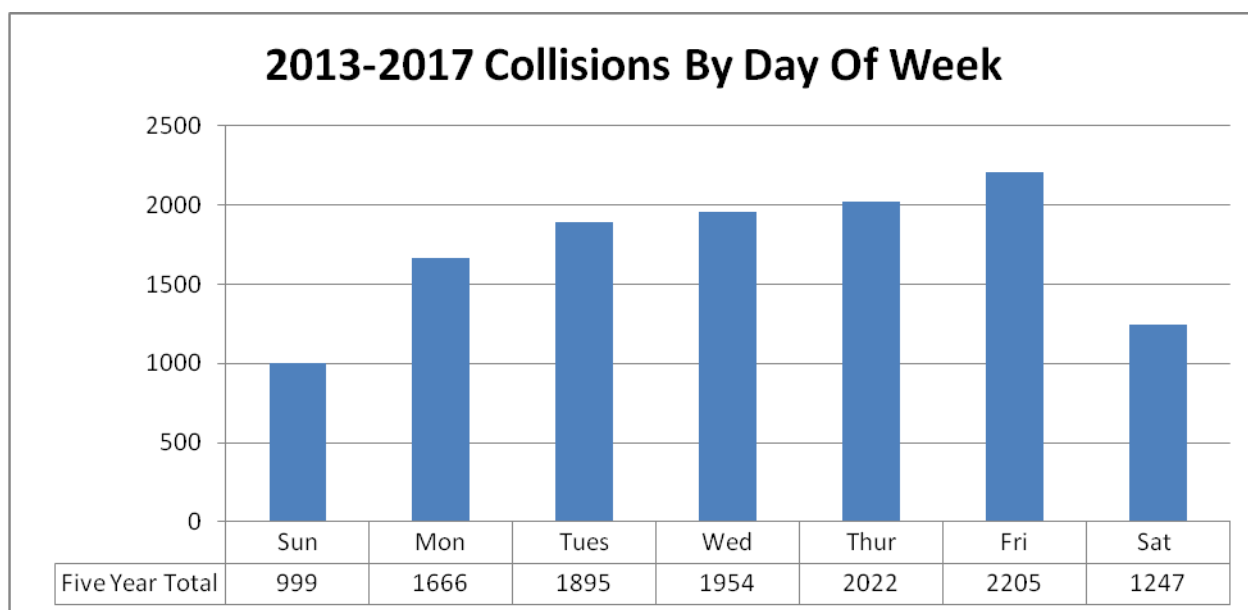
In 2017, there were a total of 2,017 reported collisions on roadways in the City of Greater Sudbury. The graph above shows the breakdown of collisions by the classification of the severity of the collision.



When looking at a five year trend the total number of collisions has decreased. In addition the total number of fatal and injury collisions as a percentage of total collisions has declined.

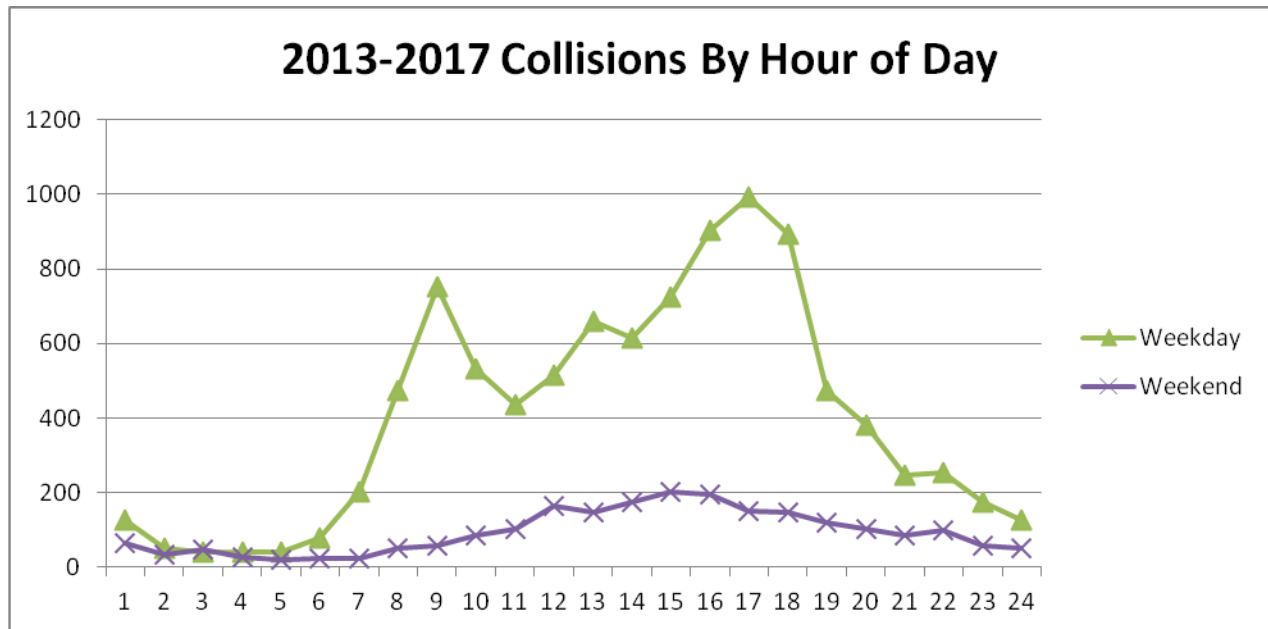


Total collisions per month from 2013 to 2017 shows an above average number of collisions during the winter months while spring and summer months are below average.

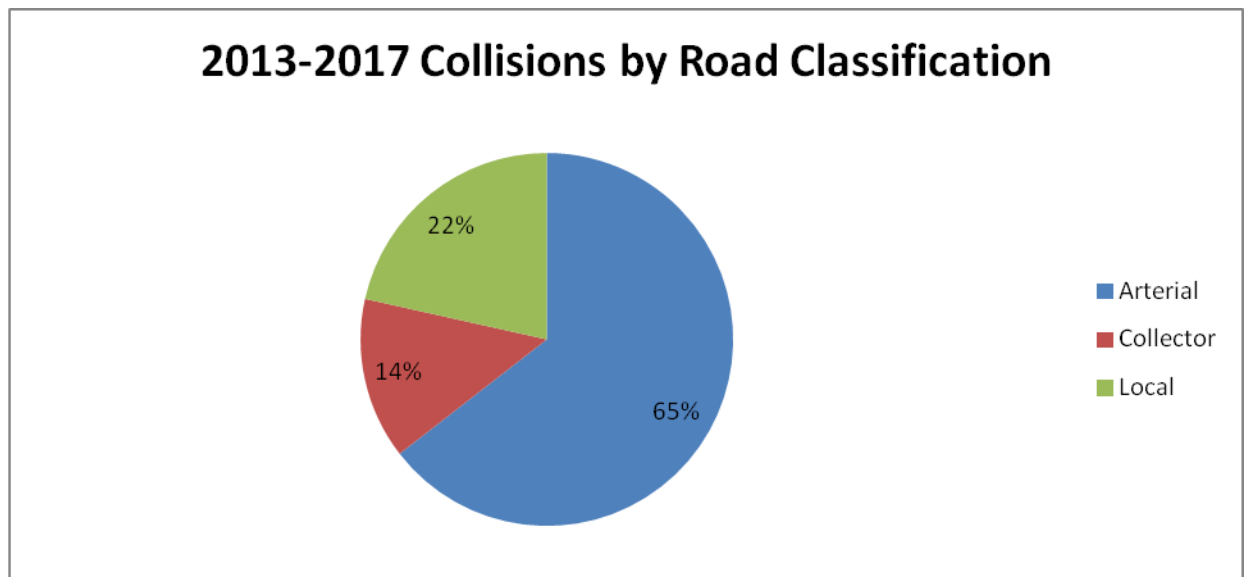


Over a five year period, the number of collisions during weekdays exceeds those on the weekend, with Friday experiencing the most collisions overall.



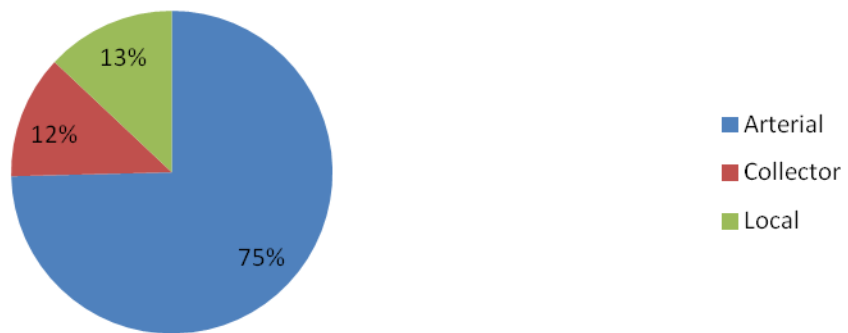


The number of collisions by hour of day shows that there are an increased number of collisions during the tail end of the typical Greater Sudbury morning rush hour (9 AM to 10 AM) and throughout the afternoon rush hours (3 PM to 7 PM).



