

# APPENDICES



Bell Park



**Accruals:**

Revenues or expenditures that have been recognized for that fiscal year, but not received or disbursed until a subsequent fiscal year. Annually, accruals are included in the revenue and expenditure amounts reported in a department's budget documents and year-end financial reports. For budgetary purposes, the department's expenditure accruals also include payables and outstanding encumbrances at the end of the fiscal year for obligations attributable to that fiscal year.

**Actual vs. Budgeted:**

Difference between the amount forecasted (budgeted) in revenues or expenditures at the beginning of the fiscal year and the actual receipts or expenses incurred by the end of the fiscal year.

**Assessment:**

This is the property value determined by Municipal Property Assessment Corporation (MPAC).

**Assessment Growth:**

The total assessed value of all new properties built, less the value of properties demolished in a given year. An increase in assessment growth allows the municipality to collect the total property tax amount over more properties.

**Assets:**

Resources owned or held by the City which have monetary value.

**Base Budget:**

Cost of continuing the existing levels of service in the current budget year.

**Benchmarking:**

An exercise whereby one organization's results are compared to those of another comparable organization providing the same or similar services based on similar methods or accounting for costs.

**Budget Document:**

The compilation of the spending plans for the various funds, along with supporting schedules, tables and charts which, in total, comprises the annual revenue and expenditure plan.

**Capital Budget:**

The annual Council approved plan of the City for expenditures and revenues to acquire, construct or rehabilitate capital assets.

**Capital (Debt) Financing:**

Portion of the operating budget required to service the debt assumed by the City from capital expenditures of the current and previous years.

**Capital Improvement Project:**

Non-routine capital expenditures that generally cost more than \$50,000 resulting in the purchase of equipment, construction, renovation or acquisition of land, infrastructure and/ or buildings with an expected useful life of at least five years. Capital improvement projects are designed to prevent the deterioration of the city's existing infrastructure, and respond to and anticipate the future growth of the city.

**Commitments:**

Projected cash flow expenditures beyond the Council approved budget year that require future year cash flow to complete the approved project. In essence, it allows a project tender to be executed in the current budget year that requires future year cash flows to complete.

**Current Value Assessment:**

A valuation placed upon real estate or other property by the Municipal Property Assessment Corporation as a basis for levying taxes.

**Debt:**

The amount of all obligations for the payment of interest and principal due by certain agreements and by-laws as incurred such as debentures, promissory notes, leases, letters of credit and other financial commitments and guarantees.

**Debt Ratio:**

Total debt divided by total assets. Used by finance and budget staff to assess fiscal health of the organization.

**Encumbrance:**

The formal accounting recognition of commitments to expend resources in the future.

**External Financing:**

Financing from sources external to the City such as provincial or federal funding and grant subsidies.

**Fiscal Year:**

The period designated by the City for the beginning and ending of financial transactions. The fiscal year for the City of Greater Sudbury begins January 1 and ends December 31.

**Infrastructure:**

Facilities that support the continuance and growth of a community. Examples include roads, water lines, sewers, public buildings, parks.

**Infrastructure Renewal requirement:**

The need for capital investment/infusion to sustain, replace and/or renew aging infrastructure.

**Internal Financing:**

Financing from sources internal to the division or program submitting a capital project including reserve funds, development charges, and other program generated revenues.

**Operating Budget:**

The annual Council approved plan of the City for expenditures, revenues, staffing levels and service levels for operations of the City taking place from January 1 to December 31 of each year.

**Performance Measures:**

Measurement of service performance indicators that reflect the amount of money spent on services and the resulting outcomes at a specific level of services provided.

**Program Support:**

The allocation of indirect costs such as financial services, human resources and information technology, etc. to departments.

**Projected Actuals:**

Refers to the expected or anticipated outcome of the year's expenditure and revenue activities. A recommended approach for departments is to combine year to date actuals, in addition to the anticipated revenues and expenditures for the remainder of the fiscal year. The Projected Actuals are often compared with the current year budget to determine variances.

**Property Tax:**

An individual property assessment multiplied by the property tax rate in a given year.

**Reserves and Reserve Funds:**

Funds generally set aside for significant future purchases, to replace major capital infrastructure, are accumulated to meet growing liability, or to provide a buffer for significant unanticipated expenditures beyond the control of Council.

**Revenue:**

Financial resources received from taxes, user fees and other levels of government.

**Special Capital Levy:**

An amount collected from property taxation that is above the amount currently allocated to fund capital expenditures.

**Taxation Levy:**

The total property tax levied by a municipality.

**Tax Rate:**

A rate used to determine the amount of property tax payable. Taxes on individual properties are calculated by multiplying a property's current value assessment (CVA) by the applicable tax rate.

**Financial Indicators****Net Financial Position:**

Difference between liabilities and assets.

**Own Source Revenue:**

Revenues generated directly by the City of Greater Sudbury.

**Sustainability****Financial Position per Capita:**

Net Financial Position divided by the population.

**Net Financial Liability:**

Net Financial Position divided by the City's own source revenues.

**Asset Consumption Ratio:**

Accumulated amortization expenses over the total gross cost of capital assets. A higher ratio indicates a higher need for replacement.

**Ratio of Financial Assets to Liabilities:**

Total amount of financial assets divided by the total amount of liabilities

**Ratio of Debt to Revenue:**

Total amount of debt divided by the total amount of revenue

**Debt per Household:**

Total amount of debt divided by the total number of households

**Flexibility****Tax Discretionary Reserves as a % of Taxation:**

Total amount of tax reserves divided by the total amount of tax revenue collected.

**Discretionary Reserves as a % of Own Source Revenues:**

Total value of reserves divided by the amount of own source revenue.

