

CS-06-22 Appendix A: Risk Confidence Chart – A City that Grows

As of May 19, 2022



STRATEGIC DIRECTION 1

A City that Grows

>> The City of Burlington attracts talent, good jobs and economic opportunity while having achieved community responsive growth and balanced, targeted population growth for youth, families, newcomers and seniors.

We aspire to have:

- More people who live in Burlington also work in Burlington
- Employment lands connected to the community and region
- Residents close to goods and services
- Innovative, entrepreneurial businesses settled or developed in Burlington
- Burlington's downtown as culturally active, thriving and home to a mix of residents and businesses
- Easy access to amenities, services, recreation and employment areas with more opportunities for walking, cycling and using public transit
- Burlington's rural areas economically and socially active
- Buildings and public spaces where people can live, work or gather
- Burlington as an inclusive and diverse city and employer

The aspirational goals we are moving towards are:

- Overall employment is 106,000 by 2031.
- Overall population is 193,000 by 2031
- Minimum housing targets by 2041 are:
 - Minimum of 50% of new housing units produced annually be in the form of townhouses or multi-story buildings
 - Minimum of 30% of new housing units produced annually be affordable or assisted housing






Important to know:

Aspirational goals were grouped together by similar theme and interconnectivity.

- Burlington’s rural areas economically and socially active
- More people who live in Burlington also work in Burlington.
- Burlington as an inclusive and diverse city and employer
- Employment lands connected to the community and region
- Burlington’s downtown as culturally active, thriving and home to a mix of residents and businesses
- Innovative, entrepreneurial businesses settled or developed in Burlington
- Easy access to amenities, services and employment areas with more opportunities for walking, cycling and using public transit
- Building’s and public spaces where people can live, work or gather
- Residents close to goods and services

Risks are rated on the basis of confidence scale which speaks to our certainty or uncertainty in our ability to accomplish our objectives/goals.





Responses are only required for those with confidence ratings of moderate, low and very low.

	Very High - We will achieve our strategic objectives within our planned timing horizon and will complete our planned outcomes		Moderate - Moderate impact to timing OR outcome or minor impact to timing AND outcome which effects our ability to achieve our strategic objectives
	High - Minor impact to timing OR outcome which effects our ability to achieve our strategic objectives		Low - Significant impact to timing AND outcome which substantially effects our ability to achieve our strategic objectives
			Very Low - We will NOT achieve our strategic objectives within our planned timing horizon and will not complete our planned outcomes

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Scenario Analysis: A City That Grows - Live and Work	
Burlington's Rural areas economically and socially active. / More people who live in Burlington also work in Burlington. / Burlington as an inclusive and diverse city and employer.	
What Success Looks Like	
<ul style="list-style-type: none"> • Notable increase in the number of farms in Burlington, on farm and product/commodity diversification • Lively and embedded agritourism with strong connections to active transportation. • Burlington citizens have increased access to locally grown food through local retailers, markets and other means • Allotments and community garden spaces are provided in the rural area • Minimum of 30% of new housing units produced annually be affordable or assisted housing • Niagara Escarpment Plan and Greenbelt Plan are updated to accommodate higher quality dwelling units for workers. • All rural residents have access to broadband internet. • Increased accessibility, inclusivity and opportunity for city staff through our "Future of Work" strategy • City employees are representative of the community they serve. • Employees feel valued and accepted and are able to be themselves at work. • City policies and processes support accessibility, inclusivity and the diversity of our workforce • Burlington neighbourhoods are developed as complete communities with opportunity for people to live, work and play. • Continued protection of traditional employment lands with our partners BED and Halton Region. 	

1. Analysis & Response: Burlington's Rural areas economically and socially active. / More people who live in Burlington also work in Burlington. / Burlington as an inclusive and diverse city and employer.					
	Key Risks: Here's what will get in our way of achieving the strategic objectives.	Initial Confidence we will succeed.....	Our Response: Here's what we will do to increase our level of success in achieving the strategic objectives	Residual Confidence we will succeed....	Staff Assigned to monitor and implement
A	Succession and transition issue for farms not properly addressed, creating a barrier for new farm entrants (family or other)		<ul style="list-style-type: none"> • Develop an agricultural action plan • Support Halton Region in implementing the rural agricultural strategy 		Senior Planner (Agricultural and Rural Affairs Staff Liaison)
B	Inadequate offering of the full spectrum of housing, resulting in options that are unattainable for many residents.		<ul style="list-style-type: none"> • Approve and implement the city's housing strategy • Build and maintain relationships with MP and MPP offices to keep them aware of Burlington's interests and to assist with this work • Continue to provide comments to Province on proposed policy changes (Bill 109) • Resolve appeals and implement our new Official Plan 		Director of Community Planning, Executive Director (ED) of Legal