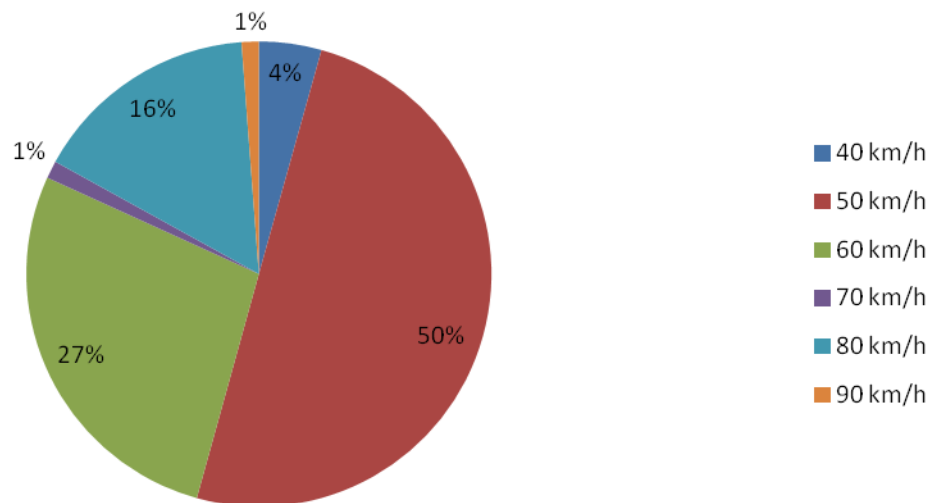
The number of collisions by road classification shows that the majority of collisions occur on arterial roads.

### 2013-2017 Fatal/Injury Collisions by Road Classification

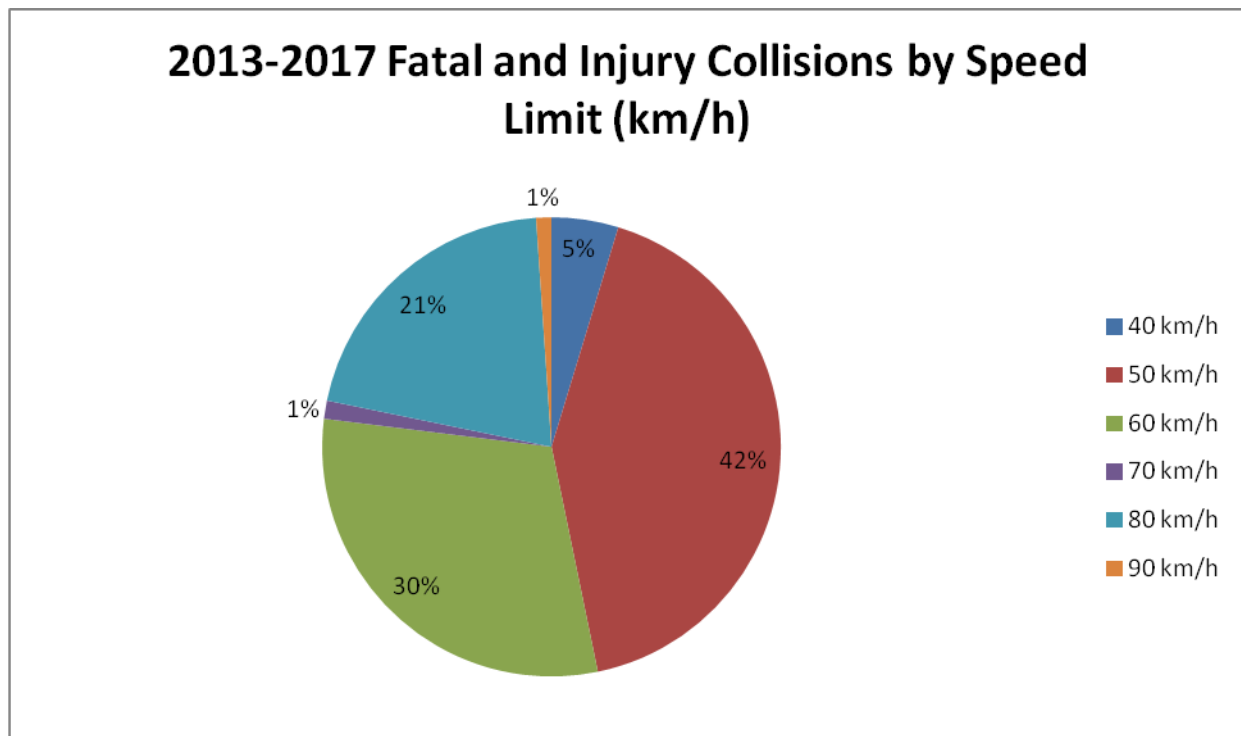


The number of fatal and injury collisions by road classification shows the majority of collisions still occur on arterial roads.

### 2013-2017 Collisions by Speed Limit (km/h)



Over seventy five percent of collisions occur on roadways where the speed limit is 50 km/h or 60 km/h.



The number remain consistent for fatal and injury collisions by speed limit with seventy two percent of collisions occurring when the speed limit is 50 km/h or 60 km/h.

## **Improvements for Road Users**

### **Pedestrians**

In 2016 staff presented a report called Pedestrian Safety Initiatives, <http://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&id=1000&itemid=11286&lang=en>, which outlined steps that had been taken to improve safety for pedestrians. These included increased pedestrian crossing times, pedestrian traffic signals and work being done by the Sudbury Road Safety Committee.

Since that report, the City has started two new pedestrian safety initiatives. The first is the new pedestrian crossover program. To date there have been 41 pedestrian crossovers installed in the community. Staff continues to monitor compliance for those areas and evaluate new requests as they are received. This year, four new pedestrian crossovers are scheduled to be installed. More information about the pedestrian crossover program can be found in the Operations Committee Report entitled 2018 Pedestrian Crossover Program Update, <http://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&id=1148&itemid=14004&lang=en>.

The second initiative is the Leading Pedestrian Interval (LPI). An LPI gives pedestrians a head start when crossing an intersection while traffic on all sides has a red light. In 2017 an LPI was trialed at the intersection of Notre Dame Avenue and Kathleen Street. This pilot project demonstrated a significant reduction in the number of conflicts between pedestrians and vehicles. In January 2018, a policy was adopted to formalize the process to implement further LPIs in the city. More information on the policy and LPIs can be found in the Operations Committee report entitled Leading Pedestrian Interval Policy,

<http://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&id=1251&itemid=14364&lang=en>. The City will be implementing an LPI at three additional intersections during 2018.

## **Cyclists**

Improving safety for cyclists begins with building cycling infrastructure. In 2017, 13 kilometres of new cycling infrastructure was implemented. In addition, the City of Greater Sudbury received 1.1 million dollars in December of 2017 from the OMCC grant to accelerate the implementation of additional cycling infrastructure. A complete list of projects proposed through the OMCC program and a description of the program can be found in the City Council report entitled Ontario Municipal Commuter Cycling Program Grant,

<http://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&id=1235&itemid=14423&lang=en>.

## **Motorists**

Over the last several years, the City has implemented a number of initiatives to improve safety for motorists. While categorized as safety improvements for motorists, many of these initiatives also improve safety for vulnerable road users. These initiatives include the following:

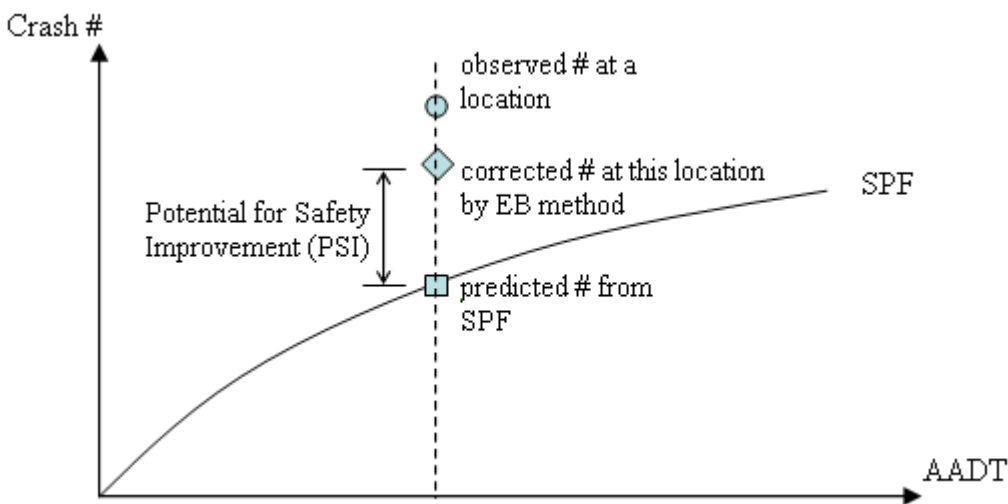
- Rumble Strips - Many factors contribute to drivers leaving the roadway or straying from their lane. These include driver fatigue and drowsiness; distracted driving; poor traction between vehicles and road surfaces and poor visibility in adverse weather conditions. Rumble strips create noise and vibration inside the vehicle that alert a driver as they cross the center or edge line. Often this alert is strong enough to get the attention of a distracted or drowsy driver, who can quickly make a corrective steering action to return to the roadway safely. Centre line and shoulder rumble strips are considered as part of all road rehabilitation projects on roadways with open ditches.
- Guide Rail – Guide rail is implemented to protect vehicles from roadside hazards such as water bodies and non-recoverable slopes and help reduce the severity of collisions. Staff has conducted a guide rail safety program over a number of years to identify areas where guide rail is warranted and to have it installed.

