# Special City Council Agenda

**Tuesday, May 11, 2021**
**Tom Davies Square**

**Mayor Brian Bigger, Chair**

3:00 p.m. Council Chamber / Electronic Participation

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Pages

1. Call to Order

2. Moment of Silent Reflection

3. Roll Call

4. Declarations of Pecuniary Interest and the General Nature Thereof

5. Resolution to Temporarily Suspend the Rules of Procedure
   Resolution to temporarily suspend the rules of procedure of the City of Greater Sudbury Procedure By-law 2019-50 for the portion of the Special City Council meeting of May 11, 2021 that relates to those matters on the Greater Sudbury Housing Corporation portion of the agenda.
   (Requires Two-Thirds Majority)

6. Greater Sudbury Housing Corporation Annual General Meeting 5
   Agenda Prepared by the Director of Housing Operations Regarding an Annual General Meeting of the Board of Directors for the Greater Sudbury Housing Corporation.

7. Adjournment

# Réunion extraordinaire du Conseil municipal
# Ordre du jour

**le mardi 11 mai 2021**
**Place Tom Davies**

**Maire Brian Bigger, Président**

15 h 00 Salle du Conseil / participation électronique

Les réunions du Conseil de la Ville du Grand Sudbury et de ses comités sont accessibles et sont diffusés publiquement en ligne et à la télévision en temps réel et elles sont enregistrées pour que le public puisse les regarder sur le site Web de la Ville à l'adresse https://www.grandsudbury.ca/ordresdujour.

Sachez que si vous faites une présentation, si vous prenez la parole ou si vous vous présentez sur les lieux d'une réunion pendant qu'elle a lieu, vous, vos commentaires ou votre présentation pourriez être enregistrés et diffusés.

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Vos renseignements sont recueillis aux fins de prise de décisions éclairées et de transparence du Conseil municipal en vertu de diverses lois municipales et divers règlements municipaux, et conformément à la Loi de 2001 sur les municipalités, à la Loi sur l'aménagement du territoire, à la Loi sur l'accès à l'information municipale et la protection de la vie privée et au Règlement de procédure de la Ville du Grand Sudbury.

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Pages

1. Ouverture

2. Moment de silence

3. Appel nominal

4. Déclaration d'intérêts pécuniaires et leur nature générales

5. Résolution suspendant temporairement les règles de procédure
   Résolution suspendant temporairement les règles de procédure du Règlement de procédure 2019-50 de la Ville du Grand Sudbury pour la partie de la réunion extraordinaire du Conseil municipal prévue pour le 11 mai 2021 relativement aux questions sur la partie de l'ordre du jour portant sur la Société de logement du Grand Sudbury.
   (Nécessite la majorité des deux tiers)

6. Société de logement du grand Sudbury — 5
   Ordre du jour préparé par le directeur des opérations de logement concernant une assemblée générale annuelle du conseil d'administration de la Société de logement du Grand Sudbury.

7. Levée de la séance

AGENDA
ANNUAL GENERAL MEETING
TO BE HELD ON TUESDAY, MAY 11, 2021 AT 3:00 P.M.
COUNCIL CHAMBER, TOM DAVIES SQUARE, 200 BRADY STREET, SUDBURY, ON

| # | Item |
|---|---|
| **1.0** | **CALL TO ORDER** |
| **2.0** | **DECLARATIONS OF PECUNIARY INTEREST** |
| **3.0** | **WELCOME AND INTRODUCTIONS – Barb Dubois** |
| **4.0** | **APPROVAL OF MINUTES OF THE ANNUAL GENERAL MEETING OF MAY 5, 2020** |
| **5.0** | **PRESENTATION AND ADOPTION OF 2020 AUDITED FINANCIAL STATEMENTS - KPMG** |
| **6.0** | **APPOINTMENT OF AUDITORS** |
| **7.0** | **2020 ANNUAL REPORT** |
| **8.0** | **TO TRANSACT SUCH FURTHER OR OTHER BUSINESS AS MAY PROPERLY COME BEFORE THE MEETING** |
| **9.0** | **ADJOURNMENT** |

Note: Staff members are present at the convenience of the Chair and Shareholder to assist with the proceedings and respond to any questions from the Shareholder.

GREATER SUDBURY
HOUSING CORPORATION

SOCIÉTÉ DE LOGEMENT
DU GRAND SUDBURY

# MINUTES
# ANNUAL GENERAL MEETING
# HELD AT 3:00 PM ON TUESDAY, MAY 5, 2020
# IN ROOM C-11, TOM DAVIES SQUARE, 200 BRADY STREET, SUDBURY ON

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**IN ATTENDANCE:**

**CITY OF GREATER SUDBURY COUNCILLORS / GSHC SHAREHOLDER**

| | | |
|---|---|---|
| Mr. Bigger | - | Mayor |
| Mr. Signoretti | - | Councillor |
| Mr. McCausland | - | Councillor |
| Mr. Kirwan | - | Councillor |
| Mr. Lapierre | - | Councillor |
| Mr. Sizer | - | Councillor |
| Ms. McIntosh | - | Councillor |
| Mr. Cormier | - | Councillor |
| Mr. Leduc | - | Councillor |
| Ms. Landry-Altmann | - | Councillor |

**ATTENDING IN A GSHC STAFF CAPACITY:**

| | | |
|---|---|---|
| Ms. Barb Dubois | - | Director of Housing Operations |
| Ms. Nicole Piquette | - | Manager of Finance |
| Mr. Patrick Wittmann | - | Manager of Capital Planning and Asset Management |
| Mr. Dan Saumur | - | Manager of Maintenance Services |
| Ms. Kim Plante | - | Manager of Tenant Services |
| Ms. Kim MacKinnon | - | Administrative Assistant (Recording Secretary) |

**AUDITOR:**

| | | |
|---|---|---|
| Mr. Derek D'Angelo | - | KPMG |

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## 1.0 CALL TO ORDER

Mayor Bigger called the meeting to order.

## 2.0 DECLARATION OF PECUNIARY INTEREST

There was no declaration of pecuniary interest stated at this time.

## 3.0 WELCOME AND INTRODUCTIONS – Barb Dubois, Director of Housing Operations

Barb Dubois introduced the Housing Operations Senior Management team.

