

Presented To: City Council

Presented: Tuesday, Apr 10, 2018

Report Date Tuesday, Mar 27, 2018

Type: Managers' Reports

## For Information Only

### 2017 Annual Report to the Community

#### Resolution

For Information Only

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

This report refers to a focus on openness, transparency accountability as identified in the strategic plan, under Responsive, fiscally prudent, open governance.

#### Report Summary

The Report to the Community returns to Council on an annual basis in the first quarter of the year to create a consistent way of highlighting the previous year's successes, projects and initiatives, and to provide an update on the achievements related to the priorities of Council, as outlined in the Corporate Strategic Plan. The report aims to provide Council and residents with a snapshot of the City's actions in a clear, easy to understand format.

#### Financial Implications

There are no financial implications associated with this report.

#### Signed By

**Report Prepared By**

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Manager of Communications and  
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*Digitally Signed Mar 27, 18*

**Manager Review**

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

Ed Archer  
Chief Administrative Officer  
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## **2017 Annual Report to the Community**

### **Background**

The Annual Report to the Community tells the story of the work the municipality has done in 2017, and provides a snapshot of the progress still to come. It highlights 2017 City accomplishments, projects and initiatives which align with the priorities outlined in the 2015-2018 City of Greater Sudbury Corporate Strategic Plan, *Greater Together*.

When residents are connected and informed on the vast array of services the municipality provides, their costs, and the value they contribute to everyday life in the community, a relationship of mutual trust is built. These services are a vital part of our community. In line with the Communications Strategic Plan *Connecting You, Connecting Us.*, the 2017 Annual Report to the Community aims to build community understanding of the municipality by providing a clear, simple visual yearly wrap-up of activities, services, programs and accomplishments. The design of the document has the flexibility to pull and highlight information across a variety of communications platforms.

While tools such as the annual budget document business plans and recently launched City Dashboard use comparative data to relay information, the look and feel of the Annual Report to the Community evolves based on community interest, communications trends and best practices. This type of annual reporting is a communications tool a number of municipalities use to give an overview of previous year accomplishments.

### **2017 Report to the Community**

As outlined in detail in the Annual Report to the Community, City Council continues to take steps forward to improve and enhance services for residents. The details and information found in the Annual Report to the Community align with Council's strategic priorities of:

Growth and Economic Development: to grow the economy and attract investment

Quality of Life and Place: to strengthen the high quality of life we know and love

Responsive, Fiscally Prudent, Open Governance: to lead in public service excellence

Sustainable Infrastructure: to prioritize, build and rebuild our community's foundation

In 2017, an increase in capital funding and several major infrastructure projects to improve roads, bridges, culverts, water and sewer systems. Businesses were helped to grow and expand, new jobs were added, and a booming film industry was further supported. Investments into social programming and healthy living opportunities further strengthened the quality of life in our community.

Significant progress was made in moving forward on Council's four Large Projects in 2017, and our Transit system embarked on a major initiative to improve services for residents of this community. Furthermore, the City continued to evolve communications and engagement avenues to build trust with residents by enhancing use of multimedia, technology and social media.

Further details, including major projects and highlights, can be found in the attached 2017 Annual Report to the Community.

## **Communications**

A communication strategy will promote the 2017 Annual Report to the Community by way of both traditional and non-traditional marketing and engagement, including a robust social media campaign, an online quiz and front page presence on the Greater Sudbury website. The communications strategy targets both internal and external audiences to highlight the City's accomplishments to residents, stakeholders and staff. Highlights and graphics will be pulled from the designed document and strategically used to promote key information at relevant times, across a variety of platforms.

## **Next Steps**

The Annual Report to the Community returns to Council on a yearly basis in the first quarter of the year to create a regular way of highlighting the previous year's successes, and to provide an update on the achievements related to the priorities of Council, as outlined in the Corporate Strategic Plan.

## **Conclusion**

The report aims to provide Council and residents with a snapshot of the City's actions in a clear, easy to understand format. The Report to the Community will also be incorporated into the annual financial report, which provides detailed financial and service information and is presented to Council separately mid-year.