**Total Reserves per Capita:**

Total reserves in relation to population.

**Vulnerability****Taxes Receivable as a per cent of Tax Levied:**

Total amount of taxes receivable divided by the amount of taxes levied.

**Tax Debt Interest as a % of Own Source Revenues:**

Total amount of tax debt interest divided by the City's own source revenue.

**Debt to Reserve Ratio:**

Total amount of outstanding debt over the total reserve and reserve fund balances (excluding obligatory reserve funds).

**Total Debt Charges as a per cent of Own Source Revenues:**

Total amount of debt principal and interest payments divided by the City's own source revenue.

**Total Debt Outstanding per Capita:**

Total amount of debt divided by population.

**Debt Outstanding as a per cent of Own Source Revenues:**

Total amount of outstanding debt divided by the City's own source revenues.

**Ratio of Debt Charges to Total Revenue:**

Total amount of debt charges divided by the total amount of revenue

**Municipal Taxes as a % of Household Income:**

Average residential taxes divided by the average household income

**Rates Covered Ratio:**

Measure of the City's own source revenue divided by the total expenditures.

**Ratio of Government Transfers to Total Revenue:**

Total amount of Federal and Provincial transfers divided by the total amount of revenue.

The City of Greater Sudbury maintains appropriate systems of internal controls to ensure effective financial management, reliable and relevant financial information, and the safeguarding of assets.

Management systems, policies and by-laws are in place for financial management, accounting and budgeting to ensure transactions are appropriately authorized and recorded, and the integrity and completeness of financial records are assured. Key policies and by-laws include the Purchasing By-law, and the Operating Budget, Capital Budget, and Investment Policies.

### **Budget Preparation Policy**

To ensure that effective policies and procedures governing budget preparation are developed and maintained; to encourage initiative, responsibility, and planning, while ensuring effective budget preparation control. The City prepares the budget in accordance with the Municipal Act 2001, Section 290, which states that the sums of all expenses must be at least equal to that of the sums of all revenues, resulting a balanced budget.

### **Capital Budget Policy**

To provide fiscal control and accountability related to the preparation and monitoring of the capital budget.

### **Charity Rebate Policy**

To establish responsibilities and guidelines for ensuring that charity rebate applications and recalculations are valid, equitable and completed within the appropriate guidelines.

### **Debt Management Policy**

To set out the parameters for securing debt, managing outstanding debt and provides guidance regarding the timing of debt, type of debt instrument and the purpose for which the debt will be used.

### **Development Charges By-law**

For the imposition of development charges against land within the municipality for growth-related capital costs required because of the need for municipal services arising from development.

### **Donation Policy**

To provide general guidelines for receiving and accounting for donations that are gifts and for which an official income tax receipt will be issued.

To provide an investment framework that allows the City to invest excess cash resources within statutory limitations; to protect and preserve capital; to maintain solvency and liquidity to meet ongoing financial requirements; and to earn the highest rate of return possible.

### **Operating Budget Policy**

To provide fiscal control and accountability related to the approved operating budget.

### **Purchasing By-law**

To encourage competition among suppliers; to maximize savings for taxpayers; to ensure service and product deliver, quality, efficiency and effectiveness; to ensure fairness among bidders; to ensure openness, accountability and transparency while protecting the financial best interests of the City; to have regard to the accessibility for persons with disabilities to the Goods, Services and Construction purchased by the City; and to have regard to the preservation of the natural environment and to encourage the use of environmentally friendly Goods, Services and Construction.

### **Tax Adjustments under Section 357 and 358 Policy**

To establish responsibilities and guidelines for ensuring that tax adjustments under Sections 357 and 358 are valid, necessary and completed within the guidelines of the Municipal Act, 2001, and municipal by-laws.

### **Tax Adjustments under Section 39.1 and 40 Policy**

To establish responsibilities and guidelines for ensuring that tax adjustments under Sections 39.1 and 40 are valid, necessary and completed within the guidelines of the Assessment Act and municipal by-laws.

### **Travel and Business Expense Policy**

To establish responsibilities and guidelines for ensuring that travel, Council and employee expenses are valid, necessary and economical.

**Vacancy Rebate Policy**

To establish responsibilities and guidelines for ensuring that vacancy rebate applications and recalculations are valid, necessary and completed within the guidelines of the Municipal Act, 2001, and municipal by-laws.

**Elderly Property Tax Rebate Policy**

To provide guidelines for property tax rebates to eligible low-income seniors owning and occupying residential property.

The following refer to the revenue and expense categories used in the presentation of the operating budget.

### Revenues

#### Levies:

This category consists of supplementary taxation and payments-in-lieu of taxation received from government agencies.

#### Provincial Grants and Subsidies:

This category consists of grants received from the Province of Ontario for specific functions such as Ontario Works, Housing Services, Children Services, Emergency Medical Services, and the Ontario Municipal Partnership Fund.

#### Federal Grants and Subsidies:

This category consists of grants received from the Federal government for specific functions funded through agencies such as FedNor and Human Resources Development Canada.

#### User Fees:

This category consists of fees for use of services including, but not limited to, ice and hall rentals, leisure activities, cemetery fees, library fees, applications for building permits, water/wastewater, and transit.

#### Licensing and Lease Revenues:

This category consists of licensing fees such as business licences, lottery licences, taxi licensing, and lease revenues.

#### Investment Earnings:

This category accounts for all investment income, interest on Greater Sudbury Utility note, interest on tax arrears, and interest earned on internal capital financing.

#### Contributions from Reserves and Capital:

This category reflects the contributions from reserves, reserve funds, and capital for various projects identified in the operating budget.