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1. Analysis & Response: Burlington's Rural areas economically and socially active. / More people who live in Burlington also work in Burlington. / Burlington as an inclusive and diverse city and employer.					
	Key Risks: Here's what will get in our way of achieving the strategic objectives.	Initial Confidence we will succeed.....	Our Response: Here's what we will do to increase our level of success in achieving the strategic objectives	Residual Confidence we will succeed....	Staff Assigned to monitor and implement
C	Not enough protection of rental housing and/or new rental supply		<ul style="list-style-type: none"> • Approve and implement the city's housing strategy • Build and maintain relationships with MP and MPP offices to keep them aware of Burlington's interests and to assist with this work • Continue to provide comments to Province on proposed policy changes (Bill 109) • Resolve appeals and implement our new Official Plan 		Director of Community Planning, ED of Legal
D	Competing interests for land (agriculture versus natural heritage in the rural area, employment verses residential in the urban)		<ul style="list-style-type: none"> • Continue to work with Province and Region to endure protection of employment lands • Develop an agricultural action plan • Support Halton Region in implementing the Rural Agricultural Strategy • Work with Halton Region through Halton Region Official Plan review to develop appropriate policies • Continue to look for opportunities to integrate compatible employment uses in mixed use intensification areas with Burlington Economic Development (BED) 		Director of Community Planning, Senior Planner (Agricultural and Rural Affairs Staff Liaison) ED of Burlington Economic Development (BED)
E	Increasing impacts of climate change		<ul style="list-style-type: none"> • Approve the draft Climate Resilient Burlington • Resolve appeals and implement our new Official Plan • Approve and implement Integrated Mobility Plan (IMP) • Work with Halton Region through HR Official Plan review to develop appropriate policies • Work with Conservation Halton to mitigate impacts due to Climate Change 		Manager Environmental Sustainability, ED of Legal, Director of Community Planning, Director of Transportation
F1	Insufficient funding and resources identified in the City's Budget (Operating and Capital) for implementation		<ul style="list-style-type: none"> • As part of Integrated Business Planning and Budgeting: <ul style="list-style-type: none"> ○ Develop business plans for each strategic direction in Vision 2040 that includes key activity milestones and resource requirements complete with short, mid and long-term metrics 		City Manager SRT BMT









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1. Analysis & Response: Burlington's Rural areas economically and socially active. / More people who live in Burlington also work in Burlington. / Burlington as an inclusive and diverse city and employer.					
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			<ul style="list-style-type: none"> Service presentations at Council Information Sessions prior to budget preparation identifying short and midterm key metrics (data and information) including updated service business plans Annual update to council on multi-year resource needs in keeping with Designing and Evolving our Organization Update of the Multi-year Community Investment Plan based on the completion of master plans and strategies including prioritization and a long-term financing plan Annual update of the Multi-year Budget Simulation 		
F2	Budget presented by leadership reflecting a reasonable tax increase not approved by Council		<ul style="list-style-type: none"> Strategy and Risk Team develops and recommends a reasonably funded budget to implement and complete strategic plan objectives Budget based on prioritized projects/implementation plans and supported by relevant data, metrics and Annual update of the Multi-year Budget Simulation to inform the budget Council approves staff's recommendations and corresponding impact to the city's tax rate and/or other financing mechanisms (debt, reserve funds, etc.) Continue to educate Council and the community on the importance and value of work to support strategic plan initiatives 		City Manager SRT CFO
G	Inability to attract in demand employees		<ul style="list-style-type: none"> Ensure all recruitment and attraction strategies, policies, practices, etc. are aligned with the City's DE&I strategy. 		Manager of Human Resources
H	Lack of seamless integration of OP and IMP, resulting in disconnected plans and poor implementation.		<ul style="list-style-type: none"> Ensure communication between staff involved in both studies, keep each other informed of status and project milestones Ensure collaboration and horizontal integration with ALL services involved in delivering the results of these plans (Capital Works, Planning, Transportation). Work with external partners and stakeholders such as Metrolinx, Ministry of Transportation, Halton Region to deliver the results of these plans 		Director of Transportation, Director of Community Planning
I	Delays to policy implementation of OP and IMP (appeals, funding)		<ul style="list-style-type: none"> Within all reports and presentations to Council, reiterating the consequences of not maintaining the funding for the IMP and the impact that will have on the achievement of strategic objectives 		Director of Transportation,