## **Resources Cited**

2015-2018 Corporate Strategic Plan: <https://www.greatersudbury.ca/inside-city-hall/open-government/strategic-plans1/>

City of Greater Sudbury Annual Financial Reports: <https://www.greatersudbury.ca/inside-city-hall/budgetfinancial-reports/financial-reports/>

City of Greater Sudbury Dashboard: <https://www.greatersudbury.ca/city-hall/reports-studies-policies-and-plans/dashboard/>

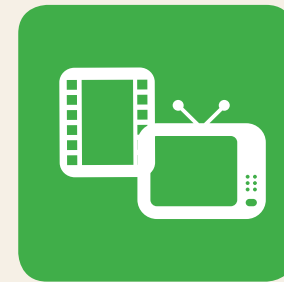
City of Greater Sudbury *Connecting You, Connecting Us*. Communications Strategic Plan: <https://www.greatersudbury.ca/city-hall/pdfs/communications-strategic-plan/>

2016 Annual Report to the Community: <https://www.greatersudbury.ca/city-hall/reports-studies-policies-and-plans/greater-together-in-2016/>

# Just the Facts

## 2017 Annual Report to the Community

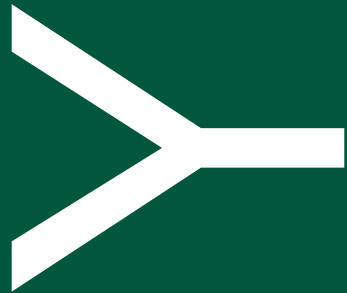
The story of the work we've done in 2017, and a snapshot of the progress still to come.



3-1-1 Service At Your ✓ À votre



# THE WORK WE'VE DONE IN 2017



Your City operates in more than 60 different lines of work, proudly serving residents in ways that are sometimes easy to see, and other times, often, in the background where the service efforts aren't visible, but the results are.

When you are connected and informed on the vast array of services we provide to you, their costs, and the value they contribute to your everyday life, a relationship of mutual trust is built. These services are a vital part of our community: from safe drinking water, garbage pickup and disposal, to traffic lights, parks and recreation, libraries, social services, community safety and much, much more. You may not use them all, but someone you know probably uses each of them.

The employees of the City of Greater Sudbury are committed to producing results for the community that align with Council's strategic priorities:

## **Growth and Economic Development:**

to grow the economy  
and attract investment.

## **Responsive, Fiscally Prudent Open Governance:**

to lead in public service excellence.

## **Quality of Life and Place:**

to strengthen the high quality of life  
we already know and love.

## **Sustainable Infrastructure:**

to prioritize, build and rebuild  
our community's foundation.



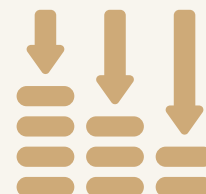
# A FISCALLY RESPONSIBLE



## Responsive, fiscally prudent open governance

### Financial Performance

- **Third-lowest taxation level** in the province among cities with more than 100,000 population
- **Third-lowest debt level** in the province among cities with more than 100,000 population
- Completed a **long-term financial plan** to guide Council's decisions and ensure a financially sustainable future
- **Approximately \$89.2 million in funding from federal and provincial governments** to support service improvements in Transit, Roads, and Water and Wastewater services
- Began an **Asset Management policy** to guide decisions about maintaining, repairing and replacing our equipment, infrastructure and facilities
- Recognition by the Government Finance Officers Association of North America for **excellence in accountability** reporting for the 2016 Annual Report
- **Positive opinion from our external auditors, KPMG LLP**, on the City's consolidated financial statement audit



# A GROWING



## Growth and Economic Development

### Economy and Investment

- **1.2M total visitors** to our city
- **18 locally-filmed** movie, TV, and digital media projects
- **70 businesses** assisted with startup and expansion through the Regional Business Centre
- **70 tournaments hosted** at our arenas (NHL Alumni Hockey Game, the Sudbury Regional Silver Stick Tournament and more)
- **278 City summer students** hired
- **230 nursing student placements** at Pioneer Manor
- **106 wedding ceremonies** held at Tom Davies Square
- Approximately **13,000 visitors to the new, second location** of The Market on York Street
- **60 events held at the Sudbury Community Arena** with more than 163,000 tickets purchased and 50,000 attendees
- **1,999 building permits issued with a construction value of \$384 million** (Residential, Industrial, and Commercial and Institutional)