#### Other Revenues:

This category includes revenues such as the Ontario Lottery and Gaming Corporation and Provincial Offences Act fines collected.

### Expenses

#### Salaries and Benefits:

This category consists of compensation for all employees such as salaries, benefits, service pay, overtime, car allowance, and boot and tool allowance.

#### Materials – Operating Expenses:

This category includes items such as office supplies, salt and sand, asphalt, gravel and shop supplies, tax writeoffs, insurance costs, telephone costs, property taxes, and other general expenses.

#### Energy Costs:

This category consists of water, hydro, natural gas, propane, diesel and unleaded fuel.

#### Rent and Financial Expenses:

This category includes bank charges, debit and credit charges, tax interest on penalty writeoffs, cost of rental equipment and rent expense.

#### Purchased/Contract Services:

This category consists of items that are outsourced, such as, but not limited to, Housing Services providers, Children Services providers, Ontario Works, roads maintenance contracts, vehicle repairs, hired or rental equipment, and professional services.

#### Debt Repayment:

This category consists of internal and external debt repayments.

#### Grants – Transfer Payments:

This category consists of any grants given to community groups and outside boards such as Conservation Sudbury (Nickel District Conservation Authority), Sudbury and District Health Unit, Arts and Culture grants, grants to playgrounds, and transfer payments to Ontario Works recipients.

#### Contributions to Reserves and Capital:

This category reflects the contributions to reserves and reserve funds and transfer to capital fund for capital envelopes.

**Internal Recoveries:**

This line consists of allocations to each department for indirect overhead costs and program support.

As well there are indirect overhead charges for areas such as engineering services, which are allocated to water/wastewater, roads and solid waste.

This line also includes the equipment charges and credits predominately in infrastructure, parks and emergency services areas. These equipment charges represent the cost of the maintenance, repairs and a depreciation component which allows for future replacement of equipment and vehicles.