## 4.0 APPROVAL OF MINUTES OF THE ANNUAL SHAREHOLDER'S MEETING May 7, 2019

**Motion #AGM – 2020 – 01**

Moved by Councillor Landry-Altmann and seconded by Councillor Lapierre:
"BE IT RESOLVED THAT the Minutes of the Annual General Meeting of the Greater Sudbury Housing Corporation held on May 7, 2019 be adopted as circulated."

**CARRIED**

## 5.0 PRESENTATION AND ADOPTION OF THE 2019 AUDITED FINANCIAL STATEMENTS - KPMG

Mr. Derek D'Angelo of KPMG introduced himself and presented the audited financial statements for the year ending December 31, 2019.

A short question and answer period was held after the presentation.

**Motion #AGM – 2020– 02**

Moved by Councillor Lapierre and seconded by Councillor Leduc:
"BE IT RESOLVED THAT the Greater Sudbury Housing Corporation Audited Financial Statements for 2018 be accepted as presented."

**CARRIED**

## 6.0 APPOINTMENT OF AUDITORS

**Motion #AGM – 2020 – 03**

Moved by Councillor McCausland and seconded by Mayor Bigger:
WHEREAS the City of Greater Sudbury Shareholder's Declaration requires that the Greater Sudbury Housing Corporation's Auditor be appointed by the Shareholder; BE IT RESOLVED THAT the Greater Sudbury Housing Corporation's Auditor for 2020 be as duly appointed."

**CARRIED**

## 7.0 2019 ANNUAL REPORT

Barb reviewed the annual report highlighting the challenges of the past year and thanked Housing Operations staff for delivering on projects.

## 8.0 TO TRANSACT SUCH FURTHER OR OTHER BUSINESS AS MAY PROPERLY COME BEFORE THE MEETING

## 9.0 ADJOURNMENT

**Motion #AGM – 2020 – 04**

Moved by Councillor McCausland and seconded by Mayor Bigger:

"BE IT RESOLVED THAT there be no further business to bring before the Shareholder, the Annual General Meeting of the Greater Sudbury Housing Corporation is adjourned."

**CARRIED**

Chair Vice Chair

**Greater Sudbury Housing Corporation**
**10 Elm Street, 4th Floor, Suite 401, Sudbury, ON P3E 4P6**

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Financial Statements of

# GREATER SUDBURY HOUSING CORPORATION

And Independent Auditors' Report thereon

Year ended December 31, 2020

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KPMG LLP
Claridge Executive Centre
144 Pine Street
Sudbury Ontario P3C 1X3
Canada
Telephone (705) 675-8500
Fax (705) 675-7586

# INDEPENDENT AUDITORS' REPORT

To the Board of Directors of Greater Sudbury Housing Corporation

## *Opinion*

We have audited the financial statements of Greater Sudbury Housing Corporation (the Entity), which comprise:

- the statement of financial position as at December 31, 2020
- the statement of operations for the year then ended
- the statement of changes in net financial assets for the year then ended
- the statement of cash flows for the year then ended
- and notes and schedules to the financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at December 31, 2020, and its results of operations, its change in net financial assets and its cash flows year then ended in accordance with the basis of accounting in note 1 to the financial statements.

## *Basis for Opinion*

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the ***''Auditors' Responsibilities for the Audit of the Financial Statements"*** section of our auditors' report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## *Basis of Presentation and Restriction on Use*

These financial statements have not been, and were not intended to be, prepared in accordance with Canadian public sector accounting standards and are solely for the information and use of the Board of Directors of the Greater Sudbury Housing Corporation and the City of Greater Sudbury to comply with accounting policies as specified by the Greater Sudbury Housing Corporation's Municipal Service Manager. These financial statements are not intended to be, and should not be, used by anyone other than the specified users or for any other purpose.

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## *Auditor's Responsibilities for the Audit of the Financial Statements*

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Entity's to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Chartered Professional Accountants, Licensed Public Accountants

Sudbury, Canada

Date

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# GREATER SUDBURY HOUSING CORPORATION

Statement of Financial Position

December 31, 2020, with comparative information for 2019

| | 2020 | 2019 |
|---|---|---|
| **Financial Assets** | | |
| Cash | $ 2,321,017 | $ 2,046,163 |
| Restricted cash (note 2) | 1,466,704 | 1,450,066 |
| Tenant accounts receivable | 91,142 | 90,836 |
| Other accounts receivable | 394,689 | 358,627 |
| | 4,273,552 | 3,945,692 |
| **Financial Liabilities** | | |
| Accounts payable and accrued liabilities | 1,692,706 | 1,494,766 |
| Accrued payroll and employee benefits | 22,887 | 38,019 |
| Advances from City of Greater Sudbury (note 3) | 100,147 | 106,813 |
| Tenant prepaid rents | 391,940 | 332,660 |
| | 2,207,680 | 1,972,258 |
| Net financial assets | 2,065,872 | 1,973,434 |
| Non-financial assets: | | |
| Prepaid expenses | 359,041 | 325,282 |
| Share capital: | | |
| Authorized: | | |
| Unlimited common shares | | |
| Issued: | | |
| 100 common shares | 1 | 1 |
| Commitments (note 6) | | |
| Effects of COVID-19 (note 11) | | |
| Accumulated surplus (note 5) | $ 2,424,914 | $ 2,298,717 |

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See accompanying notes to financial statements.