# A CULTURAL AND SOCIALLY RESPONSIBLE



## Quality of Life and Place

### Cultural and Social Responsibility

- **\$553,274 invested in local arts and culture** through the Greater Sudbury Arts & Culture Grant Program
- **170 events held at municipal locations** (Poutine Fest, The Canadian National Canoe Marathon, Northern Lights Festival Boréal and more)
- **1,139 people supported by** emergency shelters
- **Total of 19,452 bed nights** provided through emergency shelter programs.
- **1,789 households supported to prevent homelessness** through the local CHPI Homelessness prevention fund
- **5,633 volunteer hours invested at Pioneer Manor**, thanks to residents of this community
- **503 families housed** through the City Centralized Wait List Registry





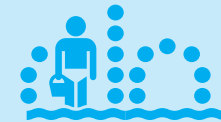
# A HEALTHY AND ACTIVE



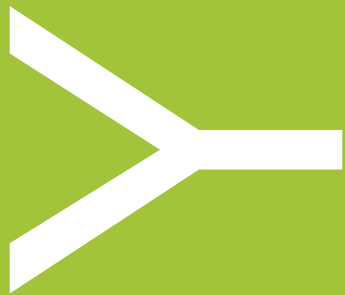
## Quality of Life and Place

### Healthy and Active

- **13,496 skaters** at Queen's Athletic Field Skating Oval and **32,246 skaters** at outdoor rinks
- **42,088 total swim lesson participants**
- **7,394 Feel Free to Feel Fit** no-cost swim program participants
- **15,077 visits** to the Aquasize/ Aquatherapy programs
- **4,905 children** registered in field sports
- **1,518 children registered** in summer day camps and programs
- A new **ski lift** at Adanac Ski Hill
- **26 kilometres of sidewalk** added to the winter road maintenance schedule
- Officially opened the **100 % donated Morel Family Park and splash pad**
- **12.4 kilometres** of new cycling infrastructure



# AN ENVIRONMENTALLY CONSCIOUS



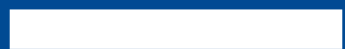
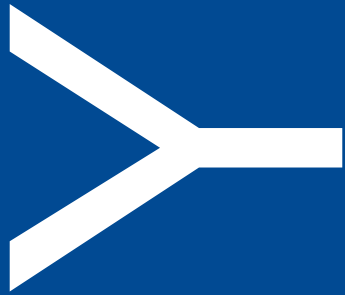
## Quality of Life and Place

### Environmentally Conscious

- **125,757 trees and shrubs** planted
- **34 lakes sampled** as a part of the annual lake water quality sample program
- **4 subwatershed studies underway:**
  - Ramsey Lake
  - Junction Creek
  - Whitewater Lake
  - Whitson River
- **297 shoreline properties** on Long Lake evaluated and categorized through the Love Your Lake program
- **11,300 tonnes of compostables, 18,300 tonnes of recyclables** and **366 tonnes of household hazardous waste** diverted from the landfill, equal to the weight of about 769 Big Nickels
- Almost **4.5 million total Transit ridership**, including transfers. Up 7.8% since 2016



# A SAFE



## Quality of Life and Place

### Health and Safety

- **24,400 Paramedic Services calls**
- **425 patient referrals** by Paramedic Services to local community services/programs
- **787 citizens trained** in free Bystander Hands Only CPR and Defibrillation
- **4,747 Fire Services calls**
- **21 new pedestrian crossovers** and crosswalks
- **Launch of the Sudbury Alerts** public emergency notification system, and a total of 76,320 registered phone numbers



# AN ENGAGED, CONNECTED AND INFORMED



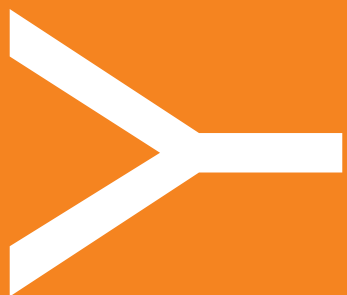
## Responsive, Fiscally Prudent Open Governance

### Informed and Engaged

- **91 Council and Committee meetings**
- **25,098 Council and Committee Livestream video views**, and **70,469 Facebook Live video views**
- **270 received** Freedom of Information requests
- **222,058 calls made to 311** during business hours with garbage, roads and by-law as the top 3 inquiries
- **327 public releases** issued
- **724** completed media requests
- **36 services** benchmarked against peers from across Canada
- **12 new datasets** added to the Open Data Portal, including traffic counts and road construction, as part of ongoing Open Government initiatives
- **11,930** City Facebook Page Likes, **10,300** Twitter Followers and **1,150** Instagram Followers
- Approximately **4 million views to the City website** with Jobs, Transit and Leisure as the top 3 areas
- **892** website feedback survey participants, **874** Draft Noise By-law survey participants, and **513** Kingsway Entertainment District Integrated Site Plan engagement participants



