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Field of action 1. Transport – Mobility											
Finding: 85% of survey respondents walk regularly, but half report little or no satisfaction with traffic areas.											
Objectives	Actions	Expected results	Timeline					Responsibles	Partners	Target group	Resources (budget, scale)
			2023	2024	2025	2026	2027				
1.1 Make active transportation safer	1.1.1 Add traffic calming measures	Speed bumps in the village core installed as part of pilot projects	X	X	X	X	X	Public Works and Fixed Assets Department	Piétons Québec, Mobility Committee, Villas des Monts	S F C	A \$
		Other priority measures to be put in place identified		X							B \$\$\$
		Implementation of new measures as needed and as part of renovation projects	X	X	X						C \$\$\$\$
	1.1.2 Add crosswalks and other facilities in areas most used by seniors and children	Areas to be secured identified		X				Public Works and Fixed Assets Department	CAB, Sutton School, ETSB, Mobility Committee, MRC	S F C	B 0
		Municipal pedestrian crossings added		X	X						C \$\$\$\$
		Safety measures around the school reviewed and improved					X				C \$\$\$\$
	1.1.3 Include best planning practices for active transportation in infrastructure improvements	Priority practices identified	X	X	X	X	X	Public Works and Fixed Assets Department	Piétons Québec, Vélo Québec, Mobility Committee, CIUSSS, MRC	S F C	B \$\$\$
		Seven new bike racks installed	X	X							A \$\$
		As many best practices as possible included for each infrastructure project	X	X	X	X	X				B \$\$\$
	1.1.4 Continue to present proposals to the MTQ on integrating safety features on provincial roads	Addition and improvement of pedestrian crossings approved by the MTQ		X	X			Municipal Council	MTQ, General Administration, Public Works and Fixed Assets Department	S F C	C \$\$\$\$
Needs regularly communicated to the MTQ		X	X	X	X	X	A 0				
1.2 Encourage walking among seniors	1.2.1 Enhance active circuits with new, shorter and safer routes	New circuits identified		X	X			Recreation, Community Life and Culture Department	Coop Gym Santé, CAB, FADOQ, Mobility Committee	S	A 0
		Safety of current circuits evaluated		X	X						B \$
		Active circuit map updated				X					B \$\$
	1.2.2 Add adapted street furniture on the most frequently used routes	Extra resting points (benches) in the shade added		X	X			Recreation, Community Life and Culture Department	Public Works and Fixed Assets Department, CIUSSS, Piétons Québec	S	B \$\$
		Lighting in high-traffic areas installed		X	X						B \$\$\$\$

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Field of action 2. Security

Finding: The majority of citizens feel safe, but there is a lack of knowledge about existing services.

Objectives	Actions	Expected results	Timeline					Responsibles	Partners	Customers	Resources (budget, scope)
			2023	2024	2025	2026	2027				
2.1 Increase awareness of public safety services and personal safety measures	2.1.1 Publicize existing services	Emergency measures exercise undertaken and publicized.	X					General Administration	Public Safety Department, Public Works and Fixed Assets Department, General Administration (Communications), Sûreté du Québec (SQ)	S F	B \$\$
		Awareness of the Cadet and First Responder Services increased	X	X	X	X	X				A 0
		Creation and implementation of a graffiti intervention plan and communication with the community	X	X	X	X	X				B \$\$
		Annual communication plan for the different services based on key periods (international prevention days, periods with increased risks, Sûreté du Québec (SQ) newsletter, etc.) put in place	X	X	X	X	X				A 0
	2.1.2 Make citizens aware of the measures to take to ensure their own safety	Enrollment in CITAM increased	X	X	X	X	X	Public Safety Department	Public Safety Department, General Administration (Communications), FADOQ, CAB	S F	A \$
		Fire assistance program for people with reduced mobility promoted	X	X	X	X	X				B \$
		Importance of having a family emergency plan communicated regularly	X	X	X	X	X				A 0
		PAIR program promoted	X	X	X	X	X				B \$
		Annual communication plan based on key periods (international prevention days, periods with increased risks, etc.) put in place	X	X	X	X	X				A \$

Finding: Since 2020, the number of reported fraud cases in Sutton has been increasing, and more than 50% of them targeted people aged 50 and over