On behalf of the Board:

_____ Board Member

_____ Board Member

# GREATER SUDBURY HOUSING CORPORATION

Statement of Operations

Year ended December 31, 2020, with comparative information for 2019

| | Budget 2020 | Total 2020 | Total 2019 |
|---|---|---|---|
| Revenue: | | | |
| Rental | $ 7,534,921 | $ 8,289,417 | $ 7,826,371 |
| Maintenance recoveries | 155,500 | 198,512 | 256,144 |
| Sundry | 216,516 | 389,720 | 619,010 |
| Interest | 24,600 | 27,109 | 63,836 |
| Management services | - | - | 9,445 |
| City of Greater Sudbury: | | | |
| Local housing subsidy - operating | 5,091,267 | 4,899,266 | 4,919,214 |
| Local housing subsidy-capital operating | 696,651 | 696,651 | - |
| Capital sudbsidy | 910,000 | 507,077 | 2,831,478 |
| Regular Rent Supplement Program | | | |
| Rent supplement subsidy | 3,587,952 | 3,587,952 | 3,347,952 |
| Administration fees | 78,200 | 78,200 | 78,200 |
| Strong Communities Rent Supplement Program | 10,452 | 472,507 | 477,550 |
| Special capital projects | - | 142,924 | 1,075,784 |
| | 18,306,059 | 19,289,335 | 21,504,984 |
| Expenses: | | | |
| Capital | 910,000 | 850,733 | 4,108,856 |
| Capital - operating | 696,651 | 786,975 | - |
| Salaries and benefits | 4,521,131 | 4,072,217 | 4,197,599 |
| Utilities (note 7) | 3,707,692 | 3,478,590 | 3,664,846 |
| Rent Supplement Program | 3,587,952 | 3,784,908 | 3,612,577 |
| Property maintenance and operations (note 8) | 3,332,780 | 4,316,227 | 3,990,823 |
| Administration (note 8) | 580,113 | 595,015 | 572,734 |
| Bad debts | 396,300 | 423,589 | 478,840 |
| Tenant services | 331,992 | 437,993 | 285,188 |
| Transportation and communication | 241,448 | 224,451 | 233,670 |
| | 18,306,059 | 18,970,698 | 21,145,133 |
| Interest on reserve funds | - | 16,658 | 25,790 |
| Excess of revenue over expenses | $ - | $ 335,295 | $ 385,641 |

See accompanying notes to financial statements.

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# GREATER SUDBURY HOUSING CORPORATION

Statement of Changes in Net Financial Assets

Year ended December 31, 2020, with comparative information for 2019

| | 2020 | 2019 |
|---|---|---|
| Excess of revenue over expenses | $ 335,295 | $ 385,641 |
| Change in prepaid expenses | (33,759) | (29,091) |
| Return surplus to City of Greater Sudbury | (209,097) | (90,651) |
| Change in net financial assets | 92,439 | 265,899 |
| Net financial assets, beginning of year | 1,973,434 | 1,707,535 |
| Net financial assets, end of year | $ 2,065,873 | $ 1,973,434 |

See accompanying notes to financial statements.

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# GREATER SUDBURY HOUSING CORPORATION

Statement of Cash Flows

Year ended December 31, 2020, with comparative information for 2019

| | 2020 | 2019 |
|---|---|---|
| Cash provided by: | | |
| Operating activities: | | |
| Excess of revenue over expenses | $ 335,295 | $ 385,641 |
| Changes in non-cash working capital items: | | |
| Decrease (increase) in tenant accounts receivable | (306) | 2,444 |
| Decrease (increase) in other accounts receivable | (36,062) | 191,513 |
| Decrease in advances to City of Greater Sudbury | - | 780,356 |
| Increase (decrease) in accounts payable and accrued liabilities | 197,940 | (481,204) |
| Increase (decrease) in accrued payroll and employee benefits | (15,132) | (185,322) |
| Increase (decrease) in advances from City of Greater Sudbury | (6,666) | 106,813.00 |
| Increase in tenant prepaid rents | 59,279 | 98,617 |
| Increase in prepaid expenses | (33,759) | (29,091) |
| Net change in operating activities | 500,589 | 869,767 |
| Financing activities: | | |
| Return surplus to City of Greater Sudbury | (209,097) | (90,651) |
| Net change in investing activities | (209,097) | (90,651) |
| Increase in cash during the year | 291,492 | 779,116 |
| Cash, beginning of year | 3,496,229 | 2,717,113 |
| Cash, end of year | $ 3,787,721 | $ 3,496,229 |
| Cash is represented by: | | |
| Cash | $ 2,321,017 | $ 2,046,163 |
| Restricted cash | 1,466,704 | 1,450,066 |
| | $ 3,787,721 | $ 3,496,229 |
| Supplementary information: | | |
| Interest received | $ 43,767 | $ 89,626 |

See accompanying notes to financial statements.

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Greater Sudbury Housing Corporation ("the Corporation") was incorporated under the Ontario Business Corporations Act on December 14, 2000. Its principal activity is the provision of social housing for the City of Greater Sudbury.

The Corporation is a municipal corporation pursuant to paragraph 149(1)(d.5) of the Income Tax Act (Canada) and is, therefore, exempt from income taxes, having met certain requirements of the Income Tax Act (Canada).

**1. Summary of significant accounting policies:**

(a) Basis of accounting:

These financial statements have been prepared in accordance with the significant accounting policies set out below to comply with the policies as determined by the Corporation's Municipal Service Manager, the City of Greater Sudbury. The basis of accounting used in these financial statements materially differs from Canadian public sector accounting standards because:

i) capital assets purchased and betterments which extend the estimated life of an asset, are expensed in the statement of operations in the year the expenditure is incurred rather than being capitalized on the statement of financial position and amortized over their estimated useful lives (see schedule 2). Tangible capital asset additions are capitalized in the schedule of tangible capital assets only if they exceed a $50,000 threshold; and

ii) inventory of parts and supplies are expensed in the statement of operations in the year the expenditure is incurred.

(b) Cash and restricted cash:

Cash and restricted cash include cash on hand and demand deposits that are readily convertible into known amounts of cash and subject to insignificant risk of change in value.

(c) Prepaid expenses:

Prepaid expenses are charged to expenses over the periods expected to benefit from them.

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**1. Summary of significant accounting policies (continued):**

(d) Capital assets:

Capital assets are stated at cost, less accumulated amortization, and are amortized based on the estimated useful life of each individual component on a straight-line basis over the following periods:

| | |
|---|---|
| High-rise residential units: | |
| Interior, exterior and roof | 20 years |
| Structure | 50 years |
| Electrical | 30 years |
| Mechanical | 25 years |
| Site improvements | 15 years |
| Multi-residential units | 20 years |
| Single-family residential houses | 20 years |
| Equipment and vehicles | 10 years |

(e) Accumulated surplus:

Certain amounts, as approved by the Board of Directors, are set aside in accumulated surplus for future operating and capital purposes. Transfers to/from funds and reserves are an adjustment to the respective fund when approved.

The accumulated surplus consists of the following:

- Operating reserve:

  This reserve is not restricted and may be utilized for the operating activities of the Corporation as approved by the Service Manager.