# A SUSTAINABLE



## Sustainable Infrastructure

### Asset Renewal and Maintenance

- **609 capital projects**, a \$223 million investment into our infrastructure
- **17 bridges and culverts** repaired
- **3,560 lane kilometres** of roads maintained
- **440 kilometres** of sidewalks maintained
- **351 kilometres** of winter sidewalk maintenance
- **950 curb kilometres** of street sweeping
- **300 tree removals**, 274 tree locations pruned and 361 new trees planted
- **88 watermain breaks** repaired



# A RECOGNIZED



## Responsive, Fiscally Prudent Open Governance

### Awards and Recognition

- **Ranked Third in Canada** for cities with populations between 100 and 250 thousand **for Open Data availability**, an initiative of Council's commitment to Open Government.
- **Recipient of an AVA Digital Gold Award** for the revitalized **municipal website**, an international competition that recognizes excellence by creative professionals responsible for the planning, concept, direction, design and production of digital communication.
- **Awarded the Blue Flag designation for Moonlight Beach**, a world-renowned eco-certification for beaches and marinas.
- **Three Paramedic Services staff received Exemplary Services Medals as part of the Canadian Honours System.** The Governor General awards these medals to emergency medical services professionals for their provision of pre-hospital emergency medical services to the public in an exemplary manner, characterized by good conduct, industry and efficiency.





# 2017 S H I G H T S

## LARGE Projects:

In 2016, Council endorsed four Large Projects: the Arena/Event Centre, the Library/Art Gallery, the Greater Sudbury Convention and Performance Centre, and Place des arts. In 2017, each project took significant steps forward.



### Kingsway Entertainment District Arena/Event Centre:

The Kingsway Entertainment District is a space where we will enjoy ourselves and our northern lifestyle, a place our growing community can gather and celebrate. It will be an innovative experience and a choice destination for northeastern Ontario that will proudly host visitors to the beautiful city we call home.

The first phase of the Kingsway Entertainment District is an Arena/Event Centre owned by the City of Greater Sudbury, a Casino owned and operated by Gateway Casinos and Entertainment, an adjoining hotel complex and associated restaurants.

A Festival Square will connect the Casino/Hotel complex and Arena/Event Centre, providing an outdoor entertainment space, including family fun and relaxation year-round.

**Moving forward:** In 2017, City Council selected the Kingsway as the location of the new Arena/Event Entertainment Centre. The financing plan for the Arena/Event Centre was approved by City Council as part of 2018 budget deliberations. In November 2017, an integrated site plan for the Kingsway Entertainment District was also approved.





# 2017 S H I G H T S



## Library/Art Gallery

Both the main branch of the Greater Sudbury Public Library (GSPL) and the Art Gallery of Sudbury (AGS) are very much focused on community service and both have long outgrown their current locations. Separately, the GSPL and AGS have explored options to seek new downtown locations.

**Moving forward:** In 2017, Council approved the shared site development recommendation for the Library Art Gallery and Greater Sudbury Convention and Performance Centre projects. This co-location has been identified as a way to reduce capital and operating costs relative to separate facilities, thereby increasing the likelihood of implementation of needed new facilities.

## Greater Sudbury Convention and Performance Centre

The Greater Sudbury Convention and Performance Centre is a proposed multi-use convention centre and performing arts facility to be located in downtown Sudbury. As a multi-use facility, the core business of the Greater Sudbury Convention and Performance Centre will be to attract conventions, conferences, and tradeshows to the City.

**Moving forward:** In 2017, Council approved the shared site development recommendation for the Library/Art Gallery and Greater Sudbury Convention and Performance Centre projects and will proceed with the development of an integrated site plan.