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			<ul style="list-style-type: none"> Resolve appeals and implement our new Official Plan 		Director of Community Planning, ED of Legal
J	Staff and council do not provide sufficient support to foster a work culture that values diversity, equity and inclusion (DE&I), leading to a lack of impactful DE&I strategy, policies, corporate values and action plans to realize the benefits of an imbedded DE&I culture.		<ul style="list-style-type: none"> Ongoing education and awareness of the benefits of an imbedded DE&I culture Ensure leadership understands the risk of not progressing in this area Ensure development of effective DE&I strategy and associated policies, procedures, plans, etc. Ensure corporate values reflect and further strengthen a DE&I culture 		Manager of Human Resources
K	Changes to/lack of Provincial legislation and policies.		<ul style="list-style-type: none"> Delegating at annually Association of Municipalities of Ontario (AMO) and Rural Ontario Municipal Association (ROMA) for important policies related to our outcomes Build and maintain relationships with MP and MPP offices to keep them aware of Burlington's interests Continue to provide comments to Province on proposed policy changes Leverage relationship with Halton Area Planning Partnership (unified front, joint comments) 		Manager of Government Relations Director of Community Planning
L	Not addressing the changing needs of our workforce will negatively impact on our ability to retain staff		<ul style="list-style-type: none"> Conduct regular culture surveys, informal and formal feedback loops and external environmental scans along with ongoing research to better understand our workplace and the changing environment around us, in order to respond effectively in a timely manner. 		Manager of Human Resources
M	Inconsistent funding from higher levels of government to attract providers for rural broadband		<ul style="list-style-type: none"> In order to successfully apply for grants and government programs need to proactively be aware of Burlington needs and requirements Making council and senior leadership aware of potential grants/programs Advocate with upper levels of government for city funding and projects goals and escalate to senior leadership and council when required Advocate with professional organizations/advisory bodies 		Customer Exp Manager – Business Development, Manager Government Relations

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Scenario Analysis: A City That Grows - Business	
Employment lands connected to the community and Region. / Burlington's downtown as culturally active, thriving and home to a mix of residents and businesses. / Innovative, entrepreneurial businesses settled or developed in Burlington.	
What Success Looks Like	
<ul style="list-style-type: none"> Part of Downtown Burlington is designated as a Cultural District. The Cultural District is consistently animated with public art, music, cultural programming and activities. Creative Industries and businesses participate as hosts and there is wide public participation. Cultural institutions and stakeholders work together to bring a wide cultural variety of events, programs, public art and place making to downtown. At least one street is a pedestrian-only street. Downtown is a showcase for complete communities, inclusive of streetscapes, pedestrian amenities and is home to a mix and range of housing options. Buildings downtown are built to a higher standard of design excellence and incorporate artistic elements. Employment lands incorporate restaurants and employee services and there are sidewalks, transit connections, street trees and more pedestrian amenities giving them a more neighbourhood feel. Downtown incorporates sustainable and environmental elements and the waterfront is embedded into the Cultural District. Burlington has true mixed-use developments and vibrant amenity spaces in Major Transit Station Areas's (MTSA). Stakeholders work together seamlessly for employment land servicing approvals and development. Overall employment is 106,000 by 2031 and the jobs to population ratio is 52 jobs per 100 residents. Burlington is known as an innovative city with a thriving innovative, entrepreneurial ecosystem. Burlington businesses have an active voice in city decision making. 	