Growth and Economic

Priority	Lead	% Completed as of June 2016	% Completed as of November 2016	% Completed as of July 2017	% Completed as of June 2018	Start/End Date	Status
<p><b>Priority</b></p> <p><b>Actions</b></p> <p>a. Review the Downtown Master Plan and develop a strategic plan for downtown. Review the Downtown Master Plan and develop a strategic plan for downtown. Review the Downtown Master Plan and develop a strategic plan for downtown.</p> <p>b. Review the boundaries of the downtown and connect it to the surrounding areas. Review the boundaries of the downtown and connect it to the surrounding areas. Review the boundaries of the downtown and connect it to the surrounding areas.</p> <p>c. Complete the Eglon Greenway Project Detailed Design.</p> <p>d. Complete the Bixby Green Star Detailed Design.</p>	<p>Director of Planning Services</p> <p>Director of Planning Services</p> <p>Director of Planning Services</p> <p>Director of Engineering Services</p> <p>Director of Asset Services</p>	<p>50%</p> <p>100%</p> <p>100%</p> <p>40%</p> <p>5%</p>	<p>100%</p> <p>100%</p> <p>100%</p> <p>65%</p> <p>5%</p>	<p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>20%</p>	<p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>90%</p>	<p>Nov/15 - Sept/16</p> <p>Nov/15 - Sept/16</p> <p>Jan/17 - Jun/18</p> <p>Jan/13 - Sept/16</p> <p>Jan/16 - Dec/16</p> <p>Oct/16 - Jan/19</p>	<p>Complete</p> <p>Complete</p> <p>Complete</p> <p>Complete</p> <p>In Progress</p>
<p><b>Priority</b></p> <p><b>Actions</b></p> <p>a. Implement the Downtown Master Plan and develop a strategic plan for downtown. Review the Downtown Master Plan and develop a strategic plan for downtown. Review the Downtown Master Plan and develop a strategic plan for downtown.</p> <p>b. Review the boundaries of the downtown and connect it to the surrounding areas. Review the boundaries of the downtown and connect it to the surrounding areas. Review the boundaries of the downtown and connect it to the surrounding areas.</p> <p>c. Complete the Eglon Greenway Project Detailed Design.</p> <p>d. Complete the Bixby Green Star Detailed Design.</p>	<p>Director of Economic Development</p> <p>Chief of Financial Services</p> <p>Director of Economic Development</p> <p>Director of Planning Services</p> <p>Director of Planning Services</p>	<p>20%</p> <p>10%</p> <p>20%</p> <p>0%</p> <p>0%</p>	<p>75%</p> <p>10%</p> <p>40%</p> <p>100%</p> <p>10%</p>	<p>100%</p> <p>75%</p> <p>100%</p> <p>100%</p> <p>10%</p>	<p>100%</p> <p>75%</p> <p>100%</p> <p>100%</p> <p>30%</p>	<p>Nov/15 - Dec/18</p> <p>Nov/15 - Dec/17</p> <p>Origins</p> <p>Nov/15 - Sept/16</p> <p>Jan/17 - Dec/18</p>	<p>Complete</p> <p>In Progress</p> <p>Complete</p> <p>Complete</p> <p>In Progress</p>
<p><b>Priority</b></p> <p><b>Actions</b></p> <p>a. Create more open dialogue with the building community, facilitating the building process.</p> <p>b. Review and strengthen the effectiveness of the Development Liaison Advisory Committee.</p> <p>c. Create and implement an expanded customer service training and customer feedback system.</p> <p>d. Attract industrial or manufacturing facilities, a medical park.</p> <p>e. Review all statutory planning Act processes and create new policies, procedures and guidelines.</p> <p>f. Create and implement an expanded customer service training and customer feedback system.</p> <p>g. Create one point of contact for those wanting to invest.</p> <p>h. Design and implement a new "Development Application Review Team" for all new major planning and development applications.</p> <p>i. Review the implementation of the "From the Ground Up" Strategic Plan with the approval of the GSDC Board and provide an annual report to Council beginning in January 2017.</p> <p>j. Introduce a review of the Business Licensing System in 2017. Will include the creation of a working group, broad community consultation and strategies to create a business friendly licensing environment.</p> <p>k. Review and evaluate a trial program for Fire Code Plans review in cooperation with Building Services.</p>	<p>Director of Building/Planning Services</p> <p>Director of Building/Planning Services</p> <p>Director of Building/Planning Services</p> <p>Director of Planning Services</p> <p>Director of Planning Services</p> <p>Director of Planning Services</p> <p>Director of Planning Services</p> <p>Director of Economic Development</p> <p>Manager of Security and By-Law</p> <p>Director of Fire Prevention</p> <p>Manager of Security and By-Law</p>	<p>100%</p> <p>90%</p> <p>20%</p> <p>0%</p> <p>0%</p> <p>0%</p> <p>50%</p> <p>25%</p> <p>0%</p> <p>100%</p> <p>25%</p> <p>50%</p>	<p>100%</p> <p>90%</p> <p>50%</p> <p>100%</p> <p>10%</p> <p>50%</p> <p>55%</p> <p>100%</p> <p>75%</p> <p>0%</p> <p>100%</p> <p>100%</p> <p>50%</p>	<p>100%</p> <p>90%</p> <p>50%</p> <p>100%</p> <p>50%</p> <p>55%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p>	<p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p>	<p>Sept/15 - June/16</p> <p>Aug/15 - Dec/17</p> <p>Origins</p> <p>Sept/15 - Aug/16</p> <p>Jan/17 - Dec/18</p> <p>Jan/17 - Dec/18</p> <p>May/18 - Oct/19</p> <p>Jan/16 - Nov/16</p> <p>Nov/15 - Dec/18</p> <p>Jan/17 Dec/18</p> <p>15-Dec</p> <p>Oct/13 - Dec/18</p> <p>Oct/15 - Dec/16</p>	<p>Complete</p> <p>Complete</p> <p>In Progress</p> <p>Complete</p> <p>Complete</p> <p>In Progress</p> <p>In Progress</p> <p>Complete</p> <p>Complete</p> <p>In Progress</p> <p>Complete</p>
<p><b>Priority</b></p> <p><b>Actions</b></p> <p>a. Hold a special meeting of Council to showcase a project over \$1 million in capital requests from the City of Greater Sudbury, allowing for staff to review and provide recommendations and funding mechanisms.</p> <p>b. Establish and implement action plans to advance priority projects (Event Centre, Main Library/Art Gallery of Sudbury, Places des Arts, Syming Centre)</p> <p>c. Seek and promote tourism opportunities through the City of Greater Sudbury and National Events such as Canada's 150.</p> <p>d. Build on our existing reputation to become the global centre for mining research, environmental research and innovation.</p> <p>e. Sponsor and support the Sudbury Protocol Conference.</p> <p>f. Continue to work on the implementation of the Economic Development work plan.</p> <p>g. Continue to work on the implementation of the Economic Development work plan.</p> <p>h. Continue to work on the implementation of the Economic Development work plan.</p> <p>i. Continue to work on the implementation of the Economic Development work plan.</p> <p>j. Continue to work on the implementation of the Economic Development work plan.</p>	<p>CEO/Director of Economic Development</p> <p>CEO</p> <p>Director of Economic Development</p> <p>Director of Economic Development</p> <p>Director of Economic Development</p> <p>Director of Economic Development</p> <p>Director of Economic Development</p> <p>Director of Economic Development</p> <p>Director of Economic Development</p> <p>Director of Economic Development</p>	<p>100%</p> <p>10%</p> <p>65%</p> <p>100%</p> <p>100%</p> <p>40%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p>	<p>100%</p> <p>60%</p> <p>85%</p> <p>100%</p> <p>100%</p> <p>50%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p>	<p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p>	<p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p>	<p>Nov/15 - May/16</p> <p>May/16 - Dec/16</p> <p>Jan/17 - Dec/18</p> <p>Jan/16 - Sept/16</p> <p>Mar/16 - May/16</p> <p>Jan/16 - Dec/18</p> <p>Mar/16 - Jun/17</p> <p>Origins</p>	<p>Complete</p> <p>Complete</p> <p>Complete</p> <p>Complete</p> <p>Complete</p> <p>Complete</p> <p>In Progress</p> <p>In Progress</p>