2.2 Help fight elder abuse, neglect and bullying	2.2.1 Implement prevention measures for seniors	Senior-Aware program established	X					FADOQ	General Administration (Communications), Villas des Monts, Office d'Habitation de Brome-Missisquoi (OHBM), CAB, Sûreté du Québec (SQ)	S	A \$
		Awareness of Elder mistreatment helpline increased	X	X	X	X	X				A \$
	2.2.2 Conduct an awareness campaign on elder fraud with local merchants	Information distributed to local merchants	X	X	X	X	X	CDES General Administration	General Administration (Communications), Sûreté du Québec (SQ), CDES, CIUSSS-CHUS Estrie, MRC B-M, Bromont Police, Town of Cowansville	S	A \$

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Field of action 3. Habitat - Living Environment											
Finding: Nearly 1 out of 4 tenant households spends more than 30% of their total income on shelter costs											
Objectives	Actions	Expected results	Timeline					Responsibles	Partners	Customers	Resources (budget, scope)
			2023	2024	2025	2026	2027				
3.1 Create conditions to increase the number of affordable housing units	3.1.1 Regulate short-term rentals	<i>Number of secondary homes rented on a short-term basis in the village core reduced</i>	X					Urban and Land-Use Planning Department		S F	B \$\$
	3.1.2 Encourage the creation of innovative housing initiatives, such as solidarity cooperatives or housing NPOs	<i>New and innovative housing projects supported</i>	X	X	X	X	X	Municipal Council	Habitations abordables Sutton (HAS), GRT Estrie, Registry Department, Urban and Land-Use Planning Department	S F	A 0
		<i>Building permit fees for housing co-ops and NPOs reduced</i>	X								A \$
	3.1.3 Facilitate the addition or conversion of housing units within existing infrastructure	<i>Appropriate municipal by-law proposed</i>	X					Urban and Land-Use Planning Department		S F	B \$\$
Finding: Many seniors and families are experiencing food insecurity.											
3.2 Support and promote community-based affordable food initiatives	3.2.1 Support collaborative food security initiatives	<i>Food Bank kiosk at the Christmas Market in December</i>	X	X	X	X	X	Recreation, Community Life and Culture Department	CDES, CAB, Racine Pop, Maison des jeunes, Bio-food committee	S F C	A 0
		<i>Creation and support of a sub-committee of the Table de développement des communautés on food security coordination</i>	X	X	X	X	X				B \$
		<i>Collaborative community initiatives promoted and supported as needed</i>	X	X	X	X	X				A 0
Finding: There is a significant lack of child care spaces especially for 0 to 2 year olds.											
3.3 Increase the number of child care spaces	3.3.1 Support projects that add child care spaces	<i>Organizations' requests for representations to appropriate government levels supported</i>	X	X	X	X	X	Municipal Council	CPE, School of Sutton, CIUSSS, Jardin d'enfants, Ministère de la Famille	F C	A 0

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Field of action 4. Community involvement												
Finding: Community, cultural, recreational and sports organizations offer a range of services that are not sufficiently known or promoted to families and seniors.												
Objectives	Actions	Expected results	Timeline					Responsibles	Partners	Customers	Resources	
			2023	2024	2025	2026	2027				(budget, scope)	
4.1 Recognize the importance of community organizations	4.1.1 Enhance support for organizations	Community, cultural, recreational and sports organizations Recognition and support policy revised	X					Recreation, Community Life and Culture Department	NPO, General Administration (Communications)	S F C	C \$\$	
		Training needs of organizations identified through a survey	X								B \$	
		Annual training for NPOs based on survey results in 2023		X	X	X	X				A \$	
		Information segments on various services offered by NPOs produced			X	X	X				B \$\$	
		Paper format information tools produced		X	X	X	X				B \$\$	
Finding: Although volunteering is a strength within the community, new volunteers are needed.												
4.2 Increase volunteer recruitment in organizations	4.2.1 Promote volunteer opportunities	Volunteer directory, in line with citizens interests and availability, created and distributed		X		X		Recreation, Community Life and Culture Department	NPO, General Administration (Communications)	S F T	B \$	
		4.2.2 Publicize volunteer achievements	Volunteer recognition event held yearly	X	X	X	X				X	B \$\$
			Volunteers' successes made public	X	X	X	X				X	A 0
Finding: Families and seniors want their voices to be heard at the municipal level.												
4.3 Increase citizen participation	4.3.1 Facilitate citizen participation by taking into account the realities of the target audience when planning public consultations	Public meetings held in variety of sites that are accessible and adequately equipped, with appropriate timetable	X	X	X	X	X	General Administration	Municipal Departments	S F	B \$	
		Activities and information are publicized using a variety of communication channels	X	X	X	X	X				B \$	