- Capital reserve:

  This reserve is restricted and can only be used for capital projects that have been approved by the Board of Directors and as approved by the Service Manager.

- Rent supplement reserve:

  This reserve is restricted and can only be used for expenses related to the Rent Supplement Program as approved by the Service Manager.

(f) Subsidy refundable:

The local housing subsidy is recognized based on the approved fiscal allocation by the City of Greater Sudbury. Subsidies may be recovered by the City of Greater Sudbury based on an annual reconciliation performed subsequent to year-end. The recoveries are reported in the year of recovery as an adjustment to local housing subsidy revenue.

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**1. Summary of significant accounting policies (continued):**

(g) Revenue recognition:

Revenues are recognized in the year in which the transactions or events occurred that gave rise to the revenues. All revenues are recorded on an accrual basis, except when the accruals cannot be determined with a reasonable degree of certainty or when their estimation is impracticable.

Local housing subsidy revenue from the City of Greater Sudbury is recognized in the period in which the events giving rise to the government transfer have occurred as long as: the transfer is authorized; the eligibility criteria, if any, have been met except when and to the extent that the transfer gives rise to an obligation that meets the definition of a liability for the recipient government; and the amount can reasonably be estimated. Funding received under a funding arrangement, which relates to a subsequent fiscal period and the unexpended portions of contributions received for specific purposes, is reflected as deferred revenue in the year of receipt and is recognized as revenue in the period in which all the recognition criteria have been met.

Rental revenue is recognized as revenue during the month of occupancy by members.

Management services revenue is recognized when the service has been performed and collectability is reasonably assured.

(h) Government grant:

A government grant is not recognized until there is reasonable assurance that the entity will comply with the conditions attaching to it, and that the grant will be received. Receipt of a grant does not of itself provide conclusive evidence that the conditions attaching to the grant have been or will be fulfilled. Government grants related to assets, including non-monetary grants at fair value will be presented in the statement of financial position by deducting the grant in arriving at the carrying amount of the asset.

A forgivable loan from government is treated as a government grant when there is reasonable assurance that the entity will meet the terms for forgiveness of the loan.

(i) Expenses:

Expenses are reported on an accrual basis. The cost of all goods consumed and services received during the year is expensed.

(j) Budget figures:

Budget figures have been provided for comparison purposes and have been derived from the budget approved by the Board of Directors.

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**1. Summary of significant accounting policies (continued):**

(k) Use of estimates:

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and the disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Items requiring the use of significant estimates include the valuation allowances for tenant accounts receivable and other accounts receivable.

Estimates are based on the best information available at the time of preparation of the financial statements and are reviewed annually to reflect new information as it becomes available. Measurement uncertainty exists in these financial statements. Actual results could differ from those estimates.

**2. Restricted cash:**

Under the terms of the service manager agreement, the Corporation is required to restrict cash for specific purposes as follows:

| | | 2020 | 2019 |
|---|---|---|---|
| Operating reserve | $ | 739,283 | 730,887 |
| Rent supplement reserve | | 310,147 | 306,624 |
| Capital reserve | | 417,274 | 412,555 |
| | $ | 1,466,704 | 1,450,066 |

**3. Advances to and from City of Greater Sudbury:**

The advances are comprised of the following:

| | | 2020 | 2019 |
|---|---|---|---|
| Social Housing Apartment Improvement program | $ | – | 382,195 |
| Deferred operating and rent supplement subsidy | | – | (358,996) |
| Homelessness program | | 38,964 | – |
| Social Housing reserve | | 134,347 | – |
| Cost recoveries | | (273,458) | (130,012) |
| Total advances from City of Greater Sudbury | $ | (100,147) | (106,813) |

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**4. Tangible capital assets:**

Pursuant to a transfer order made under the Social Housing Reform Act, all assets, liabilities, rights and obligations with respect to the provincially operated local housing authority were transferred from Ontario Housing Corporation to the Corporation, effective January 1, 2001. The transfer included all social housing units including land and buildings, but did not include the associated debentures.

| Street Address | Other Name | Units |
|---|---|---|
| Cabot/Burton/Hearne | Cabot Park | 88 |
| 3553 Montpellier, Chelmsford | The Rosemount | 41 |
| 1950 Lasalle Boulevard | Place Hurtubise | 106 |
| 744 Bruce Street | Ryan Heights | 150 |
| 1960 B Paris Street | 401 Rumball Terrarce | 204 |
| 1960 A Paris Street | 201 Rumball Terrance | 101 |
| 1052 Belfry Street | Eddie Lapierre Building | 101 |
| 1920 Paris Street | The Towers | 101 |
| 27 Hanna Street, Capreol | Dennie Court | 20 |
| Catherine and Maplewood Streets, Garson | | 3 |
| 720 Bruce Avenue | The Balmoral | 251 |
| Charette Street, Chelmsford | | 8 |
| O'Neill Drive, Garson | | 6 |
| 241 Second Avenue North | Birkdale Village | 70 |
| 1778 LaSalle Boulevard | Keewatin Court | 30 |
| 1200 Attlee Avenue | MCormack Court | 76 |
| 159 Louis Street | Fournier Gardens | 127 |
| Charlotte and Gaudette Streets, Chelmsford | | 20 |
| 166 Louis Street | | 50 |
| 1528 Kennedy Street | | 20 |
| 155 Lapointe Street, Hanmer | Place Royale | 27 |
| 35 Spruce Street, Garson | Spruce Villa | 24 |
| 240 B Street, Lively | | 26 |
| 242 Colonial Court | Colonial Court | 12 |
| St. Onge Street, Chelmsford | | 6 |
| 1655 and 1676 Havenbrook Drive | | 12 |
| 715 Burton Avenue | | 20 |
| 491 Camelot Drive | Carmichael Village | 42 |
| Scattered units | | 63 |
| Scattered units | | 43 |
| | | 1,848 |

In addition, two parcels of vacant land, which currently do not have any buildings on them, were also transferred to the Corporation.

In 2020, a new piece of land with building was purchased. A 14-unit residential apartment will be built to be used as affordable housing.