Quality of Life and Place

Priority	Lead	% Completed as of June 2016	% Completed as of November 2016	% Completed as of July 2017	% Completed as of June 2018	% Completed as of December 2018	Start/End Date	Status
<b>Actions</b>								
A. Create programs and services designed to improve the health and well-being of youth, families and seniors.	Manager of Housing Services/Director of Social Services/Manager of Community & Strategic Initiatives	0%	50%	100%	100%	100%	Oct/16 - Jun/18	Complete
B. Develop an affordable housing strategy, targeted to seniors and those with low incomes, including policy review, removal of barriers and consideration of incentives.	Manager of Housing Services	0%	25%	50%	75%	75%	Dec/15 - Mar/20	In Progress
C. Participate in senior government housing initiatives/programs (i.e. investment in affordable housing extension (AHCE))	Manager of Housing Services	0%	40%	50%	85%	85%	Sep/16 - Mar/20	In Progress
D. Provide seniors' affordable housing and provide funding for low-income households making their housing more affordable.	Director of Planning Services	0%	100%	100%	100%	100%	Mar/16 - Jun/16	Complete
E. Improve long term viability and energy efficiency of existing social housing portfolio utilizing new senior government initiatives.	Director of Planning Services	0%	10%	50%	90%	90%	Jan/17 - Dec/18	In Progress
F. Propose amendments to the Official Plan and Zoning By-law to permit second suites.	Director of Planning Services	0%	10%	50%	50%	50%	Mar/16 - Ongoing	In Progress
G. Develop a surplus municipal property affordable housing strategy.	Manager of Children's Services	100%	100%	100%	100%	100%	Dec/15 - Jun/16	Complete
H. Create changes to the early development and school readiness (EDSR) program within budget guidelines, with access to	Manager of Children's Services	10%	10%	40%	50%	50%	Jan/16 - Dec/18	In Progress
I. Complete a child care subsidy policy review based on provincial best practices and citizens-centred services.	Manager of North East Centre of Excellence for Seniors' Health	10%	10%	95%	100%	100%	Feb/15 - Dec/19	Complete
J. Investigate and determine the feasibility of redeveloping the remaining "B" and "C" level beds at Pioneer Manor, accessing health services.	Director of Social Services	85%	85%	100%	100%	100%	Mar/15 - Dec/16	Complete
K. Create transportation programs that would assist low-income individuals.	Director of Social Services	10%	20%	30%	60%	95%	Mar/16 - Jun/18	In Progress
L. Evaluate the expansion of healthy initiatives such as the Free Feet to Feet Fit Swim Program in partnership with Leisure Services.	Directors of Social Services/Leisure Services	0%	10%	20%	40%	100%	Sep/16 - June/18	Complete
M. Apply for the Local Poverty Reduction Fund (Phase 2, and future phase) for possible Provincial funding for homelessness programs.	Director of Social Services	0%	100%	100%	100%	100%	Jun/16 - Jun/17	Complete
N. Investigate the viability of (and a business model for) Community Hubs.	Director of Social Services	5%	5%	50%	80%	80%	Apr/16 - Sep/18	In Progress
O. Continue to implement the Healthy Kids Community Challenge promoting the health of children 1- 12.	Managers of Communication/ Children's Services	20%	20%	40%	80%	100%	Dec/15 - Sep/18	Complete
P. Pursue options and develop a business case to establish a MUSAR and HAZMat Team in Greater Sudbury to mitigate risk to the community.	Manager of Children's Services	20%	20%	40%	80%	80%	Feb/16 - Sep/18	In Progress
Q. Pursue options and develop a business case to establish a MUSAR and HAZMat Team in Greater Sudbury to mitigate risk to the community.	Director of Planning Services	0%	50%	100%	100%	100%	Jun/16 - Jun/17	Complete
R. Implement a pulse-point program which is a community engagement platform to improve CRF for sudden cardiac arrest in public locations across the community.	Chief of Fire and Paramedic Services	10%	20%	20%	20%	20%	Feb/16 - Dec/17	On Hold
S. Pursue options and develop a business case to establish a MUSAR and HAZMat Team in Greater Sudbury to mitigate risk to the community.	Deputy Chief Paramedic Services	60%	60%	80%	80%	80%	Sep/14 - Dec/19	In Progress
T. Pursue options and develop a business case to establish a MUSAR and HAZMat Team in Greater Sudbury to mitigate risk to the community.	Chief of Fire and Paramedic Services	20%	20%	75%	75%	75%	Jan/16 - Dec/19	On Hold
U. Develop a Community Education Plan	Assistant Deputy Chief of Emergency Management and Professional Standards	25%	90%	90%	90%	90%	Feb/16 - Dec/18	In Progress
V. Develop a business continuity plan for Emergency Services.	Chief of Fire and Paramedic Services	10%	30%	50%	50%	50%	Mar/16 - Dec/18	In Progress
W. Review the current Animal Control service delivery model and implement a new model.	Executive Director of Administrative Services	33%	90%	100%	100%	100%	Jan/14 - Nov/16	Complete



Quality of Life and Place

Priority	Actions	5%	30%	50%	80%	100%	Timeline	Status	
D. Focus on clean, green living and the environment, invest in our future and celebrate how far we've come. Including moving forward with Community Improvement Plans, investing in bike paths and trails, and continuing to invest in our parks and recreation facilities.	a. Promote health and active living opportunities through the Open Space Master Plan to maintain an active lifestyle, including promoting walking and cycling opportunities through the Open Space Master Plan, investing in bike paths and trails, and continuing to invest in our parks and recreation facilities.	5%	30%	50%	80%	100%	Mar/16 - July/18	Complete	
	b. Redesign the former St. Joseph's parking lot providing linkages to the Bell Park walkway and providing 100 parking spaces as well as regreening elements.	95%	95%	95%	95%	95%	95%	Dec/15 - Dec/18	In Progress
	c. Install rooftop solar panels at Gerry McCrory Countryside Sports Complex and Pioneer Manor.	30%	100%	100%	100%	100%	100%	Sep/14 - Aug/16	Complete
	d. Promote sustainable waste management practices in an effort to reduce waste by implementing a two bag limit on garbage.	5%	100%	100%	100%	100%	100%	Mar/16 - Oct/16	Complete
	e. Develop a Lake Water Quality Strategic Plan.	0%	0%	5%	5%	5%	5%	Sep/16 - Sept/17	In Progress
	f. Develop plans for nine sub-watersheds.	0%	20%	50%	85%	90%	90%	Jun/16 - Mar/19	In Progress
	g. Organize and deliver the annual Children's Water Festival.	0%	100%	100%	100%	100%	100%	Sep/16 - Ongoing	Complete
	h. Draft a consolidated noise by-law.	33%	50%	100%	100%	100%	100%	Oct/15 - Dec/16	Complete
	Director of Leisure Services								
	Director of Asset Services								
	Director of Asset Services								
	Director of Environmental Service								
	Director of Planning Services								
	Directors of Roads and Transportation/ Planning Services								
	Director of Planning Services								
	Executive Director of Administrative Services								