2. Analysis & Response: Employment lands connected to the community and Region. / Burlington's downtown as culturally active, thriving and home to a mix of residents and businesses. / Innovative, entrepreneurial businesses settled or developed in Burlington					
	Key Risks: Here's what will get in our way of achieving the strategic objectives.	Initial Confidence we will succeed.....	Our Response: Here's what we will do to increase our level of success in achieving the strategic objectives	Residual Confidence we will succeed....	Staff Assigned to monitor and implement
A1	Insufficient funding and resources identified in the City's Budget (Operating and Capital) for implementation		<ul style="list-style-type: none"> As part of Integrated Business Planning and Budgeting: <ul style="list-style-type: none"> Develop business plans for each strategic direction in Vision 2040 that includes key activity milestones and resource requirements complete with short, mid and long-term metrics 		City Manager SRT BMT











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2. Analysis & Response: Employment lands connected to the community and Region. / Burlington's downtown as culturally active, thriving and home to a mix of residents and businesses. / Innovative, entrepreneurial businesses settled or developed in Burlington					
	Key Risks: Here's what will get in our way of achieving the strategic objectives.	Initial Confidence we will succeed.....	Our Response: Here's what we will do to increase our level of success in achieving the strategic objectives	Residual Confidence we will succeed....	Staff Assigned to monitor and implement
			<ul style="list-style-type: none"> ○ Service presentations at Council Information Sessions prior to budget preparation identifying short and midterm key metrics (data and information) including updated service business plans ○ Annual update to council on multi-year resource needs in keeping with Designing and Evolving our Organization ○ Update of the Multi-year Community Investment Plan based on the completion of master plans and strategies including prioritization and a long-term financing plan ○ Annual update of the Multi-year Budget Simulation 		
A2	Budget presented by leadership reflecting a reasonable tax increase not approved by Council		<ul style="list-style-type: none"> • Strategy and Risk Team develops and recommends a reasonably funded budget to implement and complete strategic plan objectives • Budget based on prioritized projects/implementation plans and supported by relevant data, metrics and • Annual update of the Multi-year Budget Simulation to inform the budget • Council approves staff's recommendations and corresponding impact to the city's tax rate and/or other financing mechanisms (debt, reserve funds, etc.) • Continue to educate Council and the community on the importance and value of work to support strategic plan initiatives 		City Manager SRT CFO
B	Required supplemental implementation plans for Complete communities (such as the IMP, MTSA vision and secondary plans, Urban Design Standards and efficiencies in the land development process) are not completed		<ul style="list-style-type: none"> • Develop comprehensive workplans that include supplemental plans • Ensure other department/service workplans include supplemental plans • Keep track of supplemental plan status. • Advocate with other departments/services and escalate to higher management levels when required • Diligently work at breaking down silos through communication and sharing of information. 		Director of Community Planning
C	Lack of prioritization and alignment of competing plans and projects with other departments and partners.		<ul style="list-style-type: none"> • Develop comprehensive workplans that include competing plans and projects and include financing and funding • Ensure other department workplans include required projects and plans • Support corporate prioritization of larger scale projects • Keep track of supplemental plan status. • Advocate with other departments/services and escalate to higher management levels when required 		ED of SRA ED of CPRM

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			<ul style="list-style-type: none"> Have BLT work to break down inter-departmental silos 		
D	Significant change in Council priorities or to the strategic direction - A City that Grows		<ul style="list-style-type: none"> Be involved in council orientation to provide information and relevance Ensure data rich and accurate information provided to council in all reports and in the annual service presentations and provides information on successful outcomes Advocate and provide business case data to support programs Participate in new council orientation to bring awareness to priorities Take advantage of all opportunities in staff reports to state your vision and make your case 		Director of Community Planning ED of BED
E	Regional/Provincial government conflicting decisions on growth and MTSA's within the city.		<ul style="list-style-type: none"> Develop and advocacy approach and messaging on the importance of local growth decisions. Advocate with other levels of government and escalate to higher management levels when required - directors at Region, Council at Region or Province to MP's and MPP's Utilize professional staff organizations in order advocate as a large group to Province 		Director of Community Planning
F	Community, Businesses and Council opposition to Cultural District designation		<ul style="list-style-type: none"> Focus on relationship building and seek support from stakeholders, cultural boards and community Providing council and community with benefits of Cultural District through examples of success. 		Manager of Arts and Culture
G	City staff and internal stakeholders are not on board are disengagement or discouraged		<ul style="list-style-type: none"> Focus on relationship building and seek support from stakeholders and staff Providing city staff and internal stakeholders examples of success Communicate often and provide encouragement 		Director of RCC, ED of BED, Director of Community Planning
H	Change in internal leadership within key departments or areas of influence		<ul style="list-style-type: none"> Internal advocacy with other departments/services on the importance of the initiatives. Ensure constantly communicating the vision and advocate with partner services and internal stakeholders See responses in F 		Director of Community Planning, Director of RCC, ED of BED