- Rock Cut Inventory and Inspections - An inventory of rock cuts adjacent to sidewalks and roadways was collected and classified to determine where rock fall hazards exist for motorists, cyclists and pedestrians. High priority sites will be monitored and reviewed on a regular basis to determine if remediation work is required.
- Red Light Cameras - A red light camera is a type of traffic enforcement camera that captures an image of a vehicle which has entered an intersection in spite of the traffic signal indicating red (during the red phase). By automatically photographing vehicles that run red lights, the photo is evidence that assists authorities in their enforcement of traffic laws. Generally, the camera is triggered when a vehicle enters the intersection (passes the stop-bar) after the traffic signal has turned red. The City has commissioned a study to determine whether any intersections with traffic signals would benefit from the installation of a Red Light Camera system. The report titled "Red Light Camera Program" being presented to the Finance and Administration Committee will provide an overview of the Red Light Camera program and the results of the completed study.

### **Network Screening**

Since 2015, staff have worked on building a network screening program, based on the Highway Safety Manual (HSM), as a proactive way to analyze areas that have higher than expected number of collisions. The Highway Safety Manual (HSM), produced by the American Association of State Highway and Transportation Officials (AASHTO), provides a comprehensive framework to conduct quantitative safety analysis. Network screening is the process of evaluating the transportation network for sites that are likely to respond to safety improvements.

The network screening tools and methodology in the HSM identify and prioritize locations in the City's road network that have a high potential for safety improvements (PSI). This method considers the number of predicted collisions based on the Safety Performance Factor (SPF) for the location, traffic volumes and the observed number of collisions. The observed number of collisions are adjusted using the Empirical Bayes method to consider regression to mean. The resulting PSI score is the difference between the number of predicted collisions and the adjusted number of collisions as depicted below. This proactive approach will allow staff to better prioritize resources for road safety based on a ranking of locations based on its PSI.



In 2018 the first network screening was processed.

### **City of Greater Sudbury Network Screening Process**

Staff recommends the following process be followed for network screening in the City of Greater Sudbury:

1. Conduct a network screening on all intersections and roads in the city and rank them based on the PSI (Potential for Safety Improvement) score.
2. Once the ranking is complete, the top 20 locations are selected for review.
3. Over a three year period, 5 locations plus upcoming capital projects will be reviewed by staff and community partners. Each location will have a series of countermeasures selected to address the observed collisions.
4. Provide an annual update to Operations Committee showing locations that have been selected for review and the countermeasures that have been identified.
5. At the end of the three year period, the network screening will be refreshed and locations that have already been reviewed will not be looked at for another three years so that the effectiveness of the countermeasures can be analyzed.

## **2018 Network Screening Results**

### Ranking

The top 20 locations identified by the network screening process are summarized in Table 1.

**Table 1: Network Screening Summary – Top 20 Locations**

<b>PSI Rank</b>	<b>Location</b>
1	Barry Downe Road at Lasalle Boulevard
2	Brady Street at Paris Street
3	Long Lake Road at Paris Street /Regent Street
4	Falconbridge Road at Kingsway / Second Avenue
5	Lasalle Boulevard at Notre Dame Avenue
6	Falconbridge Road at Lasalle Boulevard
7	Paris Street at Van Horne Street
8	Regent Street between Caswell Drive and Paris Street / Long Lake Road
9	Kingsway between the private road east of McDonalds & Silver Hills Drive
10	Paris Street at Ramsey Lake Road
11	Municipal Road 80 at Main Street
12	Lasalle Boulevard at Auger Avenue
13	Barry Downe Road at Westmount Avenue
14	Lasalle Boulevard at Attlee Avenue
15	Elm Street at Lloyd Street / Notre Dame Avenue
16	Notre Dame Avenue at Louis Street / Ste. Anne Road
17	Paris Street at Cedar Street
18	Barry Downe Road at Kingsway
19	Notre Dame Avenue between Wilma Street & Cambrian Heights Drive
20	Paris Street at Centennial Drive

## **Next Steps**

As described in the recommended network screening process, staff will review with community partners, the five locations with the greatest potential for safety improvement along with any other locations that have scheduled road rehabilitation. It is important to note that several locations within the top 20 locations (Barry Downe Road at Westmount, Barry Downe Road at Kingsway) have road rehabilitation projects scheduled for 2019. These locations will be reviewed ahead of locations with a higher PSI.

In addition, staff will prepare a business case for funding to implement countermeasures identified on roadways without a scheduled road rehabilitation project as part of the 2019 budget process.

# 2018 Road Safety Assessment

**Joe Rocca, P.Eng.**  
Traffic and Asset Management Supervisor

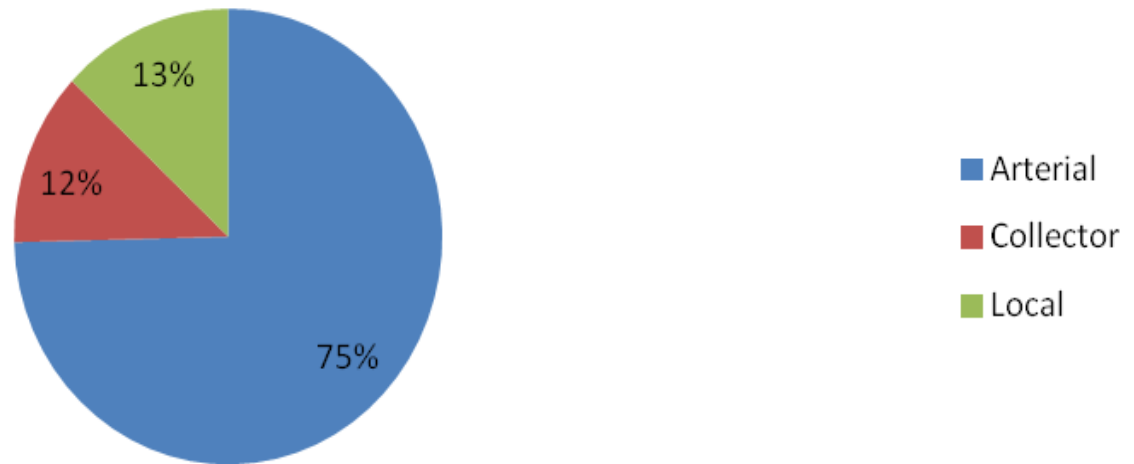


# What is a Road Safety Assessment?

- Collision Statistics and Trends
- Identify Implemented Improvements
- Network Screening
- Identify Locations with Highest Potential for Safety Improvements (PSI)