Governance

Priority Action	Lead	% Completed as of June 2016	% Completed as of November 2016	% Completed as of July 2017	% Completed as of June 2018	% Completed as of December 2018	Start/End Date	Status
<p><b>A. Focus on openness, transparency and accountability in everything we do.</b></p> <p>a. Develop and implement a plan for Open Data.</p> <p>b. Increase transparency in communications through a number of means.</p> <p>1. Enhance public access to Council and Committee meetings and decisions by Live Streaming Council and Committee meetings, advancing public release of agendas and posting resolutions and by tweets after meetings.</p> <p>2. Develop and implement an Open Communication Policy, including a media relations protocol.</p> <p>c. Increase visibility of public interfaces.</p> <p>1. Plan and implement enhancements to the City's website, with a focus on user friendliness, relevance, and accessibility.</p> <p>2. Improve signage systems with in Tom Davies Square for ease of customer access</p> <p>d. Appoint the Assistant Chief of Police as the Chief Wrecking Investigator.</p> <p>e. Update the formal policy regarding the use of municipal resources during an election.</p> <p>f. Update the formal policy regarding the use of municipal resources during an election.</p> <p>g. Continue the process of election modernization moving along the continuum of use of electronic resources.</p> <p>h. Provide elected participation through advanced, in-seat, on-line, focused communication and engagement strategy.</p> <p>i. Launch internet web-based information on infrastructure projects and work for greater accountability, enhanced community engagement and improved communication with residents.</p> <p>j. Implement the formal adoption of Open Government Model in accordance with Resolution CC2015-68.</p> <p>k. Develop internet record transparency plan.</p>	Manager of Software and Business Applications	100%	100%	100%	100%	100%	April 15 - Ongoing	Complete
	Deputy City Clerk / IT Management Group	100%	100%	100%	100%	100%	Ongoing	Complete
	Manager of Corporate Communications & French Language Services	75%	75%	75%	75%	100%	Oct 15 - Aug 18	Complete
	Manager of Corporate Communications & French Language Services	5%	10%	100%	100%	100%	May 15 - June 17	Complete
	Manager of Corporate Communications & French Language Services	0%	0%	Not started - on hold due to construction	Not started - on hold due to construction	Not started - on hold due to construction	Jan 17 - Jun 18	On Hold
	City Clerk	100%	100%	100%	100%	100%	14 Dec	Complete
	City Clerk	33%	100%	100%	100%	100%	Aug 15 - Dec 17	Complete
	City Clerk	10%	10%	10%	30%	100%	16 Jan	Complete
	Manager of Corporate Communications & French Language Services	0%	0%	0%	50%	100%	Nov 14 - Dec 18	Complete
	Director of Engineering Services/Manager of Corporate Communications & French Language Services	0%	100%	100%	100%	100%	June 15 - June 16	Complete
<p><b>B. Improve communications within City Hall and between the City and the community at large by taking steps to get to know the needs of the entire community, including the underserved.</b></p> <p>a. Create an integrated communications plan.</p> <p>1. Review and renew the Strategic Communication Plan "City with a Voice" with a focus on strong employee and citizen engagement.</p> <p>b. Reduce on customer service using technology, including our 311 system and community engagement interfaces.</p> <p>1. Complete business case for automated water meter reading allowing City to interact with customers based on analysis of real time consumption data.</p> <p>2. Launch pilot project for online citizen engagement</p> <p>c. Take steps to understand and communicate needs of the community by surveying residents.</p> <p>d. Conduct an employee engagement survey in 2016 and in 2018.</p> <p>e. Co-ordinate and deliver the Women in Government initiative.</p> <p>f. Build planning knowledge in the community through bi-annual Planning 101 and 102 sessions open to the public, Councilors and staff.</p> <p>g. Develop and execute a communication plan to encourage residents to participate in all self-waste programs, including home tid.</p>	Deputy City Clerk	20%	50%	50%	100%	100%	June 15 - Dec 17	Complete
	Director of Human Resources and Organizational Development	40%	60%	60%	100%	100%	Jan 14 - Dec 17	Complete
	Director of Human Resources and Organizational Development	25%	75%	85%	90%	90%	Jan 15 - Dec 18	In Progress
	Director of Human Resources and Organizational Development	75%	75%	75%	90%	90%	Apr 15 - Oct 18	In Progress
	CAO	100%	100%	100%	100%	100%	Jan 15 - Jun 16	Complete
	City Clerk	100%	100%	100%	100%	100%	15 Dec	Complete
	Manager of Corporate Communications & French Language Services	0%	10%	30% - timeline Q4 2017 to Council	100%	100%	Jul 15 - Dec 17	Complete
	Director of Water/Wastewater Services	5%	50%	50%	100%	100%	Apr 16 - Sep 17	Complete
	Manager of Corporate Communications & French Language Services	0%	0%	0%	100%	100%	Aug 16 - April 18	Complete
	Manager of Corporate Communications & French Language Services	5%	25%	50%	100%	100%	Apr 15 - Oct 18	Complete
<p><b>C. Build planning knowledge in the community through bi-annual Planning 101 and 102 sessions open to the public, Councilors and staff.</b></p> <p>g. Develop and execute a communication plan to encourage residents to participate in all self-waste programs, including home tid.</p>	Manager of Corporate Communications & French Language Services	5%	20%	60%	100%	100%	May 15 - ongoing	Complete
	Director of Environmental Services/Manager of Corporate Communications	5%	20%	60%	100%	100%	May 15 - ongoing	Complete
	Manager of Corporate Communications & French Language Services	5%	20%	60%	100%	100%	May 15 - ongoing	Complete
	Director of Planning Services	33%	75%	100%	100%	100%	Mar 16 - Dec 16	Complete
	Deputy City Clerk	10%	20%	20%	20%	20%	Jan 17 - ongoing	On Hold
	Director of Environmental Services/Manager of Corporate Communications	5%	20%	60%	100%	100%	May 15 - ongoing	Complete