# 2017 S H I G H T



## Places des arts:

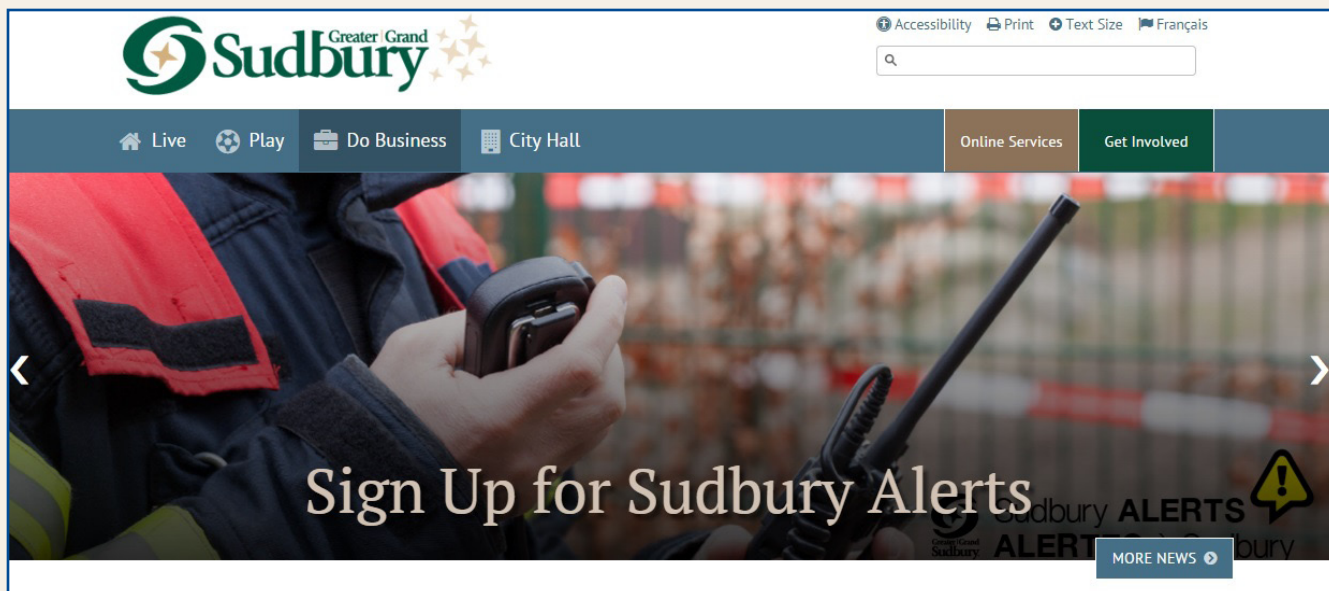
Place des arts is proposed to be a multipurpose Francophone arts facility located in downtown Sudbury. The centre is designed to be a gathering place for the community, including artists' studios, performance venues and a café. Public spaces and services will be provided in both French and English.

As part of the 2017 municipal budget, City Council conditionally approved a \$5 million contribution to the Place des arts, with a \$2 million contribution in 2017 dependent on fundraising and the project receiving funding from senior levels of government.

**Moving forward:** With their funding sources secured, the construction of the 60,000 square foot cultural centre will begin in the summer of 2018. As directed by Council, staff continue to work with the project proponents to develop a written agreement outlining the reporting and financial obligations that must be met prior to funding being provided.



# 2017 S H I G H T H I G H T



## A REVITALIZED municipal website:

The City of Greater Sudbury launched a new citizen-focused website in June 2017, with a new design and layout, and restructured and re-written content in the six top-visited sections of the website: arenas, transit, garbage and recycling, jobs, leisure, and tenders and purchasing.