# Collision Statistics and Trends

**2013-2017 Fatal/Injury Collisions by Road Classification**



# Safety Improvements

## Pedestrian Improvements

- 41 Pedestrian Crossovers with 4 more in 2018
- Leading Pedestrian Interval

## Cyclists Improvements

- 13 km of new cycling infrastructure in 2017

# Safety Improvements

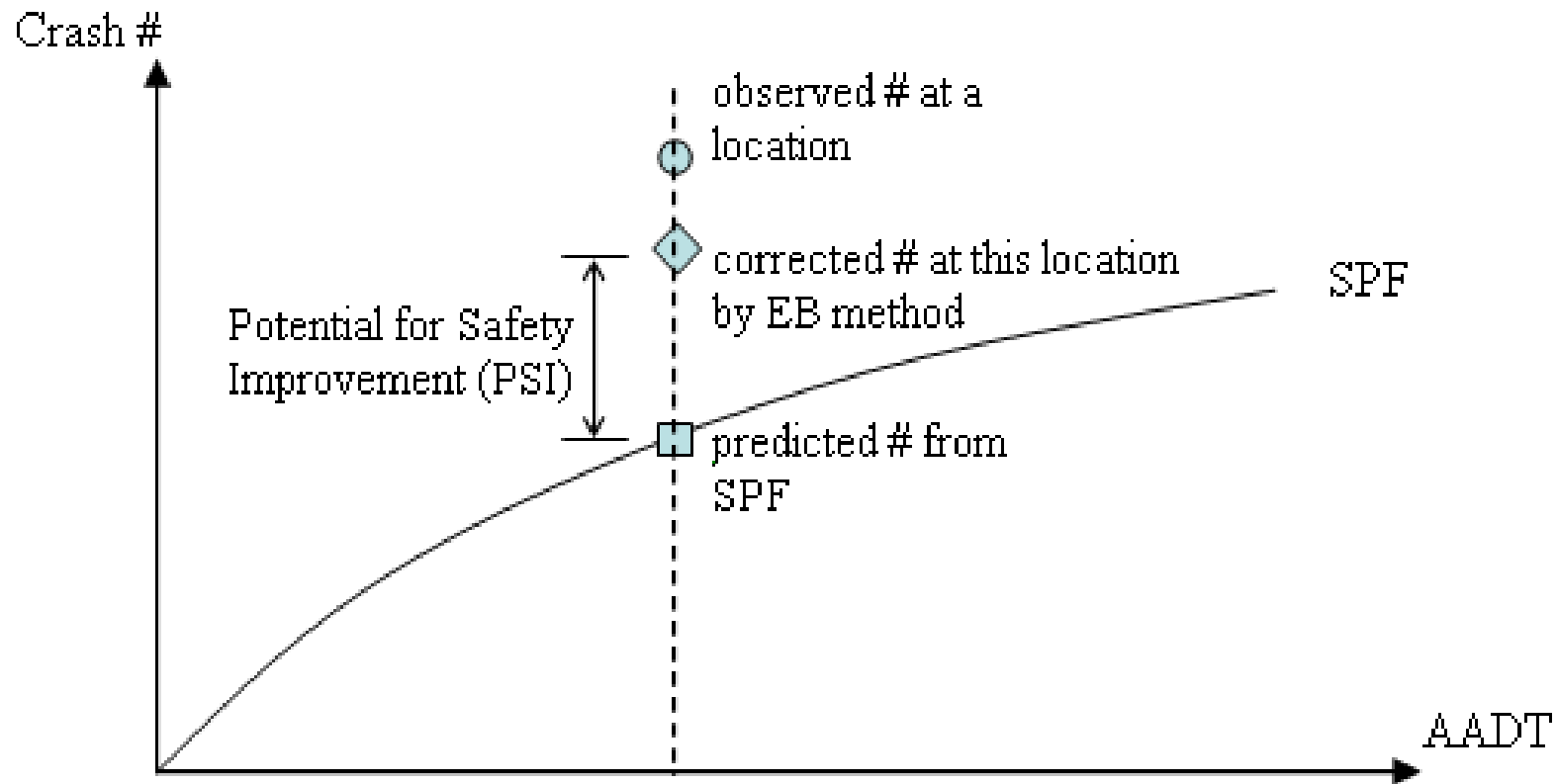
## Motorist Improvements

- Rumble Strips
- Guide Rail Program
- Rock Cut Inventory and Inspections
- Red Light Camera Program (pending)

# Network Screening

The process of reviewing the entire road network to identify locations with the most potential for safety improvements.

# Potential for Safety Improvement



# Recommended Process

- Review and rank all roads & intersections based on PSI
- Top 20 Locations are selected
- Review 5 locations/year + upcoming capital projects
- Provide an annual update to Operations Committee
- Refresh network screening every 3 years

# Top 20 Locations

PSI Rank	Location
1	Barry Downe Road at Lasalle Boulevard
2	Brady Street at Paris Street
3	Long Lake Road at Paris Street / Regent Street
4	Falconbridge Road at Kingsway / Second Avenue
5	Lasalle Boulevard at Notre Dame Avenue
6	Falconbridge Road at Lasalle Boulevard
7	Paris Street at Van Horne Street
8	Regent Street between Caswell Drive and Paris Street/Long Lake Road
9	Kingsway between the private road east of McDonalds & Silver Hills Drive
10	Paris Street at Ramsey Lake Road
11	Municipal Road 80 at Main Street
12	Lasalle Boulevard At Auger Avenue
13	Barry Downe Road at Westmount Avenue
14	Lasalle Boulevard At Attlee Avenue
15	Elm Street at Lloyd Street / Notre Dame Avenue
16	Notre Dame Avenue at Louis Street / Ste Anne Road
17	Paris Street At Cedar Street
18	Barry Downe Road at Kingsway
19	Notre Dame Avenue between Wilma Street & Cambrian Heights Drive
20	Paris Street at Centennial Drive



## Next Steps

- Review 5 locations + capital projects
- Integrate countermeasures into capital projects
- Prepare business case for 2019 budget to fund road safety improvements

# Questions?

Presented To:	Operations Committee
Presented:	Monday, Jun 18, 2018
Report Date	Friday, Jun 01, 2018
Type:	Presentations

## Request for Decision

### Complete Streets Policy

#### Resolution

THAT the City of Greater Sudbury approves the Complete Streets Policy as outlined in Attachment 1 to the report entitled "Complete Streets Policy";

AND THAT Infrastructure Capital Planning staff be directed to prepare a business case to develop the Complete Streets Design Guidelines and Implementation Strategy to be considered as a budget option during the 2019 budget process;

AND THAT staff be directed to report to the Operations Committee in 2020 on the development of the Complete Streets Design Guidelines and Implementation Strategy, with recommendations on any support which may be necessary for implementation, as outlined in the report entitled "Complete Streets Policy", from the General Manager of Growth and Infrastructure, presented at the Operations Committee meeting on June 18, 2018.

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

This report delivers on an action of Greater Together, the corporate strategic plan, under the key pillar of Sustainable Infrastructure, which is to develop a Complete Streets Policy. The development of this policy will guide how the City plans and delivers transportation infrastructure and will be critical to the achievement of the priority to provide quality multimodal transportation alternatives to connect neighbourhoods and communities within Greater Sudbury.

#### Report Summary

This report introduces the Complete Streets policy for the City of Greater Sudbury. This policy will guide current and future transportation infrastructure planning and delivery to ensure residents of all ages and abilities, using all modes of transportation are best accommodated

#### Signed By

##### **Report Prepared By**

Marisa Talarico  
Active Transportation Coordinator  
*Digitally Signed Jun 1, 18*

##### **Health Impact Review**

Marisa Talarico  
Active Transportation Coordinator  
*Digitally Signed Jun 1, 18*

##### **Manager Review**

Joe Rocca  
Traffic and Asset Management  
Supervisor  
*Digitally Signed Jun 1, 18*

##### **Division Review**

Stephen Holmes  
Director of Infrastructure Capital  
Planning  
*Digitally Signed Jun 1, 18*

##### **Financial Implications**

Jim Lister  
Manager of Financial Planning and  
Budgeting  
*Digitally Signed Jun 1, 18*

##### **Recommended by the Department**

Tony Cecutti  
General Manager of Growth and  
Infrastructure  
*Digitally Signed Jun 4, 18*

##### **Recommended by the C.A.O.**

Ed Archer  
Chief Administrative Officer  
*Digitally Signed Jun 4, 18*

during the planning, design, construction and maintenance of City infrastructure.

### **Financial Implications**

There are direct, but currently unquantifiable financial implications if this policy is approved. Since this policy establishes directions that would influence the scope and extent of transportation infrastructure investments, it is reasonable to anticipate a change compared to historical transportation investment trends. For example, higher investments compared to prior periods in sidewalk construction, bike lanes or other features could be anticipated. Whether this leads to increased capital spending or a reallocation of existing spending forecasts is subject to future Councils' decisions. Nonetheless, this policy will be applied by staff in a manner that respects the long range financial plan, reflects alignment with capital prioritization processes and that would ultimately, always, be subject to Council's review and approval via annual budgets.

# Complete Streets Policy

## Background:

Greater Together (2015), the Corporate Strategic Plan for the City of Greater Sudbury contemplates a sustainable approach to how the City plans and delivers infrastructure that includes a variety of transportation modes. A priority of Greater Together is for the City to provide quality multimodal transportation alternatives for roads, transit, trails, paths and sidewalks that connect neighbourhoods and communities in Greater Sudbury. An action of Greater Together is to develop a Complete Streets Policy for the City.

The City of Greater Sudbury Official Plan (2006) envisions Greater Sudbury as a healthy community which recognizes that taking a balanced approach to development that considers the social, economic and environmental needs of the community and ultimately enhances the health and quality of life of our residents. By providing infrastructure that enables residents to choose to travel by foot, bicycle or transit, the City will become a more equitable, healthy, economically competitive and environmentally sustainable community over the long term.

To further achieve the vision outlined in the Official Plan, the Healthy Community Strategy was adopted in 2010 and provides a framework for how the City can work with partners to continue moving towards becoming a more inclusive, resilient and sustainable community. Goal 2 of the Strategy is to advocate for the implementation of the Sustainable Mobility Plan, which was received by Council in 2010 and was the result of extensive community engagement on active and sustainable transportation. The Sustainable Mobility Plan made 66 recommendations, including that the City develop and implement a Complete Streets policy.

In 2016, the Transportation Master Plan (TMP) was updated to better align with these priorities by taking a sustainability-focused approach to optimizing and enhancing the transportation network. The 2016 TMP outlines a cycling facility network, and recommends a suite of policy options to support the delivery of pedestrian and cycling infrastructure in Greater Sudbury. A recommendation to develop a Complete Streets Policy for the City was reiterated in this plan.

In November 2017, ten community priorities for population health were presented to the Community Services Committee for endorsement. These priorities will form the basis for the development of a Population Health Strategy for the City of Greater Sudbury, to be implemented over the next ten years. While all ten priorities will contribute to the achievement of a healthy community, one of the priorities is specifically to support the creation of healthy streets. Healthy streets require safe and accessible space for users of all ages and abilities.

In January 2018, the City of Greater Sudbury was recognized with a Bronze level Bicycle Friendly Community Award from Share the Road Cycling Coalition. By participating in this voluntary evaluation process, staff received valuable feedback on how the community can move towards the Silver level designation. This feedback included a recommendation that the City move forward with adopting a Complete Streets Policy.