Governance

Priority Action	Director of Human Resources and Organizational Development/SMT	0%	0%	25%	95%	95%	Jan/17 - Jun/18	In Progress
<b>Actions</b> a. Connect talent management system to strategic plans, objectives and goals. 1. Complete performance planning and development process form for all non-union staff employees. 2. Develop a pool of resources, support, training, and tools to enhance leadership competencies within the OSS. 3. Continue to invest in our leaders through participation in the Northern Leadership Program. b. Develop strategic succession plans for all key positions within the organization. 1. Develop succession plans for each division and business unit. 2. Develop succession plans for each Division of OSS. c. Develop a reward community funding policy to best identify resources and monies for organizations, and monitor success. 1. Define staff roles and responsibilities for coordination of integration of relationships and coordination of grant applications. 2. Review and evaluate annual community partnership projects and develop an application and evaluation process. d. Adopt better business processes to promote, integrate and follow the direction given by Council to achieve their goals.	0%	0%	25%	95%	95%	Jan/17 - Jun/18	In Progress	
	Director of Human Resources and Organizational Development/SMT	0%	0%	25%	95%	95%	Jan/17 - Jun/18	In Progress
	Director of Human Resources and Organizational Development	0%	0%	25%	95%	95%	Jan/17 - Jun/18	In Progress
<b>Priority Action</b> a. Review all municipal incentive programs and one time items to determine if efficiencies can be found by consolidating programs. b. Balance partnerships and liaisons with other levels of government through an integrated stakeholder relations plan and identification of best practices as new initiatives emerge. 1. Define staff roles and responsibilities for coordination of integration of relationships and coordination of grant applications. 2. Review and evaluate annual community partnership projects and develop an application and evaluation process. c. Develop a reward community funding policy to best identify resources and monies for organizations, and monitor success. 1. Define staff roles and responsibilities for coordination of integration of relationships and coordination of grant applications. 2. Review and evaluate annual community partnership projects and develop an application and evaluation process. d. Adopt better business processes to promote, integrate and follow the direction given by Council to achieve their goals.	0%	0%	20%	75%	75%	Jan/17 - Dec/17	Complete	
	CAO	0%	0%	20%	75%	75%	Jan/17 - Dec/17	Complete
	CAO/Director of Economic Development	0%	0%	20%	75%	75%	Jan/17 - Dec/17	Complete
<b>Priority Action</b> 1. Enhance accountability, performance and quality of capital projects by way of a comprehensive review of practices and processes, and implementation of best practices in project delivery. 2. Develop an Enterprise GIS Strategic Plan. 3. Review and evaluate the use of available tools to ensure they are implemented effectively and that uncollectible fees are written off in a timely fashion. 4. Review and merge OSS and Library and Archives systems. 5. Refine reporting mechanisms to Council to establish them to make better decisions. 6. Develop and implement a standardized framework for Council reports including educating users on effective report writing for the purpose of clear, coherent and consistent provision of information. 7. Complete regular review of Council Procedure By-Law.	20%	30%	100%	100%	100%	Feb/16 - Dec/16	Complete	
	Director of Leisure Services	20%	30%	100%	100%	100%	Feb/16 - Dec/16	Complete
	Director of Engineering Services	20%	30%	100%	100%	100%	Feb/16 - Dec/16	Complete
<b>Priority Action</b> 1. Develop an Enterprise GIS Strategic Plan. 2. Review and evaluate the use of available tools to ensure they are implemented effectively and that uncollectible fees are written off in a timely fashion. 3. Review and merge OSS and Library and Archives systems. 4. Refine reporting mechanisms to Council to establish them to make better decisions. 5. Develop and implement a standardized framework for Council reports including educating users on effective report writing for the purpose of clear, coherent and consistent provision of information. 6. Complete regular review of Council Procedure By-Law.	60%	60%	99%	100%	100%	Oct/14 - Dec/17	Complete	
	Manager of Software and Business Applications/Director of Planning Services	60%	60%	99%	100%	100%	Oct/14 - Dec/17	Complete
	Deputy City Clerk	60%	60%	99%	100%	100%	Oct/14 - Dec/17	Complete
<b>Priority Action</b> 1. Develop and implement a standardized framework for Council reports including educating users on effective report writing for the purpose of clear, coherent and consistent provision of information. 2. Complete regular review of Council Procedure By-Law.	10%	10%	75%	100%	100%	Jan/16 - Sep/17	Complete	
	Manager of Corporate Communications & French Language Services/Deputy City Clerk	10%	10%	75%	100%	100%	Jan/16 - Sep/17	Complete
	Deputy City Clerk	10%	10%	75%	100%	100%	Jan/16 - Sep/17	Complete

