



AGENDA

ANNUAL GENERAL MEETING

TO BE HELD ON TUESDAY, MAY 9, 2023, AT 3:00 P.M.

COUNCIL CHAMBERS, 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	Appointment of Chair and Vice Chair
5.0	Approval of Minutes of the Annual General Meeting of May 10, 2022
6.0	Presentation and Adoption of 2022 Audited Financial Statements - KPMG
7.0	Appointment of Auditors
8.0	2022 Annual Report
9.0	Disposition and Acquisition of GSHC Properties Policy Update
10.0	To transact such further or other business as may properly come before the meeting.
11.0	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.



## Minutes

### Annual General Meeting

Held on Tuesday, May 10, 2022 – 3:00 p.m.

In Council Chambers - Tom Davies Square, 200 Brady Street, Sudbury, ON

## IN ATTENDANCE:

### CITY OF GREATER SUDBURY COUNCILLORS / GSHC SHAREHOLDER

Mr. Brian Bigger	- Mayor
Mr. Geoff McCausland	- Councillor
Mr. Robert Kirwan	- Councillor
Mr. René Lapierre	- Councillor
Mr. Al Sizer	- Councillor
Ms. Deb McIntosh	- Councillor
Mr. Fern Cormier	- Councillor
Mr. Bill Leduc	- Councillor

### ATTENDING IN A GSHC STAFF CAPACITY:

Ms. Barb Dubois	- Director of Housing Operations
Ms. Nicole Piquette	- Manager of Finance
Mr. Justin Tugwood	- Manager of Maintenance Services
Ms. Kim Plante	- Manager of Tenant Services
Mr. Kimberly Zarichney	- Manager of Capital and Construction Services
Ms. Kim MacKinnon	- Administrative Assistant (Recording Secretary)

### CITY OF GREATER SUDBURY STAFF:

Mr. Steve Jacques	- General Manager of Community Development
Ms. Jacinda McLean	- Executive Coordinator, GM Community Development
Ms. Cindy Briscoe	- Manager of Housing Services
Ms. Kelly Gravelle	- Deputy City Solicitor

### AUDITOR:

Mr. Derek D'Angelo	- KPMG
Ms. Wenting Zhou	- KPMG

**1.0 CALL TO ORDER**

Councillor Cormier 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**

B. Dubois introduced City of Greater Sudbury staff, the Housing Operations Senior Management team, and Auditors from KPMG.

**4.0 APPROVAL OF MINUTES OF THE ANNUAL SHAREHOLDER'S MEETING  
May 11, 2021**

**Motion #AGM – 2022 – 01**

Moved by Councillor Kirwan and seconded by Councillor Leduc:

“BE IT RESOLVED THAT the Minutes of the Annual General Meeting of the Greater Sudbury Housing Corporation held on May 11, 2021, be adopted as circulated.”

**CARRIED**

**5.0 PRESENTATION AND ADOPTION OF THE 2021 AUDITED FINANCIAL  
STATEMENTS - KPMG**

Mr. Derek D'Angelo of KPMG introduced himself and presented the audited financial statements for the year ending December 31, 2021.

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

**Motion #AGM – 2022 – 02**

Moved by Councillor Leduc and seconded by Councillor McIntosh:

“BE IT RESOLVED THAT the Greater Sudbury Housing Corporation Audited Financial Statements for 2021 be approved as presented.”

**CARRIED**

**6.0 APPOINTMENT OF AUDITORS**

**Motion #AGM – 2022 – 03**

Moved by Councillor Mayor Bigger and seconded by Councillor Leduc:

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 2022 be as duly appointed.”

**CARRIED**

**7.0 2021 ANNUAL REPORT**

B. Dubois, Director of Housing highlighted a few items in the Annual Report, including the sale of the GSHC scattered units. A total of 19 units were sold in 2021 adding a total of \$6.4 M in proceeds to reserves.

In 2021 GSHC partnered with Community Builders to bring social procurement enterprise to the City of Greater Sudbury.

College Boreal Carpentry program and Ontario Works also formed a partnership to create picnic tables for some of the GSHC properties.

A brief question and answer period followed the report.

## **8.0 APPOINTMENT OF AUDITORS**

### **Motion #AGM – 2022 – 04**

Moved by Mayor Bigger and seconded by Councillor Kirwan:

BE IT RESOLVED THAT in accordance with the provisions of the by-laws of the Corporation, all banking instruments and dealings with the Royal Bank, including all cheques, drafts, or orders for the payment of money and all notes and acceptance and bills of exchange, may be signed by any two of the following:

Barbara Dubois, CEO and Secretary/Treasurer, Greater Sudbury Housing Corporation, Director, City Greater Sudbury Housing Operation; Nicole Piquette, Manager of Finance, City of Greater Sudbury Housing Operations; Kimberly Zarichney, Manager, Capital Planning and Construction, City of Greater Sudbury Housing Operations.

**CARRIED**

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

There was no further business brought before the meeting.

## **10.0 ADJOURNMENT**

### **Motion #AGM – 2022 – 05**

Moved by Councillor Lapierre 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**

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Chair

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Vice Chair

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

Financial Statements of

**GREATER SUDBURY  
HOUSING CORPORATION**

And Independent Auditor's Report thereon

Year ended December 31, 2022

# INDEPENDENT AUDITOR'S 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, 2022
- 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, 2022, 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.