A Complete Streets policy ensures that, from the start, linear infrastructure capital projects are planned and designed to meet the needs of every community member, regardless of their age, ability or how they choose to travel. By adopting a Complete Streets policy, there will be greater clarity and transparency in decision-making processes such that social, economic, health and environmental priorities of the community are considered and balanced in the design and operation of the entire road allowance.

### **What are ‘Complete Streets’?**

Generally speaking, complete streets are for everyone. Streets are a significant aspect of the public realm, are integral to the livability of cities and should be designed and operated to enable access for all uses and users within the transportation system. Complete Streets are specifically designed to consider the needs of all users, such as people who walk, bike, take transit or drive, and people of varying ages and abilities.

While not every type of use or user may be accommodated on every street, the goal is to build a city with a well-functioning street network that supports and sustains our quality of life. Complete Streets ensure that social, economic and environmental priorities are integrated with how streets are planned and designed.

There is no single way in which to make a street ‘complete’. It depends on many factors including the character and context of each particular street. For example, on a rural residential street with very low traffic volume, providing a widened paved surface may suffice to accommodate the needs of all users safely. In contrast, on an urban arterial road with significant traffic volume and speed, such as Paris Street, sidewalks on both sides of the road, physically-separated cycling infrastructure and enhanced transit bus stops with shelters and benches would be more appropriate. In both cases, these streets can be considered ‘complete’, recognizing their distinct contexts.

### **Community Benefits of Complete Streets:**

Complete Streets support an appropriate balance between motorized travel and other users of the right-of-way. Beyond enabling different kinds of mobility, Complete Streets serve a number of functions that have social, economic, environmental, health and choice benefits for the community:

#### Social

The design of a complete street can help build a sense of place in a community by encouraging an inclusive, engaging public realm. As more people begin to use the street in different ways, the social interactions that happen can help build community cohesion and may lead to reduced crime by providing more “eyes on the street”. Taking a complete streets approach to designing streets will complement the application of Crime Prevention through Environmental Design (CPTED) principles.

### Economic

By creating a more varied and interesting public realm, complete streets often encourage the retention of smaller, locally-owned businesses, which contributes to a stronger local economy. Transportation projects that improve safety for all road users and encourage multimodal travel have also been positively correlated with higher retail sales. A study completed in October 2017, by the Toronto Coalition for Active Transportation examined the economic impact of the protected bike lanes installed on Bloor Street in the City of Toronto and found that economic activity in the area increased after the bike lanes were installed in 2016.

### Environmental

The most immediate benefit of a complete street is its ability to reduce automobile use, subsequently reducing reliance on fossil fuels and the production of greenhouse gases. If more residents choose to travel by sustainable modes, the subsequent reduction in carbon emissions will also result in improved air quality in the community. For the average Canadian, driving produces about 4.6 tonnes of CO<sub>2</sub>e per year per vehicle, which equates to roughly twice as much GHGs than produced by public transit and six times more GHGs than walking or cycling.

### Health

Complete streets can encourage walking and cycling as regular and frequent modes of travel. The resulting increase in activity has a significant and positive impact on the health of local residents. Walking and cycling can contribute to meeting the Canadian Physical Activity Guidelines of exercising a minimum of 150 minutes per week, which can reduce incidence of diabetes, cardiovascular disease and stroke by up to 50%. Further, the design of a complete street can potentially reduce collisions between vehicles, bicycles and pedestrians by providing safe operating space for all users.

### Choice

Multimodal streets offer people options for safe, attractive and convenient travel by foot, by cycle, on transit, as well as in motorized vehicles. A multimodal street network allows people to tailor their trip to their preferred mode of travel and provides better accessibility to locations within the citywide transit and cycling networks, which can enhance the adjoining neighbourhoods and further improve property values.

### **Policy Development Process:**

To develop the Complete Streets policy for the City of Greater Sudbury, staff undertook a variety of activities, including:

### 1) Background Policy Review

Creating a framework for a Complete Streets policy for the City of Greater Sudbury first required developing an understanding of the environment in which this new policy and approach is to be implemented. As a first step, an examination of internal strategic documents, policies and decisions that guide growth and capital planning in our community was undertaken. Information gathered through this analysis was used to inform the development of a policy that meets the needs and expectations of both residents and staff in the Greater Sudbury community.

### 2) Environmental Scan of Best Practices

Research was undertaken to review Complete Streets policies recently adopted by cities in both Canada and the United States. To date, only five municipalities in the Province of Ontario have formally adopted Complete Streets policies, with many more municipalities taking a 'complete streets approach'. Policies of municipalities in Ontario reviewed during this scan include:

- Town of Ajax
- Town of St. Thomas
- City of Ottawa
- City of Waterloo
- City of Toronto

In addition to reviewing best practices in the Canadian context, examples from the United States were also examined for their applicability to the local context in Greater Sudbury. The National Complete Streets Coalition (NCSC) has published 'The Ten Elements of a Complete Streets Policy', which outlines the essential components of a comprehensive policy to help communities develop policies and practices to ensure streets are planned and designed for people of all ages and abilities, balance the needs of different modes, and support local land uses, economies and the natural environment. Using this list of ten elements the NCSC scores all newly adopted Complete Streets policies in the United States on an annual basis. The top three policies in 2016, each receiving a perfect score of 100 and tied for first place, were reviewed, including policies from:

- Brockton, MA
- Missoula, MT
- Wenatchee, WA

### 3) Internal Staff Consultation

In December 2017, an internal staff workshop was held with representatives from Infrastructure Capital Planning Services, Linear Infrastructure Operations, Engineering Services, Planning Services, Leisure Services and Transit Services. Staff were presented an overview of the background to support the development of the Complete Streets



policy and provided with an opportunity to discuss what the benefits and challenges of implementing such a policy in Greater Sudbury may include. Ultimately, feedback collected during this workshop helped to shape the vision and draft policy.

#### 4) Visioning Workshop with the Sustainable Mobility Advisory Panel (SMAP)

In December 2017, a visioning workshop was undertaken with members of the Sustainable Mobility Advisory Panel to better understand the community perspective on Complete Streets. Members of the panel were led in a facilitated activity to gain their input on opportunities, challenges and the context of applying a complete streets policy in Greater Sudbury. Input provided by members of the panel contributed to the development of the vision and draft policy.

#### 5) Development of Vision and Draft Policy

Input received during both the staff and SMAP workshops was compiled, analyzed and used to form the basis of the following vision for Complete Streets:

To create great places and enhance the quality of life of residents, the City of Greater Sudbury will provide safe, accessible streets for all users.

Complete streets will improve quality of life for Greater Sudbury residents and attractiveness of the community over the long-term by providing a balanced and connected transportation system that enhances public health and safety, livability, equity, affordability, and that supports increased economic activity and opportunity.

Data gathered during the background policy review and environmental scan of best practices was used to inform the development of a context-specific draft Complete Streets policy for the City of Greater Sudbury.

#### 6) Final Policy Review by Internal Staff and SMAP

In early April 2018, the draft Complete Streets policy was circulated for input from internal staff as well as from members of the Sustainable Mobility Advisory Panel. Input received was used to refine the draft policy presented in Attachment 1.

### **Next Steps: Complete Streets Design Guidelines and Implementation Strategy**

The development of comprehensive Complete Streets Design Guidelines (Guidelines) and a corresponding Implementation Strategy will provide the City of Greater Sudbury with a consistent and transparent approach to the design of the public right-of-way that integrates the City's key policies, bylaws, standards and guidelines and uses the latest best practices in integrated transportation corridor design.

Since street design has a direct impact on the work, interests and operations of numerous City divisions, it is anticipated that the Guidelines will provide an integrated approach to inform, streamline and better coordinate decision-making and commenting when reviewing development applications and linear infrastructure capital projects. The Guidelines are intended to further help to prioritize the many demands placed upon our streets.

Staff are seeking direction to prepare a business case for the development of Complete Streets Design Guidelines and Implementation Strategy. This will include the use of third party professionals with experience in this area and staff collaboration to ensure the resulting guidelines reflect a “made in Greater Sudbury” approach. It is anticipated that the Guidelines will become the unifying document for ensuring a consistent approach to the design of the right-of-way and provide a means to balance competing interests at the outset of the road design process.

### **Reporting:**

To effectively monitor and evaluate implementation of the Complete Streets Policy, staff will report annually to the Operations Committee regarding:

- Steps taken to implement the Complete Streets Policy;
- Key performance indicators, which will evolve as the policy becomes more established throughout our capital plans; and
- Developments in other communities, lessons learned and other steps we could apply in Greater Sudbury.

### **Communications Plan:**

To promote the adoption of the Complete Streets Policy for the City of Greater Sudbury, staff will work with Corporate Communications to ensure a webpage is created on the City's website for 'Complete Streets' and that the policy (Attachment 1) is made available to the public.

### **Conclusion:**

This report delivers on an action of Greater Together, the corporate strategic plan, under the key pillar of Sustainable Infrastructure, which is to develop a Complete Streets Policy. Infrastructure Capital Planning staff are seeking approval of the Complete Streets Policy and further direction to prepare a business case for the Complete Streets Design Guidelines and Implementation Plan to be considered during the 2019 budget process.