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Field of action 5. Respect and social inclusion													
Finding: Teenagers are underappreciated in the community.													
Objectives	Actions	Expected results	Timeline					Responsibles	Partners	Customers	Ressources		
			2023	2024	2025	2026	2027				(budget, scope)		
5.1 Increase recognition of the place and voice of teenagers in community life	5.1.1 Increase teen representation in community life	<i>Teens are consulted about their needs</i>	X	X	X	X	X	Municipal Council	Maison des jeunes, School of Sutton, Recreation, Community Life and Culture Department	F T	A 0		
		<i>Municipal council member participate in the youth committee meetings of the Maison des jeunes by invitation</i>	X	X	X	X	X				A 0		
	5.1.2 Value the contributions of teens within community life	<i>Promotion of teenagers' achievements within the community</i>	X	X	X	X	X	Municipal Council	Maison des jeunes, Quality of Life Committee, General Administration (Communications)	F T	A 0		
		<i>Specific funds for teenagers' projects allocated within the participatory budget</i>			X		X				B \$\$		
Finding: Few intergenerational activities exist.													
5.2 Increase the number of activities that bring people together and celebrate individuals of all ages	5.2.1 Support collaborative intergenerational activity projects	<i>At least one intergenerational activity per year organized and promoted</i>		X	X	X	X	Recreation, Community Life and Culture Department	General Administration (Communications), NPO, CIUSSS, Public Works and Fixed Assets Department	S F C	B \$		
		<i>Awareness increased among NPOs of the importance of including the intergenerational aspect in their activities</i>	X	X	X	X	X				A 0		
		<i>Sutton's population diversity represented in visual communications</i>		X	X	X	X				B \$		
		<i>Gathering spaces created</i>			X	X	X				B \$\$		
Finding: Few activities are organized to socialize and promote neighborliness.													
5.3 Encourage the socialization of residents and promote neighborliness	5.3.1 Implement and improve projects and programs	<i>Revised welcome kit containing information on volunteer opportunities and services, civic and neighborliness reminders, and more produced and distributed</i>		X		X		General Administration	CAB, CDES, Municipal Departments, Municipal Council	S F T	B \$\$		
		<i>Activities that bring people together (for example: Neighbors Day) are encouraged</i>	X	X	X	X	X				A 0		
		<i>Annual activity to welcome newcomers organized</i>	X	X	X	X	X				B \$\$		

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Field of action 6. Recreation											
Finding: The activities program could better reflect the reality and interests of the population.											
Objectives	Actions	Expected results	Timeline					Responsibles	Partners	Customers	Ressources
			2023	2024	2025	2026	2027				(budget, scope)
6.1 Enhance activity programming and improve access	6.1.1 Maintain a focus on affordability for municipal activities	Free activities for families take place during the Christmas Market	X	X	X	X	X	Recreation, Community Life and Culture Department	CDES, Municipal Council	S F C	B \$\$
		Implement a financial access program for residents to municipal activities		X	X	X	X				B \$\$
		Reduced rate for seniors for activities offered at the municipal pool is maintained	X	X	X	X	X				A 0
	6.1.2 Support and enhance the number of activities dedicated to families, especially for teenagers and children ages 0 to 5	Families' interests surveyed		X		X		Recreation, Community Life and Culture Department	School of Sutton, CPE, Jardin d'enfants, CAB, Maison des jeunes	F C T	B 0
		At least one activity for each target group, based on interests, takes place every year	X	X	X	X	X				B \$
	6.1.3 Improve the universal accessibility of activities and events	Assessment of universal accessibility issues during activities and events		X	X	X	X	Recreation, Community Life and Culture Department	NPO	S F	A 0
		Necessary corrective measures according to the evaluations put in place		X	X	X	X				B \$\$
		Accessibility measures included in communications related to events and activities		X	X	X	X				A 0