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**5. Accumulated surplus:**

| | Operating Reserve | Capital Reserve | Rent Supplement Reserve | Total 2020 | Total 2019 |
|---|---|---|---|---|---|
| **Reserve** | | | | | |
| Balance, beginning of year | $ 746,140 | 1,043,478 | 509,098 | 2,298,716 | 2,003,726 |
| Excess of revenue over expenses | 262,588 | (195,993) | 268,700 | 335,295 | 385,641 |
| Return surplus to City of Greater Sudbury | – | – | (209,097) | (209,097) | (90,651) |
| Capital projects not completed | – | (630,818) | – | (630,818) | (517,251) |
| Subtotal | 1,008,728 | 216,667 | 568,701 | 1,794,096 | 1,781,465 |
| **Surplus** | | | | | |
| Capital projects not completed | – | 630,818 | – | 630,818 | 517,252 |
| Balance, end of year | $ 1,008,748 | 847,485 | 568,701 | 2,424,914 | 2,298,717 |

**6. Commitments:**

The Corporation provides certain employee benefits, which will require funding in future years, and which are not accrued. The value of unaccrued vacation as at December 31, 2020 totals $54,206 (2019 - $47,788).

The Corporation enters into various non-cancellable contracts in the ordinary course of business. Payments for these contracts are contractual obligations as scheduled per each agreement. Commitments for minimum payments in relation to non-cancellable contracts as at December 31, 2020 are as follows:

| | |
|---|---|
| No later than one year | $ 2,088,635 |
| Later than one year and no longer than five years | 1,674,136 |
| | $ 3,762,771 |

The Corporation is involved in certain litigation and claims from time to time, which are in the normal course of business. The Corporation records accruals that reflect management's best estimate of any potential liability relating to these claims. In the opinion of management, the Corporation has reasonable arguments to defend against these claims and none would result in an additional liability that would have a significant adverse effect on the Corporation's financial position. However, the Corporation cannot predict with certainty the final outcome of these matters. No accrual has been made as at December 31, 2020 (2019 - $Nil) for any of these claims.

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**7. Utilities:**

Utilities expense comprises the following:

| | 2020 | 2019 |
|---|---|---|
| Electricity | $ 817,052 | $ 907,829 |
| Fuel | 1,162,072 | 1,397,076 |
| Gas hot water tank rental | 169,233 | 162,868 |
| Water | 1,330,233 | 1,197,073 |
| | $ 3,478,590 | $ 3,664,846 |

**8. Insurance:**

Administration expense includes $88,941 (2019 - $79,823) of insurance expense and property maintenance and operations expense includes $348,306 (2019 - $299,378) of insurance expense.

**9. Financial risks and concentration of credit risk:**

Credit risk:

Credit risk refers to the risk that a counterparty may default on its contractual obligations resulting in financial loss. The Corporation is exposed to credit risk with respect to the tenant receivables, other receivables, cash and pooled investment fund.

The Corporation assesses, on a continuous basis, tenant receivables and other receivables and provides for any amounts that are not collectible in the allowance for doubtful accounts. The maximum exposure to credit risk of the Corporation at December 31, 2020 is the carrying value of these assets.

The carrying amount of tenant and other receivables is valued with consideration for an allowance for doubtful accounts. The amount of any related impairment loss is recognized in the income statement. Subsequent recoveries of impairment losses related to tenant and other receivables are credited to the income statement. The balance of the allowance for doubtful accounts as at December 31, 2020 is $515,400 (2019 - $385,400).

**10. Comparative information:**

Certain 2019 comparative information have been reclassified to conform with the presentation adopted in 2020.

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**11. Effects of COVID-19:**

In March 2020, the COVID-19 outbreak was declared a pandemic by the World Health Organization and has had a significant financial, market and social dislocating impact.

At the time of approval of these financial statements, the Company has undertaken the following activities in relation to the COVID-19 pandemic.

- Limit access to administrative buildings based on public health recommendations and the implementation of mandatory screening for all staff and visitors
- Flexible work arrangements including working from home requirements for those directed to self-isolate

Financial statements are required to be adjusted for events occurring between the date of the financial statements and the date of the auditors' report which provide additional evidence relating to conditions that existed as at year end. Management has assessed the financial impacts and there are no additional adjustments required to the financial statements at this time.

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# GREATER SUDBURY HOUSING CORPORATION

Schedule 1

Schedule of Operations

Year ended December 31, 2020

| | Operating | | Capital | | Rent Supplement Program | | Total | |
|---|---|---|---|---|---|---|---|---|
| | Budget | Actual | Budget | Actual | Budget | Actual | Budget | Actual |
| Revenue: | | | | | | | | |
| Rental | $ 7,534,921 | 8,289,417 | - | - | - | - | 7,534,921 | 8,289,417 |
| Maintenance recoveries | 155,500 | 198,512 | - | - | - | - | 155,500 | 198,512 |
| Sundry revenue | 216,516 | 389,720 | - | - | - | - | 216,516 | 389,720 |
| Interest | 24,600 | 27,109 | - | - | - | - | 24,600 | 27,109 |
| Management services | - | - | - | - | - | - | - | - |
| City of Greater Sudbury: | | | | | | | | |
| Local Housing subsidy - Operating | 5,091,267 | 4,899,266 | - | - | - | - | 5,091,267 | 4,899,266 |
| Local Housing subsidy-Capital Operating | 696,651 | 696,651 | - | - | - | - | 696,651 | 696,651 |
| Capital sudbsidy | - | - | 910,000 | 507,077 | - | - | 910,000 | 507,077 |
| Regular Rent Supplement Program | 78,200 | 78,200 | - | - | 3,587,952 | 3,587,952 | 3,666,152 | 3,666,152 |
| Strong Communities Rent Supplement Program | 10,452 | 10,374 | - | - | - | 462,133 | 10,452 | 472,507 |
| Special Capital Projects | - | - | - | 142,924 | - | - | - | 142,924 |
| | 13,808,107 | 14,589,249 | 910,000 | 650,001 | 3,587,952 | 4,050,085 | 18,306,059 | 19,289,335 |
| Expenses: | | | | | | | | |
| Capital | - | - | 910,000 | 850,733 | - | - | 910,000 | 850,733 |
| Capital operating | 696,651 | 786,975 | - | - | - | - | 696,651 | 786,975 |
| Salaries and benefits | 4,521,131 | 4,072,217 | - | - | - | - | 4,521,131 | 4,072,217 |
| Utilities | 3,707,692 | 3,478,590 | - | - | - | - | 3,707,692 | 3,478,590 |
| Rent Supplement Program | - | - | - | - | 3,587,952 | 3,784,908 | 3,587,952 | 3,784,908 |
| Property maintenance and operations | 3,332,780 | 4,316,227 | - | - | - | - | 3,332,780 | 4,316,227 |
| Administration | 580,113 | 595,015 | - | - | - | - | 580,113 | 595,015 |
| Bad debts | 396,300 | 423,589 | - | - | - | - | 396,300 | 423,589 |
| Tenant services | 331,992 | 437,993 | - | - | - | - | 331,992 | 437,993 |
| Transportation and communication | 241,448 | 224,451 | - | - | - | - | 241,448 | 224,451 |
| | 13,808,107 | 14,335,057 | 910,000 | 850,733 | 3,587,952 | 3,784,908 | 18,306,059 | 18,970,698 |
| Excess of revenue over expenses before undernoted | - | 254,192 | - | (200,732) | - | 265,177 | - | 318,637 |
| Interest on reserve funds | - | 8,396 | - | 4,739 | - | 3,523 | - | 16,658 |
| Excess of revenue over expenses | $ - | 262,588 | - | (195,993) | - | 268,700 | - | 335,295 |