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<https://www.canada.ca/en/public-health/services/health-promotion/healthy-living/physical-activity.html>

# THE CITY OF GREATER SUDBURY POLICIES AND PROCEDURES

**DEPARTMENT:** Growth and Infrastructure

**DIVISION:** Infrastructure Capital Planning

**TITLE:** Complete Streets Policy

**APPROVED BY:** City Council

**DATE:** June 18, 2018

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## 1.0 CONTEXT AND NEED FOR A POLICY

A *Complete Streets* approach integrates the mobility needs of people in the planning, design, construction, operation and maintenance of transportation networks. This approach breaks down the traditional separation in planning for different modes of travel, and emphasizes context-sensitive, multimodal capital project planning, design, and implementation. In doing so, a Complete Streets approach can make streets safer and more convenient for all residents of Greater Sudbury, no matter their age, income, physical or cognitive ability, or how they choose to travel.

A Complete Streets approach understands that people who travel by foot or by bicycle are legitimate users of the transportation system and equally deserving of safe facilities to accommodate their travel. Ultimately, the City of Greater Sudbury aims to provide a safe, affordable, convenient, and reliable transportation network for all users of all abilities. The City recognizes that complete streets are achieved through a series of incremental improvements to the transportation network over time.

## 2.0 VISION

To create great places and enhance the quality of life of residents, the City of Greater Sudbury will provide safe, accessible streets for *all users*.

Complete streets will improve quality of life for Greater Sudbury residents and attractiveness of the community over the long-term by providing a balanced and connected transportation system that enhances public health and safety, livability, equity, affordability, and that supports increased economic activity and opportunity.

## 3.0 PRINCIPLES

1. Complete Streets serve all users and modes.
2. Complete Streets require a context-sensitive design approach that considers and incorporates best practices, wherever possible.
3. Complete Streets are the responsibility of all City Departments.
4. Complete Streets include all public roadways and all projects and phases.

5. Complete Streets require appropriate performance measures.

## 4.0 POLICY

The City of Greater Sudbury shall plan, design, construct, operate, and maintain the transportation network to provide a comprehensive and integrated network of facilities that are safe and convenient for people of all ages and abilities travelling by foot, bicycle, public transit or vehicle.

All planned new roads, including those which are development or growth-driven, shall be built as context-sensitive complete streets to provide facilities for people who walk, bike and take transit.

This approach shall also be applied to all infrastructure capital projects, where the entirety of the roadway is planned to be reconstructed or rehabilitated with substantial infrastructure improvements within the existing road allowance, to provide new or improved facilities for people who walk, bike and use public transit.

Maintenance programs shall be planned to provide for the safe and convenient operation of sidewalks, cycling infrastructure, the public transit system and roadways for people of all ages and abilities.

Implementation of this policy shall reflect the context and character of the surrounding built and natural environments, enhance the appearance of these environments and should make all reasonable efforts to avoid and minimize negative impacts to those features to the maximum extent possible.

## 5.0 DEFINITIONS

**All Users:** Individuals of all ages and abilities including, but not limited to, pedestrians, cyclists, conventional and specialized public transit users, people with physical or cognitive disabilities, emergency services, motorists, freight providers and other commercial vehicles.

**Asset:** A resource owned/controlled by the City of Greater Sudbury and from which a future economic benefit (>1 Year) is expected to be realized.

**Complete Street:** A street that provides accommodations for users of all transportation modes including, but not limited to, walking, cycling, driving, public transit and freight.

**Capital Project:** A construction project, the purpose of which is to maintain or improve a City-owned asset. It is the construction of a new asset or the expansion, rehabilitation or replacement of an existing asset.

**Cycling Facility:** A cycling facility is a general term used to denote facilities designed for use by cyclists. Some examples of cycling facilities include, but should not be limited

to: signed bike routes, signed bike routes with paved shoulders, edgelines/urban shoulders, bicycle lanes, cycle tracks and multi-use paths.

**Pedestrian Facility:** A pedestrian facility is a general term used to denote facilities designed for use by pedestrians. Some examples of pedestrian facilities include, but should not be limited to: concrete sidewalks, paved shoulders, and multi-use paths.

## **6.0 RESPONSIBILITIES**

The City of Greater Sudbury will implement this Policy by enacting appropriate and timely by-laws, procedures, processes, programs, guidelines and standards that support the delivery of Complete Streets. This may be further complemented by promoting, collaborating, cooperating and partnering with community agencies and/or the development community.

The following Divisions will be responsible for implementing this Policy:

- Infrastructure Capital Planning
- Engineering Services
- Transit Services
- Linear Infrastructure Operations
- Planning Services

## **7.0 CONTACT**

*Director, Infrastructure Capital Planning Division, Growth and Infrastructure Department*

# Complete Streets Policy

Presentation to:

## Operations Committee

June 18, 2018

**Marisa Talarico, M.P.I.**  
Active Transportation Coordinator



# What is a Complete Street?

*A complete street is designed and operated to enable safe access for users of all ages, abilities and modes of travel.*



# What are the benefits of Complete Streets?



Complete Streets are not:

*A one-size-fits-all approach*



# What do Complete Streets look like?

Paris Street



# What do Complete Streets look like?

Bancroft Drive





# What do Complete Streets look like?



Fairbank Lake Road

# What do Complete Streets look like?

Lavoie Street





# What do Complete Streets look like?





# What do Complete Streets look like?

Miller Street



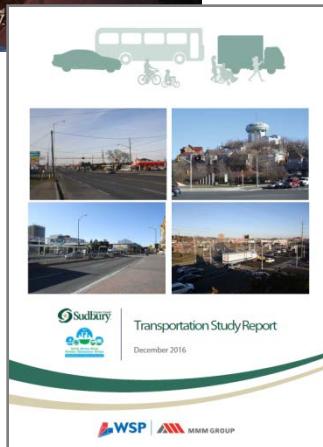
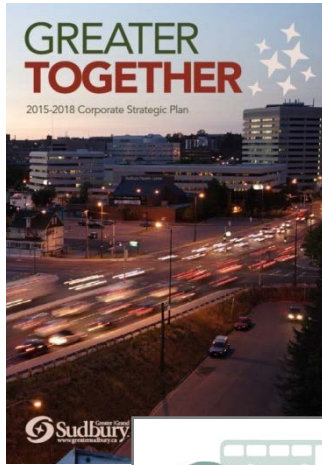
# What do Complete Streets look like?



Old Creighton Road



# Strategic Direction



- Key Pillar: Sustainable Infrastructure
  - *“Develop a Complete Streets Policy.”*
- Transportation Master Plan Recommendation:
  - *“Implement a Complete Streets policy so that the transportation network is designed, constructed, operated and maintained for all users and all modes of transportation.”*

# Policy Development Process

Q3 2017

- Complete Background Policy Review
- Environmental Scan of Best Practices

Q4 2017

- Internal Staff Consultation Workshop
- Visioning Workshop with the Sustainable Mobility Advisory Panel

Q1 2018

- Internal Staff Consultation Workshop
- Visioning Workshop with the Sustainable Mobility Advisory Panel (SMAP)

Q2 2018

- Development of Vision and Draft Policy
- Draft Policy Review by Internal Staff and SMAP
- Presentation of Draft Policy to ELT and Operations Committee

# Vision

To create great places and enhance the quality of life of residents, the City of Greater Sudbury will provide safe, accessible streets for *all users*.

---

Complete streets will improve quality of life for Greater Sudbury residents and attractiveness of the community over the long-term by providing a balanced and connected transportation system that enhances public health and safety, livability, equity, affordability, and that supports increased economic activity and opportunity.

# Policy:

The City of Greater Sudbury shall plan, design, construct, operate, and maintain the transportation network to provide a comprehensive and integrated network of facilities that are safe and convenient for people of all ages and abilities travelling by foot, bicycle, public transit or vehicle.

*\* See Attachment 1 for complete policy*

# Next Steps:

## Complete Streets Design Guidelines

- Provide a consistent and transparent approach to the design of the public right-of-way
- Help to balance and prioritize competing interests and many demands placed upon our streets
- Inform and streamline decision-making and commenting on capital projects and development applications

# Questions?

Thank you

**Marisa Talarico, M.Pl.**

Active Transportation Coordinator  
Infrastructure Capital Planning Services Division  
Growth and Infrastructure Department

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705-674-4455 ext. 3646



## For Information Only

### Winter Control Operations Update for April 2018

Presented To: Operations Committee

Presented: Monday, Jun 18, 2018

Report Date: Wednesday, May 30, 2018

Type: Correspondence for Information Only

#### Resolution

For Information Only

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

This report refers to operational matters.

#### Report Summary

This report provides the financial results of the 2018 winter roads operations up to and including the month of April 2018. The results for the first four months of 2018 is an over expenditure of \$0.86 million.

#### Financial Implications

In accordance with Reserve and Reseve Fund By-Law, any Roads Winter Control year end under expenditure shall be credited to the Roads Winter Control Reserve Fund provided that the contribution would not place the City into a deficit position, and any year end over expenditure may be funded from this Reserve Fund.