Sustainable Infrastructure

Priority	Lead	% Completed as of June 2016	% Completed as of November 2016	% Completed as of July 2017	% Completed as of June 2018	% Completed as of December 2018	Start/End Date	Status
<b>Priority</b>	<b>Actions</b>							
	A. Determine acceptable levels of infrastructure services.							
	1. Review the standards used for Road Construction.	20%	40%	50%	50%	50%	Sep/15 - Dec/17	In Progress
	b. Reduce the City's transportation infrastructure funding gaps.	0%	0%	0%	0%	10%	Jan/17 - Dec/18	In Progress
	c. Create and implement a plan to ensure we find and address critical infrastructure needs.	75%	80%	80%	80%	80%	Aug/12 - Sep/17	In Progress
	d. Review service level standards for Water/Wastewater Services.	10%	40%	100%	100%	100%	Sep/16 - Dec/21	Complete
	e. Develop a long-term financial plan for the replacement and renewal of the City's infrastructure.	10%	40%	100%	100%	100%	May/16 - Dec/16	Complete
	f. Develop an Asset Management Plan, identifying and assessing lifecycle costs of all assets.	50%	70%	100%	100%	100%	Mar/16 - Sep/16	Complete
	g. Develop a plan for the replacement, repair, renewal, replacement and expansion of the City's current Emergency Services.	50%	70%	100%	100%	100%	Mar/16 - Sep/16	Complete
	h. Develop and present an Emergency Services Optimized on delivery model for the entire City to rationalize current Emergency Services facilities and resources and identify future needs.	45%	75%	100%	100%	100%	Sep/15 - Oct/16	Complete
<b>Priority</b>	<b>Actions</b>							
	a. Identify, maintain and repair priority roads.	10%	10%	10%	30%	30%	Nov/15 - Dec/18	In Progress
	b. Complete the prioritization of road repairs and rehabilitation projects.	0%	100%	100%	100%	100%	Jan/17 - Dec/17	Complete
	3. Analyze the sidewalk network every two years.	0%	100%	100%	100%	100%	Jan/17 - Dec/17	Complete
	4. Inspect bridges every two years.	0%	90%	100%	100%	100%	Jun/16 - Dec/16	Complete
	5. Establish a rural to urban cross-section conversion policy.	50%	75%	85%	85%	85%	Jan/16 - Dec/17	In Progress
<b>Priority</b>	<b>Actions</b>							
	C. Complete the transportation Master Plan.	0%	0%	0%	90%	90%	Jul/16 - Jan/19	In Progress
	1. Develop a Transit Master Plan.	0%	100%	100%	100%	100%	May/16 - Aug/17	Complete
	2. Implement Transit wayfinding protocols and strategies.	95%	95%	100%	100%	100%	Jun/11 - Dec/16	Complete
<b>Priority</b>	<b>Actions</b>							
	D. Improve and enhance Suburban Transportation alternatives, for roads, transit, trails, paths and sidewalks, and connect neighbourhoods and communities.	0%	0%	0%	70%	70%	Apr/16 - Mar/19	In Progress
	a. Complete a full Multimodal Transportation Plan.	0%	0%	50%	70%	70%	Jan/18 - Feb/19	In Progress
	1. Implement Active Transportation policies as identified in the Transportation Master Plan.	0%	0%	0%	90%	90%	Jan/18 - Feb/19	In Progress
	2. Implement Multimodal Transit policies as identified in Transit Master Plan.	0%	0%	0%	0%	0%	Apr/18 - Ongoing	In Progress
	b. Implement the policies and strategies identified in an improved and updated full multimodal transportation plan.	50%	100%	100%	100%	100%	Mar/16 - Sep/16	Complete
	c. Establish an Active Transportation Coordinator position to facilitate the development of the City's active transportation network.	50%	75%	90%	100%	100%	Jan/16 - Nov/17	Complete
	d. Develop a Sidewalk Priority Policy for constructing new sidewalks.	0%	0%	20%	80%	100%	Jan/17 - Mar/18	Complete
	e. Develop a Complete Streets Policy.	50%	90%	100%	100%	100%	Mar/16 - Sep/16	Complete
	f. Review the law and ride-sharing models and prepare vehicle for hire by-law.	50%	90%	100%	100%	100%	Mar/16 - Sep/16	Complete
<b>Priority</b>	<b>Actions</b>							
	E. Establish subwatershed studies and sourcewater protection plans.	5%	20%	50%	85%	90%	Feb/16 - Mar/19	In Progress
	a. Complete new watershed studies as part of the MDCCL funding agreement.	0%	5%	5%	20%	25%	Jan/19 - Dec/23	In Progress
	e. Prioritize, fund, undertake and complete seven remaining watershed studies.	10%	15%	15%	70%	70%	Mar/16 - Dec/18	In Progress
	b. Implement policies contained in Great Suburban Source Protection Plan.	10%	15%	15%	70%	70%	Mar/16 - Dec/18	In Progress
<b>Priority</b>	<b>Actions</b>							
	F. Developing sustainable stormwater funding.	75%	100%	100%	100%	100%	Nov/15 - Dec/16	Complete
	a. Establish an affordable funding structure.	0%	0%	35%	50%	50%	Nov/16 - Jul/18	In Progress
	1. Undertake a review of stormwater funding practices in other municipalities and provide recommendations for GDS.	0%	0%	0%	0%	0%	Jan/18 - Dec/28	Not Started
	b. Update long term stormwater financial needs for incorporation into the Long Term Financial Plan.	0%	0%	0%	0%	0%	Jan/18 - Dec/28	Not Started
	c. Create a plan for implementation.	0%	0%	0%	0%	0%	Jan/18 - Dec/28	Not Started
	1. Implement stormwater management infrastructure in accordance with the Long Term Financial Plan.	0%	0%	0%	0%	0%	Jan/18 - Dec/28	Not Started