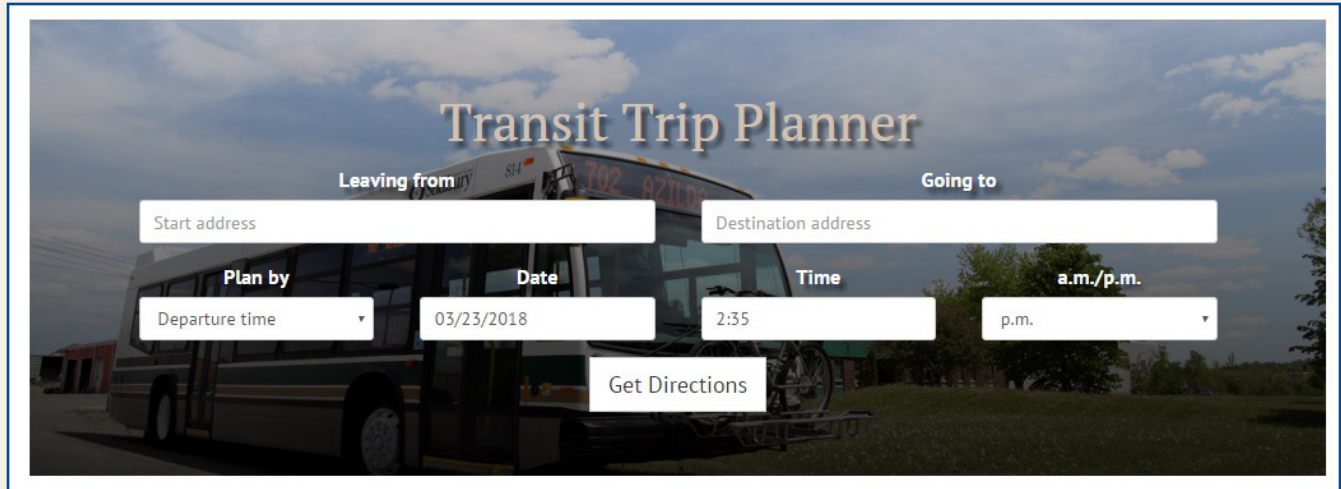
Goals of the project included reducing the number of web pages to enable residents to find information more easily, and condense and re-write web content to make it easier to understand and more accessible.

In Phase One of the project, 197 web pages were condensed into 58 pages of newly re-written content. An approximate 71% reduction in web page numbers in these sections means residents can better access relevant information in fewer clicks. Forty-three brand new pages of content were also written to correspond with the new web layout, and information that is important you.

**Moving Forward:** Phase Two of the project has been underway since June 2017 with the goals of condensing and re-writing the remaining sections of the website by end of May 2018.



# 2017 S H I G H I G H



## Transit ACTION Plan:

Greater Sudbury Transit provides safe, reliable and affordable transportation to more than 4 million passengers each year. The ultimate goal of the Transit Action Plan is to build this service even more.

During the first phase of the Transit Action Plan, residents were asked what they like about local public transit, what they would like to see improved, and how they could be encouraged to use the service.

Between June 20 and 30, 2017, 16 open houses were held at busy retail and recreational locations across the city, and four workshops took place for stakeholders with a special interest in public transportation.

Residents who could not attend an open house had an opportunity to participate through a formal survey. Close to 1,800 surveys were completed online and on paper over a three-week period.

**Moving Forward:** Plans are underway to conduct additional engagement based on recommendations, and begin implementation of the Transit Action Plan in summer 2018. More than \$99 million in federal, provincial and municipal funding for local public transit investment opportunities over the next 10 years.

# 2017 HIGHLIGHTS

## MAJOR Road Projects:



### The Maley Drive Extension:

The Maley Drive Extension project has been identified as the number one priority for municipal infrastructure development. The project, to be completed in two phases, envisions a perimeter highway-arterial road system around Greater Sudbury for efficient routing of traffic through this part of the region and province.

**Moving Forward:** The Maley Drive Extension is approximately 35% complete, and is expected to be completed at the end of 2019.



### The Kingsway Active Transportation Improvements:

The addition of a sidewalk and boulevard from Silver Hills Drive to just west of Bancroft Drive on the north side of the Kingsway will encourage residents to use Greater Sudbury Transit by providing safe access to bus stops. It will also allow residents to walk to or between destinations in the corridor.

**Moving Forward:** The Kingsway Active Transportation construction is 98% complete, with only some paving left to complete in the summer of 2018.





# 2017 HIGHLIGHTS

## MAJOR Road Projects:



### Second Avenue:

Improvements to Second Avenue included the widening and reconstruction of the road from Donna Drive to First Avenue, a bike path and sidewalks, and water main improvements and reconstruction of the roadway on Margaret Street.

**Moving Forward:** Second Avenue is 98% complete, with only the final asphalt and minor restoration work to be completed in the summer of 2018.



### Lorne Street:

Infrastructure improvements to Lorne Street included asphalt rehabilitation, curb and sidewalk removal and replacement, new water mains and the installation of new hydrants and services.

**Moving Forward:** The project is 98% complete, with an end date of summer 2018.





[www.greatersudbury.ca](http://www.greatersudbury.ca)

3•1•1 Service At Your ✓ À votre