#### Signed By

##### **Report Prepared By**

Kelsi Bernier  
Co-ordinator of Finance (Roads)  
*Digitally Signed May 30, 18*

##### **Health Impact Review**

Kelsi Bernier  
Co-ordinator of Finance (Roads)  
*Digitally Signed May 30, 18*

##### **Division Review**

Randy Halverson  
Director of Linear Infrastructure Services  
*Digitally Signed May 30, 18*

##### **Financial Implications**

Jim Lister  
Manager of Financial Planning and Budgeting  
*Digitally Signed Jun 1, 18*

##### **Recommended by the Department**

Tony Cecutti  
General Manager of Growth and Infrastructure  
*Digitally Signed Jun 4, 18*

##### **Recommended by the C.A.O.**

Ed Archer  
Chief Administrative Officer  
*Digitally Signed Jun 4, 18*

## **Background**

This report provides the financial results of the 2018 winter roads operations up to and including the month of April 2018. As depicted in Table 1 below, the results for the first four months of 2018 is an over expenditure of approximately \$0.86 million. Certain estimates were necessary to account for outstanding invoices.

<b>Table 1</b>				
<b>2018 Winter Summary</b>				
<b>As at April 30, 2018</b>				
	<b>Annual Budget</b>	<b>2018 YTD</b>		
		<b>Budget</b>	<b>Actual</b>	<b>Variance</b>
Administration & Supervision	2,552,012	1,691,240	1,700,181	(8,942)
Sanding/Salting/Plowing (City Crews)	4,834,400	3,211,772	3,585,670	(373,898)
Sanding/Salting/Plowing (Contract)	2,206,754	1,467,104	1,867,687	(400,583)
Snow Removal	598,464	477,574	275,223	202,351
Sidewalk Maintenance	1,049,084	681,905	679,720	2,185
Winter Ditching/Spring Cleanup	1,899,528	1,497,424	1,560,985	(63,561)
Miscellaneous Winter Roads	4,415,396	2,481,106	2,699,446	(218,341)
<b>Totals</b>	<b>17,555,638</b>	<b>11,508,124</b>	<b>12,368,912</b>	<b>(860,788)</b>

## **2018 Winter Control Activities**

As shown in Table 2 below, the City received approximately 208 centimeters or 127% of the average snowfall from January to April. Also during this period, the City experienced 3 rain events.

The above average snowfall in April and freezing rain events to date contributed to an over expenditure of approximately \$0.86 million in winter control activities. Large over expenditures occurred in sanding/salting/plowing (\$0.77 million). Additional resources were required for pothole patching related activities in the miscellaneous winter roads category. The over expenditure was partially offset by savings in snow removal activities (\$0.2 million).

<b>Table 2</b>							
<b>2018 Snowfall and Rainfall</b>							
	<b>Jan.</b>	<b>Feb.</b>	<b>Mar.</b>	<b>Apr.</b>	<b>Nov.</b>	<b>Dec.</b>	<b>Total</b>
<b>Normal 30 Year Avg. (cm)</b>	60	52	35	17			164
<b>2018 Actual Snow (cm)</b>	78	33	19	78			208
<b>% of Actual to Normal</b>	131%	63%	54%	459%			127%
<b>2018 Rain Events</b>	1	2	-	-			3

## **Miscellaneous Winter Roads**

The annual budget for the miscellaneous winter roads cost centre totals approximately \$4.4 million, and the major expenses in this cost centre are outlined in Table 3 below.

<b>Table 3</b>	
<b>2018 Miscellaneous Winter Roads</b>	
<b>Expense Type</b>	<b>Annual Budget (millions \$)</b>
Employee Benefits	\$ 1.4
Asphalt Patching	\$ 0.9
Internal Recoveries (HR, Finance, IT)	\$ 0.7
Standby (Contracted Service)	\$ 0.7
Health & Safety	\$ 0.2
Other (Road Patrol, Emergency Response, Tool Repair, Property Restoration, etc.)	\$ 0.5
<b>Total</b>	<b>\$ 4.4</b>

## **Summary**

In summary, winter roads operations for the first four months of 2018 resulted in an over expenditure of approximately \$0.86 million. As per the Reserve and Reserve Fund policy, any annual over/under expenditures in winter roads operations may be funded/contributed towards the Roads Winter Control Reserve Fund.

## For Information Only

### Request for Enhanced Winter Maintenance on MacLennan Drive in Skead

Presented To: Operations Committee

Presented: Monday, Jun 18, 2018

Report Date: Wednesday, Jun 06, 2018

Type: Managers' Reports

#### Resolution

For Information Only.

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

This report refers to operational matters.

#### Report Summary

A motion (M3) was brought forth at the April 10th, 2018 Council meeting that directed staff to prepare and analyze options which would enhance winter plowing/sanding/salting services on MacLennan Drive in Skead from the Fire Hall to its terminus.

This report provides a summary of the financial implications and other considerations for changing the classification of roadway for MacLennan Drive to allow enhanced winter control maintenance.

#### Financial Implications

There would be no financial implications to maintain the current level of service.

#### Signed By

##### Report Prepared By

Tony De Silva  
Roads Operations Engineer  
*Digitally Signed Jun 6, 18*

##### Health Impact Review

Kelsi Bernier  
Co-ordinator of Finance (Roads)  
*Digitally Signed Jun 6, 18*

##### Division Review

Randy Halverson  
Director of Linear Infrastructure Services  
*Digitally Signed Jun 6, 18*

##### Financial Implications

Jim Lister  
Manager of Financial Planning and Budgeting  
*Digitally Signed Jun 6, 18*

##### Recommended by the Department

Tony Cecutti  
General Manager of Growth and Infrastructure  
*Digitally Signed Jun 6, 18*

##### Recommended by the C.A.O.

Ed Archer  
Chief Administrative Officer  
*Digitally Signed Jun 6, 18*

# **Request for Enhanced Winter Maintenance on MacLennan Drive in Skead**

## **Background**

For maintenance purposes, the City's road network is classified according to the Ontario Municipal Act, 2001 (Minimum Maintenance Standards for Municipal Highways, O. Reg. 239/02) (revised May 2<sup>nd</sup>, 2018). Road Classification under this system is determined by a combination of Average Annual Daily Traffic (AADT) and Posted Speed Limit. Hence, MacLennan Drive, north and east of the Fire Hall, to its terminus, is considered to be a Class 5 Road.

As it relates to plowing and sanding/salting of its roads, the City's winter control policy is generally outlined as follows:

### Class 1 to 3 Roads (Major Roads)

There are approximately 817 lane km's of Class 1 to 3 Roadways.

Plows are typically dispatched to salt and/or sand the Class 1 to 3 road network when the snow fall begins. Once a snow accumulation of 5 cm has been reached on the road surface, the City commences the plowing operation and continues this until the snow fall concludes and the roadways are cleared. The City has up to 8 hours after the snow fall ends to clear the Class 1 to 3 roadways of snow. However, in very cold weather conditions, snow packed conditions can be expected to remain on these roads. Snow accumulation is the measure of snow depth, on snow pack or bare surface, measured on a traveled lane with more than 50% of that lane covered in snow of similar depth. Commence salting or sanding operations as soon as icy conditions are detected on Class 1 to 3 roads. The City treats its Class 1 to 3 roads within 4 hours of ice detection.

### Class 4 to 6 Roads (Local Roads)

There are approximately 2856 lane km's of Class 4 to 6 Roadways.

Plows are dispatched to plow and sand the Class 4 to 6 road network once a snow accumulation of 8 cm has been reached. The City continues to plow and spot sand until the snow fall concludes and the roadways are cleared. The City has up to 24 hours after the snow fall ends to complete its clearing effort of Class 4 to 6 roadways. Class 4 to 6 roads are maintained to a snow packed state. Commence sanding operations as soon as icy

conditions are detected on Class 4 to 6 roads. The City treats its Class 4 to 6 roads within 24 hours of ice detection.

In 2007, after Council's approval of the winter control service policy (Priorities Committee Resolution 2007-28, approved by Council on June 27th, 2007), the City issued a news bulletin notifying Residents that the above described policy would be applied to all roads to ensure consistency of its service standards, effective on November 1, 2007. In accordance with the policy update, MacLennan Drive was changed to a sand route as it did not meet the warrants of a Class 1 – 3 road for winter road maintenance.

Winter control policies have been established at the City to provide an appropriate level of service to City roadways. These policies ensure that the City is in compliance with the Minimum Maintenance Standards, thereby reducing Risk. There are numerous Class 4 - 6 roads throughout the City that are similar to MacLennan Drive. All these roads would have to be considered for a similar upgrade to level of service in order to maintain uniformity throughout the City. The impact to making this type of policy change would be significant to the annual winter control budget and to the environmental stewardship principals outlined within the City's Salt Management Plan.

An analysis of collision statistics revealed that there was only one collision reported in each of the last three years along MacLennan Drive. All three collisions were in the general vicinity of Bell Street which is currently maintained as part of a Class 1 to 3 road service standard which means it receives salt when weather permits. There were no reported collisions in the last three years for MacLennan Drive from the Fire Hall to the northerly terminus of this road.