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Field of action 7. Outdoor areas and buildings												
Finding: Many municipal buildings are poorly adapted to the current needs of seniors and people with reduced mobility.												
Objectives	Actions	Expected results	Timeline					Responsibles	Partners	Customers	Ressources (budget, scope)	
			2023	2024	2025	2026	2027					
7.1 Ensure that municipal infrastructure is adapted and accessible to the needs of users	7.1.1 Integrate universal accessibility concepts in municipal buildings and facilities	<i>Universal accessibility concepts implemented during renovations or construction</i>	X	X	X	X	X	Public Works and Fixed Assets Department	CIUSSS, APHPBM	S F	A \$	
		<i>Adapted public restrooms put in place</i>			X						C \$\$\$\$	
	7.1.2 Encourage compliance with usage of reduced mobility parking spaces .		<i>Inventory of current parking spaces and accessibility needs made</i>		X				Public Works and Fixed Assets Department	FADOQ, Sûreté du Québec (SQ), General Administration (Communications), Recreation, Community Life and Culture Department	S	B \$
			<i>Parking spaces for people with reduced mobility added as needed</i>		X							A \$
			<i>Awareness campaign to respect parking spaces for people with reduced mobility created</i>		X	X						B \$\$
Finding: Some municipal buildings used for community services have been neglected and are outdated												
7.2 Ensure that community facilities are improved and meet identified needs	7.2.1 Identify needs and implement solutions	<i>In collaboration with the population, identification of current and future needs for community facilities are identified</i>	X					General Administration	Municipal Departments	S F C T	C \$\$	
		<i>The public and NPOs are consulted regarding the options under consideration</i>	X								A \$	
		<i>Solutions are put in place</i>		X	X	X	X				C \$\$\$\$	
Finding: Parks could provide more inclusive, climate-resilient sports infrastructure.												
7.3 Identify and implement the necessary infrastructure to meet the needs	7.3.1 Make some modifications and additions to public spaces	<i>Priority infrastructures are identified</i>	X	X				Public Works and Fixed Assets Department	Recreation, Community Life and Culture Department	S F C T	C \$\$\$\$	
		<i>Priority infrastructures are developed</i>		X	X	X	X				C \$\$\$\$	
7.4 Implement climate change resilience measures	7.4.1 Limit the effects of heat waves on young children and the elderly	<i>Shaded areas in parks and along active corridors are increased</i>		X	X			Public Works and Fixed Assets Department	Recreation, Community Life and Culture Department, CIUSSS	S C	C \$\$\$\$	

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Field of action 8. Communication and information											
Finding: Municipal communications are not always adapted to the needs and abilities of all citizens.											
Objectives	Actions	Expected results	Timeline					Responsibles	Partners	Customers	Ressources
			2023	2024	2025	2026	2027				(budget, scope)
8.1 Make Town information widely accessible to the public	8.1.1 Diversify communication channels and use communication tools adapted to different target groups	Systematic and targeted transmission of municipal information to partners	X	X	X	X	X	General Administration (Communications)	FADOQ, CAB, NPO, CDES, Sutton School	S F	A 0
		Current communication tools are evaluated and improved		X							B \$
		Integration of principles for accessible information (link in french only)		X	X	X	X				A \$
	8.1.2 Provide access to computer stations and assistance during online registration or consultation periods	Digital literacy training made available	X	X	X	X	X	Recreation, Community Life and Culture Department	FADOQ, CDES	S	B \$
		Computer support services promoted	X	X	X	X	X				B \$

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Fields of action 9. Health and social services											
Finding: Many seniors still live at home and want to stay there as long as possible.											
Objectives	Actions	Expected results	Timeline					Responsibles	Partners	Customers	Resources
			2023	2024	2025	2026	2027				(budget, scope)
9.1 Maintain independence at home for seniors	9.1.1 Support home care services	<i>Directory of home services produced and distributed</i>	X	X	X	X	X	CAB	Municipal Departments, CIUSSS, FADOQ	S	B \$\$
Finding: 43% of survey respondents felt that their access to health and social services was poor or difficult.											
9.2 Increase access to local health and social services	9.2.1 Continue engagement with partners	<i>Meetings with partners are held</i>	X	X	X	X	X	Municipal Council	CIUSSS, Sutton Health Clinic, CHSLD, CAB	S F	A 0
	9.2.2 Establish and promote the importance of local services	<i>2-1-1 platform and other health and social services promoted to NPOs and citizens</i>	X	X	X	X	X	Recreation, Community Life and Culture Department	NPO, General Administration (Communications)	S F C	A 0
		<i>Support for procedures to maintain long-term outreach work with seniors and families</i>	X	X	X	X	X	Municipal Council	CAB, CIUSSS	S F T	A 0
		<i>Implementation of outreach services within the territory</i>			X			General Administration	CIUSSS, Maison des jeunes, CAB, Municipal Departments, Municipal Council		C \$\$\$\$

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