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# GREATER SUDBURY HOUSING CORPORATION

Schedule 2

Schedule of Tangible Capital Assets

Year ended December 31, 2020, with comparative information for 2019

Cost:

| | High-rise Residential Units | | | Multi-residential Units | | Single-family Residential Units | | Equipment & Vehicles | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | Land | Site Improvements | Buildings | Land | Buildings | Land | Buildings | Furniture & Equipment | Vehicles | Total |
| Balance, January 1, 2019 | $ 2,180,550 | 9,311,059 | 25,306,295 | 2,853,550 | 41,421,679 | 4,155,000 | 13,345,459 | 709,116 | 448,133 | 99,730,841 |
| Additions | - | 769,557 | 1,366,939 | - | 826,914 | - | - | - | 78,872 | 3,042,282 |
| Balance, December 31, 2019 | 2,180,550 | 10,080,616 | 26,673,234 | 2,853,550 | 42,248,593 | 4,155,000 | 13,345,459 | 709,116 | 527,005 | 102,773,123 |
| Additions | - | 147,077 | 158,664 | 55,390 | 87,532 | - | - | 421,090 | - | 869,753 |
| Balance, December 31, 2020 | $ 2,180,550 | 10,227,693 | 26,831,898 | 2,908,940 | 42,336,125 | 4,155,000 | 13,345,459 | 1,130,206 | 527,005 | 103,642,876 |

Accumulated amortization:

| | High-rise Residential Units | | | Multi-residential Units | | Single-family Residential Units | | Equipment & Vehicles | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | Land | Site Improvements | Buildings | Land | Buildings | Land | Buildings | Furniture & Equipment | Vehicles | Total |
| Balance, January 1, 2019 | $ - | 4,725,186 | 13,061,668 | - | 31,196,784 | - | 10,586,486 | 709,116 | 373,892 | 60,653,132 |
| Amortization | - | 560,691 | 981,487 | - | 2,096,585 | - | 667,274 | - | 48,757 | 4,354,794 |
| Balance, December 31, 2019 | - | 5,285,877 | 14,043,155 | - | 33,293,369 | - | 11,253,760 | 709,116 | 422,649 | 65,007,926 |
| Amortization | - | 591,246 | 1,010,560 | - | 2,117,472 | - | 667,272 | 87,139 | 52,701 | 4,526,390 |
| Balance, December 31, 2020 | $ - | 5,877,123 | 15,053,715 | - | 35,410,841 | - | 11,921,032 | 796,255 | 475,350 | 69,534,316 |

Carrying amounts:

| | High-rise Residential Units | | | Multi-residential Units | | Single-family Residential Units | | Equipment & Vehicles | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | Land | Site Improvements | Buildings | Land | Buildings | Land | Buildings | Furniture & Equipment | Vehicles | Total |
| At December 31, 2019 | $ 2,180,550 | 4,794,739 | 12,630,079 | 2,853,550 | 8,955,224 | 4,155,000 | 2,091,699 | - | 104,356 | 37,765,197 |
| At December 31, 2020 | 2,180,550 | 4,350,570 | 11,778,183 | 2,908,940 | 6,925,284 | 4,155,000 | 1,424,427 | 333,951 | 51,655 | 34,108,560 |

Summary:

| | Land | Site Improvements | Buildings | Furniture & Equipment | Vehicles | Total |
|---|---|---|---|---|---|---|
| Balance, beginning of year | $ 9,189,100 | 10,080,616 | 82,267,286 | 709,116 | 527,005 | 102,773,123 |
| Additions | 55,390 | 147,077 | 246,196 | 421,090 | - | 869,753 |
| Amortization | - | (5,877,123) | (62,385,588) | (796,255) | (475,350) | (69,534,316) |
| Balance, end of year | $ 9,244,490 | 4,350,570 | 20,127,894 | 333,951 | 51,655 | 34,108,560 |

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Greater Sudbury
Housing Corporation



# ANNUAL REPORT 2020





401 –10 Elm Street
Sudbury, ON
P3E 4P6

705.674.8323



Greater | Grand Sudbury

# Greater Sudbury Housing Corporation (GSHC)

The GSHC was incorporated under the Ontario Business Corporations Act (OBCA), on December 14, 2000, by the Province of Ontario as part of its local services restructuring initiative with the City of Greater Sudbury (CGS) as its sole shareholder.

In September 2018, the transition of the GSHC to a quasi-independent operating model was approved. This model transferred the administrative component of the corporation to the municipality while leaving the assets within the GSHC. Greater Sudbury Housing Operations (GSHO) is the newest division in the Community Development Department.

As a social housing provider, the GSHC operates under the Housing Services Act and any other rules determined by the CGS as the legislatively designated Consolidated Municipal Service Manager (Service Manager) responsible for the funding and administration of affordable housing within its jurisdiction.