### **Environmental Stewardship**

In May this year, staff presented a report to the Operations Committee on the Use of Deicers. The intent of the report was to provide Council with information on the steps staff has taken since 2005 to ensure we have managed the use of chemical road deicers in our City. One of the items in the report referred to the need for Road Operations to follow the key principles outlined in our Salt Management Plan (SMP). The main objective of the SMP is "The City of Greater Sudbury will take the actions necessary to provide effective winter maintenance to ensure the safety of road users in keeping with applicable legislation and accepted standards while striving to minimize adverse impacts to the environment". Staff utilized the principles contained within the SMP when considering the request for applying sodium chloride (road salt) to MacLennan Drive (from the Fire Hall to its terminus).

### **Alternative Winter Maintenance Options**

#### **Option #1 – Convert MacLennan Drive to New Classification**

Creating a new classification would be inconsistent with the Minimum Maintenance Standards produced by the Province under O.Reg. 239/02, May 2018. This may therefore create some confusion as to the interpretation of maintenance requirements across the City.

Should the Committee decide to enhance the plowing/sanding/salting services on MacLennan Drive in Skead from the Fire Hall to its terminus, there would be an incremental cost of approximately \$7,500.

#### **Option # 2 – Convert all Class 4 and 5 Roadways to Class 3 for Winter Maintenance**

This option would mitigate any confusion regarding service levels across the City. The financial implications would be significant due to the length of roadways throughout the City.

Should the Committee decide to pursue one of these options further, it would be appropriate to direct staff to prepare a business case for consideration in the 2019 budget deliberations.

### **Conclusion**

Converting MacLennan Drive from a Class 5 roadway to a Class 3 roadway for winter maintenance purposes can be facilitated through formal adoption by Council. As any change in classification would have financial implications, it is recommended that a business case be prepared for consideration during the 2019 Budget deliberations.

**Request for Enhanced Winter Maintenance on MacLennan Drive in Skead**

The following resolution was presented:

CC2018-101 Jakubo/Cormier: WHEREAS MacLennan Drive in Skead begins at the end of MR 86 as it meets Poupore Road East and progresses around a sharp left turn up past Bell Street and continues past the Skead Fire Hall;

AND WHEREAS current winter control procedures list MR 86 from the airport to the Skead Fire Hall as a class 3 major road, and the road north and east of the Fire Hall is considered to be a Class 4 local road and changes to a Class 5 local road as it progresses northerly;

AND WHEREAS plows are typically dispatched to salt and/or sand the Class 1 to 3 road network when the snow fall begins; and once a snow accumulation of 5 cm has been reached on the road surface, the City commences the plowing operation and the City has up to 8 hours after the snow fall ends to clear the Class 1 to 3 roadways of snow;

AND WHEREAS sanding operations commence as soon as icy conditions are detected on Class 4 to 6 roads and are treated within 24 hours of ice detection; and plows are dispatched to plow and sand the Class 4 to 6 road network once a snow accumulation of 8 cm has been reached, and the City has up to 24 hours after the snow fall ends to complete its clearing effort of Class 4 to 6 roadways, which are maintained to a snow packed state;

AND WHEREAS the most undulating and curvacious part of MacLennan Drive lies north of the Fire Hall to its terminus;

AND WHEREAS a petition with nearly 300 signatures was submitted to Council on November 22nd, 2017 requesting that MacLennan Drive from the Skead Fire hall north to its terminus be treated as a tertiary arterial road (or Class 3 road) for Winter Control purposes;

AND WHEREAS the petitioners' request was unfortunately denied in accordance with the current Winter Control Policy;

THEREFORE BE IT RESOLVED that the City of Greater Sudbury direct that staff prepare an analysis with options, to be presented to the Operations Committee before the end of June 2018, which would enhance winter control maintenance on MacLennan Drive in Skead from the Fire hall to its terminus.

**CARRIED**





# City of Greater Sudbury Charter

**WHEREAS** Municipalities are governed by the Ontario Municipal Act, 2001;

**AND WHEREAS** the City of Greater Sudbury has established Vision, Mission and Values that give direction to staff and City Councillors;

**AND WHEREAS** City Council and its associated boards are guided by a Code of Ethics, as outlined in Appendix B of the City of Greater Sudbury's Procedure Bylaw, most recently updated in 2011;

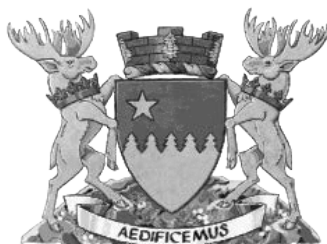
**AND WHEREAS** the City of Greater Sudbury official motto is "Come, Let Us Build Together," and was chosen to celebrate our city's diversity and inspire collective effort and inclusion;

**THEREFORE BE IT RESOLVED THAT** Council for the City of Greater Sudbury approves, adopts and signs the following City of Greater Sudbury Charter to complement these guiding principles:

**As Members of Council, we hereby acknowledge** the privilege to be elected to the City of Greater Sudbury Council for the 2014-2018 term of office. During this time, we pledge to always represent the citizens and to work together always in the interest of the City of Greater Sudbury.

**Accordingly, we commit to:**

- Perform our roles, as defined in the Ontario Municipal Act (2001), the City's bylaws and City policies;
- Act with transparency, openness, accountability and dedication to our citizens, consistent with the City's Vision, Mission and Values and the City official motto;
- Follow the Code of Ethical Conduct for Members of Council, and all City policies that apply to Members of Council;
- Act today in the interest of tomorrow, by being responsible stewards of the City, including its finances, assets, services, public places, and the natural environment;
- Manage the resources in our trust efficiently, prudently, responsibly and to the best of our ability;
- Build a climate of trust, openness and transparency that sets a standard for all the City's goals and objectives;
- Always act with respect for all Council and for all persons who come before us;
- Ensure citizen engagement is encouraged and promoted;
- Advocate for economic development, encouraging innovation, productivity and job creation;
- Inspire cultural growth by promoting sports, film, the arts, music, theatre and architectural excellence;
- Respect our historical and natural heritage by protecting and preserving important buildings, landmarks, landscapes, lakes and water bodies;
- Promote unity through diversity as a characteristic of Greater Sudbury citizenship;
- Become civic and regional leaders by encouraging the sharing of ideas, knowledge and experience;
- Work towards achieving the best possible quality of life and standard of living for all Greater Sudbury residents;



# Charte de la Ville du Grand Sudbury

**ATTENDU QUE** les municipalités sont régies par la Loi de 2001 sur les municipalités (Ontario);

**ATTENDU QUE** la Ville du Grand Sudbury a élaboré une vision, une mission et des valeurs qui guident le personnel et les conseillers municipaux;

**ATTENDU QUE** le Conseil municipal et ses conseils sont guidés par un code d'éthique, comme l'indique l'annexe B du Règlement de procédure de la Ville du Grand Sudbury dont la dernière version date de 2011;

**ATTENDU QUE** la devise officielle de la Ville du Grand Sudbury, « Ensemble, bâtissons notre avenir », a été choisie afin de célébrer la diversité de notre municipalité ainsi que d'inspirer un effort collectif et l'inclusion;

**QU'IL SOIT RÉSOLU QUE** le Conseil de la Ville du Grand Sudbury approuve et adopte la charte suivante de la Ville du Grand Sudbury, qui sert de complément à ces principes directeurs, et qu'il y appose sa signature:

**À titre de membres du Conseil**, nous reconnaissons par la présente le privilège d'être élus au Conseil du Grand Sudbury pour le mandat de 2014-2018. Durant cette période, nous promettons de toujours représenter les citoyens et de travailler ensemble, sans cesse dans l'intérêt de la Ville du Grand Sudbury.

**Par conséquent, nous nous engageons à :**

- assumer nos rôles tels qu'ils sont définis dans la Loi de 2001 sur les municipalités, les règlements et les politiques de la Ville;
- faire preuve de transparence, d'ouverture, de responsabilité et de dévouement envers les citoyens, conformément à la vision, à la mission et aux valeurs ainsi qu'à la devise officielle de la municipalité;
- suivre le Code d'éthique des membres du Conseil et toutes les politiques de la municipalité qui s'appliquent à eux;
- agir aujourd'hui pour demain en étant des intendants responsables de la municipalité, y compris de ses finances, biens, services, endroits publics et du milieu naturel;
- gérer les ressources qui nous sont confiées de façon efficiente, prudente, responsable et de notre mieux;
- créer un climat de confiance, d'ouverture et de transparence qui établit une norme pour tous les objectifs de la municipalité;
- agir sans cesse en respectant tous les membres du Conseil et les gens se présentant devant eux;
- veiller à ce qu'on encourage et favorise l'engagement des citoyens;
- plaider pour le développement économique, à encourager l'innovation, la productivité et la création d'emplois;
- être une source d'inspiration pour la croissance culturelle en faisant la promotion de l'excellence dans les domaines du sport, du cinéma, des arts, de la musique, du théâtre et de l'architecture;
- respecter notre patrimoine historique et naturel en protégeant et en préservant les édifices, les lieux d'intérêt, les paysages, les lacs et les plans d'eau d'importance;
- favoriser l'unité par la diversité en tant que caractéristique de la citoyenneté au Grand Sudbury;
- devenir des chefs de file municipaux et régionaux en favorisant les échanges d'idées, de connaissances et concernant l'expérience;
- viser l'atteinte de la meilleure qualité et du meilleur niveau de vie possible pour tous les résidents du Grand Sudbury.