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	Key Risks: Here's what will get in our way of achieving the strategic objectives.	Initial Confidence we will succeed.....	Our Response: Here's what we will do to increase our level of success in achieving the strategic objectives	Residual Confidence we will succeed....	Staff Assigned to monitor and implement
I	Economic Downturn which would directly impact employment and entrepreneurship numbers, business investments and municipal business tax collection		<ul style="list-style-type: none"> • Increase programs/opportunities to support employment, entrepreneurship and business investment • Have staff focus on keeping what you have to ride it out to be ready to take advantage of gains after downturn 		ED of BED
J	Changing levels of Regional/Provincial support for innovation and entrepreneurship.		<ul style="list-style-type: none"> • Develop an advocacy approach and messaging on the importance of supporting innovation and entrepreneurship. • Increase local programming and promotion to support innovation and entrepreneurship 		ED of BED
K	City not able to attract innovative businesses		<ul style="list-style-type: none"> • Increase programs/opportunities/marketing to support employment, entrepreneurship and business investment 		ED of BED

3. Analysis & Response: Easy access to amenities, services, recreation and employment areas with more opportunities for walking, cycling and using public transit. / Building's and public spaces where people can live, work or gather. / Residents close to goods and services					
	Key Risks: Here's what will get in our way of achieving the strategic objectives.	Initial Confidence we will succeed.....	Our Response: Here's what we will do to increase our level of success in achieving the strategic objectives	Residual Confidence we will succeed....	Staff Assigned to monitor and implement
A1	Insufficient funding and resources identified in the City's Budget (Operating and Capital) for implementation		<ul style="list-style-type: none"> • As part of Integrated Business Planning and Budgeting: <ul style="list-style-type: none"> ○ Develop business plans for each strategic direction in Vision 2040 that includes key activity milestones and resource requirements complete with short, mid and long-term metrics 		City Manager SRT BMT











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Scenario Analysis: A City That Grows - Access					
Easy access to amenities, services, recreation and employment areas with more opportunities for walking, cycling and using public transit. / Building's and public spaces where people can live, work or gather. / Residents close to goods and services.					
Success					
<ul style="list-style-type: none"> City has developed and intensified through the implementation of the MTSA's. New development enables residents to be near urban scale parks, recreational facilities, public spaces and amenities. Active transportation connectivity is provided within the MTSA boundaries, between amenities, and to outside the MTSA's. City residents are less dependent on cars as there is connectivity through trails and cycling infrastructure and they embrace active transportation. Reduction in network fragments as work towards a fully integrated AT network. City has wonderful street and pedestrian facilities, trails and amazing facilities that are enjoyable and safe. High quality infrastructure that addresses accessibility and diversity. Greater community asset value by providing year-round access (snow clearing of paths, trails and cycling lanes). Burlington Transit is well used by residents and nonresidents. Able to provide residents with excellent experiences for whole end to end trips. The planning of buildings and plazas are no longer car focused but are geared towards active transportation. Developers build and work with the city to provide desirable, well connected developments that include trails, amenities and pedestrian facilities. 					
3. Analysis & Response: Easy access to amenities, services, recreation and employment areas with more opportunities for walking, cycling and using public transit. / Building's and public spaces where people can live, work or gather. / Residents close to goods and services					
	Key Risks: Here's what will get in our way of achieving the strategic objectives.	Initial Confidence we will succeed.....	Our Response: Here's what we will do to increase our level of success in achieving the strategic objectives	Residual Confidence we will succeed....	Staff Assigned to monitor and implement
			<ul style="list-style-type: none"> Service presentations at Council Information Sessions prior to budget preparation identifying short and midterm key metrics (data and information) including updated service business plans Annual update to council on multi-year resource needs in keeping with Designing and Evolving our Organization Update of the Multi-year Community Investment Plan based on the completion of master plans and strategies including prioritization and a long-term financing plan Annual update of the Multi-year Budget Simulation 		
A2	Budget presented by leadership reflecting a reasonable tax increase not approved by Council		<ul style="list-style-type: none"> Strategy and Risk Team develops and recommends a reasonably funded budget to implement and complete strategic plan objectives Budget based on prioritized projects/implementation plans and supported by relevant data, metrics and Annual update of the Multi-year Budget Simulation to inform the budget 		City Manager SRT CFO