The GSHC provides rent-geared-to-income housing to all types of households including family, seniors, singles, and people with special needs. The vast majority of the tenant population is comprised of low income households.

The GSHC portfolio consists of 1,848 rental units and is made up of a variety of housing styles and bedrooms sizes, ranging from single detached bungalows to large high-rise buildings. Specifically, the GSHC owns:

- 6 high-rise buildings containing 766 rental units
- 8 townhouse complexes containing 547 rental units
- 17 smaller apartment buildings containing 294 rental units
- 241 rental units consisting of single family, semi-detached and duplex dwellings

This can be broken down further by bedroom size:

- 778 one bedroom units
- 353 two bedroom units
- 511 three bedroom units
- 161 four bedroom units
- 45 five bedroom units

These buildings were built by the Province of Ontario through the Ontario Housing Corporation between 1963 and 1978. The average age of the properties is currently 48 years.

# Financial Overview

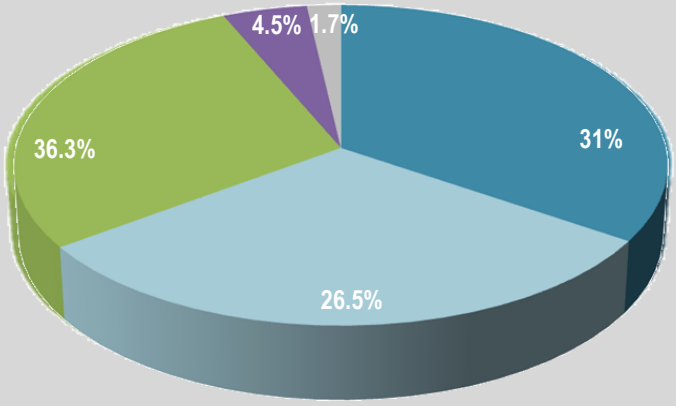
Overall, GSHC was successful in delivering its services and managing its operations within 1.8% of its operating budget generating a surplus of $254,000 [excluding interest earned on its operating reserve].

Revenues were $973,000 over budget. Rental revenues increased by 5.9% compared to 2019. This is the third consecutive year of rental revenue increases. The average rental revenue increase from 2018-2020 was 5.4% compared to .3% from 2012 to 2017. The increases are the result of an overall rise in the average occupied market rent per unit which can be attributed to an increase in the percentage of tenants with earned benefits and an increase in number of households at market rents. At year end 43% of market rent households were at market rent due to loss of subsidy.

Management and Administration staff vacancies resulted in the reduction of $192,000 of GSHC operating subsidy revenue as a contribution towards CGS Salary Gapping Targets.

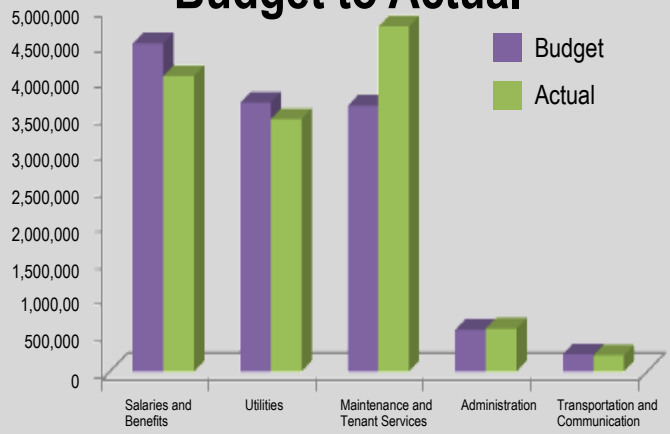
Operating Expenditures [including bad debt] were over budget by $527,000. Salaries and Benefits were under budget by $449,000. Savings resulted from unanticipated leaves and delays in staffing vacant positions. Administration and Transportation costs came in within budget by $2,000. Utilities were under budget by $229,000. The realizable value of the increase in overall revenues was utilized to offset overspending on maintenance of aging infrastructure and security services of $1,090,000. Bad Debt was over budget by $27,000 and Operating Capital was over budget by $90,000.

## Operating Expenditures

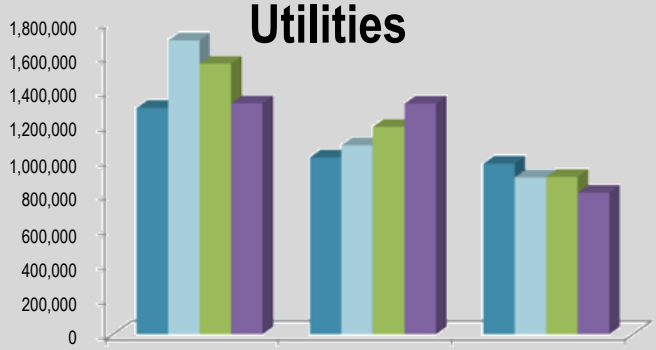



| | Budget | Actuals |
|---|---|---|
| Salaries and Benefits | $4,521,131 | $4,072,217 |
| Utilities | $3,707,692 | $3,478,590 |
| Maintenance and Tenant Services | $3,664,772 | $4,754,220 |
| Administration | $ 580,113 | $ 595,015 |
| Transportation and Communication | $ 241,448 | $ 224,451 |

## Budget to Actual




## Utilities




| | Natural Gas | Water | Electricity |
|---|---|---|---|
| 2016 | 1,305,086 | 1,020,281 | 983,509 |
| 2017 | 1,694,500 | 1,090,164 | 904,927 |
| 2018 | 1,559,944 | 1,197,072 | 907,829 |
| 2019 | 1,331,305 | 1,330,233 | 817,053 |

## Per Year Comparative and Five Year Trend

| RENTAL REVENUE | BAD DEBT | MAINTENANCE | UTILITIES | TENANT SERVICES |
|---|---|---|---|---|
| $8,289,417 | $423,589 | $4,316,227 | $3,478,590 | $437,993 |
| 6% | -12% | 8% | -5% | 54% |

1730 Tenant Households

48% Families

19% Seniors

33% Singles

# Tenant Services

## Customer Service

In 2020, the Greater Sudbury Housing Corporation had to frequently adjust its service protocols in order to continue to serve the tenants and comply with changing Public Health guidelines.

To ensure that the residents received the best customer service possible, the GSHC office remained open in a reduced capacity throughout the pandemic. Letters were sent to all residents, discouraging them from attending our offices in person and advising them of the various ways that they could safely provide requested documentation without having to attend the office. A telephone was installed outside the office entrance door to assist with communication and to allow for proper screening of tenants prior to permitting entry to pay their rent or sign their new lease. A drop box was also installed to promote contactless delivery of information.

Housing Operations staff reached out to all clients to educate and guide them in the process for on-line and direct rent payments. Wellness checks were performed for all senior residents to assist with connecting them to any services they required.

The pandemic has had a financial impact on many residents and staff work to coordinate with various agencies that assist with payment of arrears in order to preserve tenancies.

## Landlord and Tenant Board

From March to September 2020, the Ontario Landlord and Tenant Board (LTB) was only hearing cases related to N6 illegal acts and N7 impairments of safety and eviction orders were not being enforced. Property Managers continued to work very closely with residents on dispute resolutions, provide education and serve notices as required. When LTB hearings resumed virtually in October of 2020 for other matters, there was a considerable backlog of issues for them to hear and rule on. As a result, there is numerous outstanding matters that were filed on during the Fall of 2020 that staff have yet to receive hearing dates for.

## GSHC Website

GSHC hosted and maintained its own website prior to the transition to the City of Greater Sudbury in 2018. Beginning January 1, 2021, the Accessibility for Ontarians with Disabilities Act (AODA) required all public and private sector organizations doing business in Ontario have an accessible website. Throughout 2020, Housing Operations and Communication Staff worked collaboratively to create a new Housing Operations landing page on the City website, transfer and translate all housing documentation in order to meet the legislative guidelines.

## Community Gardens

Community gardens on GSHC properties were only permitted to open under very strict Public Health guidelines. GSHC participated in the Cultivate Your Neighbourhood Program and provided soil delivery to participating housing residents and properties. This program assisted with food security as residents were permitted to have backyard gardens or vegetable pots on their balconies. The project was a tremendous success, which would not have been possible without the help of community partners and volunteers.





15,406
Completed
Work Orders



10.37 days
Average Work Order
Completion Time



305
Units Prepared for
Rental after Move Out



44.83 days
To Prepare a Unit for
Rental after Move Out

# Maintenance Services

## Requests for Service

In 2020, the Maintenance department was required to adapt to meet many new challenges brought on by COVID-19. The focus of work changed to protecting the residents and staff, while delivering the core maintenance services in difficult and uncertain times. Many staff were assigned to high touch point cleaning and others assisted with transporting documents and supplies to support staff that were now working from home.

Maintenance staff delivered notices to residents to keep them up to date with the many changes that occurred to services. The maintenance clerks and the after-hour answering service conducted and documented COVID-19 screening protocols for each service call, prior to staff and contractors attending units to complete repairs. Requests to defer scheduled maintenance were also received from residents who were fearful of the virus and staff worked with residents to honor those requests.

A few contractors stopped accepting work on housing properties during the pandemic, however the majority of contractors continued to work and completed necessary repairs. Due to the added responsibilities and challenges brought on by COVID-19, staff relied more on contractors to complete repairs which resulted in increased maintenance costs. Core services such as life safety systems were maintained. The annual preventative maintenance program was scaled down to safety inspections of all units and the testing and maintenance of the smoke alarms.

## Winter Control

Winter control staff kept the sidewalks and roadways clear of snow and ice and provided monitoring and maintenance of vacant scattered units throughout the winter. Due to a mild winter, staff were available to assist with other projects within the maintenance department.

## Pest Management

Pest Management services continued throughout 2020. The Pest Management Services tender was awarded to a new company from Southern Ontario, who has been working with staff to assist with the residents pest treatment needs. During the pandemic, while there has been an increase in requests for these services, it can sometimes be difficult to obtain permission to enter surrounding units and have tenants cooperate by properly preparing their units for treatment.

## Move-Outs

Staff continue to improve the appeal of our vacant units for new residents. The overall move-out preparation time increased in 2020 as a result of staff absences, other priorities and pest management activities. The goal to complete unit maintenance and preparation within one month is challenging when pest issues are encountered.

## Afternoon Shift

At the beginning of the second quarter of 2020 an afternoon shift was implemented.. The afternoon shift enables staff to respond more quickly to after hour emergencies and provides staff with the necessary time off between scheduled shifts to rest. The afternoon shift works on a rotation basis and three staff normally work Monday through Friday, from 3:00 pm to 12:00 am. This provides the coverage needed to handle the numerous requests for maintenance service received.

# Capital Planning and Construction Services



241
Single Family and Semi-Detached

8
Family Townhouse Complexes

6
High Rise Apartment Buildings

9
Walk-Up Apartment Buildings

## 1960 Paris Street
## Storm Water Management System
$147,077

This work was part of a multi-year infrastructure rehabilitation project at 1960 Paris Street. The project was carried out in stages and the final stage included the installation of a storm water management system. The system, a Vortechs 3000, is a high performance treatment unit that effectively traps and retains trash, debris, sediment and hydrocarbons from storm water runoff. Previously, untreated storm water runoff from the property went directly into Lake Nepahwin. The installation of this unit will aid in preventing pollutants from entering the surrounding environment.

## 720 Bruce Avenue and 1960 B Paris Street
## Elevator Modernization
$762,940

The full modernization of the elevators at both properties was scheduled for 2020 but unfortunately, due to the current COVID-19 pandemic, there were significant delays to equipment delivery and lost worker hours, which caused the project to be moved to 2021. Both elevator modernization projects are scheduled to begin in mid to late May and include the replacement of controllers, cabs, door equipment, fixtures and refurbishment of hoist machines.

## Security Camera Upgrades
## Various Properties
$383,072

In 2021, GSHC undertook a project to upgrade the security cameras at a number of properties. The existing camera system was obsolete resulting in operational and reliability issues. This project included the replacement of all on-site camera system hardware and integration with the City's I-Vision software network. This new system is user friendly, reliable and monitored by Corporate Security staff which improves the security at properties and provides a safer environment for residents. The properties that have been converted to the enterprise wide I-Vision system are 715 Burton Avenue, 720 Bruce Avenue, 1960 A and B Paris Street, 1920 Paris Street and 166 Louis Street.