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3. Analysis & Response: Easy access to amenities, services, recreation and employment areas with more opportunities for walking, cycling and using public transit. / Building's and public spaces where people can live, work or gather. / Residents close to goods and services					
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			<ul style="list-style-type: none"> Council approves staff's recommendations and corresponding impact to the city's tax rate and/or other financing mechanisms (debt, reserve funds, etc.) Continue to educate Council and the community on the importance and value of work to support strategic plan initiatives 		
B	Council does not approve the MTSA's.		<ul style="list-style-type: none"> Outline the risk of not approving, being bold for the community – the big “why” Communicate vision, purpose other successes Ensure reporting to Council includes data, KPI's and changes for community 		Director of Community Planning
C	Conflicting and or competing priorities across delivery of services and master plans		<ul style="list-style-type: none"> Develop comprehensive workplans that include competing plans and projects and include financing and funding Support corporate prioritization of larger scale projects Keep track of supplemental plan status. Advocate with other departments/services and escalate to higher management levels when required 		ED of SRA Manager Int. Mobility, Manager Parks Design & Const.
D	Inconsistent Provincial and Federal funding.		<ul style="list-style-type: none"> In order to successfully apply for grants and government programs need to proactively be aware of Burlington needs and requirements Making council and senior leadership aware of potential grants/programs Advocate with upper levels of government for city funding and projects goals and escalate to senior leadership and council when required Advocate with professional organizations/advisory bodies 		Manager Gov't Relations Manager of Int. Mobility, Manager of Planning & Business Services Transit
E	Don't build true complete, intergenerational and diverse community		<ul style="list-style-type: none"> Resolve appeals and our new Official Plan can be implemented Approve and implement the city's housing strategy Continue to provide comments to Province on proposed policy changes (Bill 109) Work with Halton Region or appropriate advocacy organizations to influence policy 		Manager of Policy & Community
F	Lack of cultural shift/change in the community towards Active Transportation		<ul style="list-style-type: none"> Continued communication and promotion Education programs for community – marketing campaigns – social marketing 		Manager of Int. Mobility Manager Env. Sustainability

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			<ul style="list-style-type: none"> Engage with partners who work on the Climate Action plan for support – public stakeholders' groups such as Burlington Green Lead by example – Council and staff - AT, Transit 		
G	Staff do not support goals and vision of the AT and MTSA's		<ul style="list-style-type: none"> Staff education – seeking assistance from others who do support to influence others Vision 2040 awareness by ALL staff – OTR mandatory training exercise/sessions Aspirational needs to be drawn down to operational/tactical 		Director of Transportation, ED of CPRM
H	Change in Provincial mandates and/or legislation (DC charges, urban sprawl, building highways)		<ul style="list-style-type: none"> Advocate with upper levels of government for policies and plans that advance Burlington's interests Provide Council and Mayor with city specific interests and information so they can advocate with Province for needs of the city Ensure staff are monitoring and aware of potential changes to legislation and understand the impact on the city Making council and senior leadership aware of changing legislation and the potential impacts to the city Advocate with upper levels of government for city direction/goals and escalate to senior leadership and council when required 		Manager Gov't Relations Manager of Policy & Community
I	Conflicting and or competing priorities between Developers and City		<ul style="list-style-type: none"> Ensure strong policies in order to realize our vision for the city Approve IMP and related policies/ Parks Master Plan / Urban Forestry Master Plan etc. Leverage relationships with developers – successful showcase 		Manager of Int. Mobility, Manager of Policy & Community, Manager of Planning Implementation
J	Economic downturn that directly impacts development and municipal tax collection.		<ul style="list-style-type: none"> Focus on renewal/ maintaining infrastructure due to less opportunity for new infrastructure Be shovel ready to take advantage of grants/funding from senior levels of government for projects 		ED of EICS
K	Increasing impacts of climate change		<ul style="list-style-type: none"> Approve the draft Climate Resilient Burlington – a Plan for Adapting to our Warmer, Wetter and Wilder Weather and ensure sufficient resources for implementation. 		Manager Env. Sustainability,

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3. Analysis & Response: Easy access to amenities, services, recreation and employment areas with more opportunities for walking, cycling and using public transit. / Building’s and public spaces where people can live, work or gather. / Residents close to goods and services					
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			<ul style="list-style-type: none">Be ready to act if/when policies/funding is available to accelerate work for IMP, Parks, development		Manager Int. Mobility, Manager Parks Design & Const.