### ***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)



# GREATER SUDBURY HOUSING CORPORATION

## Statement of Financial Position

December 31, 2022, with comparative information for 2021

	2022	2021
<b>Financial Assets</b>		
Cash	\$ 3,341,983	\$ 3,303,807
Restricted cash (note 2)	1,507,636	1,476,983
Tenant accounts receivable	48,980	38,308
Other accounts receivable	644,146	545,943
Advances to City of Greater Sudbury (note 3)	378,148	423,486
	5,920,893	5,788,527
<b>Financial Liabilities</b>		
Accounts payable and accrued liabilities	2,266,036	1,792,154
Tenant prepaid rents	363,702	416,847
	2,629,738	2,209,001
Net financial assets	3,291,155	3,579,526
Non-financial assets:		
Prepaid expenses	456,561	398,137
Share capital:		
Authorized:		
Unlimited common shares		
Issued:		
100 common shares	1	1
Commitments (note 6)		
Accumulated surplus (note 5)	\$ 3,747,717	\$ 3,977,664

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, 2022, with comparative information for 2021

	Budget	Total	Total
	2022	2022	2021
Revenue:			
Rental	\$ 8,275,788	\$ 8,884,329	\$ 7,715,630
Maintenance recoveries	155,500	178,376	221,882
Sundry	220,973	738,221	367,289
Interest	14,400	62,200	19,052
City of Greater Sudbury:			
Local housing subsidy - operating	5,464,390	5,464,390	5,323,188
Local housing subsidy - capital operating	696,651	696,651	696,651
Capital subsidy	1,060,000	921,032	2,720,999
Regular Rent Supplement Program:			
Rent supplement subsidy	3,587,952	3,587,952	3,587,952
Administration fees	78,200	78,200	78,200
Strong Communities Rent Supplement Program	8,736	410,632	409,863
Special capital projects	-	750,465	525,503
	19,562,590	21,772,448	21,666,209
Expenses:			
Capital	1,060,000	2,308,153	2,005,387
Capital - operating	696,651	1,849,771	1,019,795
Salaries and benefits	4,809,376	4,438,769	4,181,343
Utilities (note 7)	3,954,320	3,810,716	3,545,027
Rent Supplement Program	3,587,952	3,567,104	3,774,759
Property maintenance and operations (note 8)	3,892,563	4,360,040	4,219,190
Administration (note 8)	625,850	657,762	624,239
Bad debts	378,784	585,405	169,053
Tenant services	332,740	231,673	388,074
Transportation and communication	224,354	223,655	196,894
	19,562,590	22,033,048	20,123,761
Interest on reserve funds	-	30,653	10,300
Excess (deficiency) of revenue over expenses from operations	\$ -	\$ (229,947)	\$ 1,552,748
Net proceeds of disposition single and semi-detached family residential properties	-	6,749,091	6,235,421
Interest earned on net proceeds of disposition single and semi-detached family residential properties		116,733	-
Excess of revenue over expenses	\$ -	\$ 6,635,877	\$ 7,788,169

See accompanying notes to financial statements.

# GREATER SUDBURY HOUSING CORPORATION

## Statement of Changes in Net Financial Assets

Year ended December 31, 2022, with comparative information for 2021

	2022	2021
Excess of revenue over expenses	\$ 6,635,877	\$ 7,788,169
Change in prepaid expenses	(58,424)	(39,094)
Transfer net proceeds of disposition to City of Greater Sudbury Social Housing Capital Reserve	(6,749,091)	(6,235,421)
Transfer interest earned on net proceeds to City of Greater Sudbury Social Housing Capital Reserve	(116,733)	-
Change in net financial assets	(288,371)	1,513,654
Net financial assets, beginning of year	3,579,526	2,065,872
Net financial assets, end of year	\$ 3,291,155	\$ 3,579,526

See accompanying notes to financial statements.

# GREATER SUDBURY HOUSING CORPORATION

## Statement of Cash Flows

Year ended December 31, 2022, with comparative information for 2021

	2022	2021
Cash provided by:		
Operating activities:		
Excess (deficiency) of revenue over expenses	\$ (229,947)	\$ 1,552,748
Changes in non-cash working capital items:		
Decrease (increase) in tenant accounts receivable	(10,672)	52,834
Increase in other accounts receivable	(98,203)	(151,254)
Increase in accounts payable and accrued liabilities	473,882	76,561
Decrease (increase) in advances from/to City of Greater Sudbury	45,338	(523,633)
Increase (decrease) in tenant prepaid rents	(53,145)	24,907
Increase in prepaid expenses	(58,424)	(39,094)
Net change in operating activities	68,829	993,069
Investing activities:		
Net proceeds of disposition single and semi-detached family residential properties	6,749,091	6,235,421
Interest earned on net proceeds of disposition single and semi-detached family residential properties	116,733	-
Net change in investing activities	6,865,824	6,235,421
Financing activities:		
Return surplus to City of Greater Sudbury	-	-
Transfer net proceeds of disposition to City of Greater Sudbury Social Housing Capital Reserve Fund	(6,749,091)	(6,235,421)
Interest earned on net proceeds of disposition single and semi-detached family residential properties	(116,733)	-
Net change in investing activities	(6,865,824)	(6,235,421)
Increase in cash during the year	68,829	993,069
Cash, beginning of year	4,780,790	3,787,721
Cash, end of year	\$ 4,849,619	\$ 4,780,790
Cash is represented by:		
Cash	\$ 3,341,983	\$ 3,303,807
Restricted cash	1,507,636	1,476,983
	\$ 4,849,619	\$ 4,780,790
Supplementary information:		
Interest received	\$ 92,853	\$ 29,352

See accompanying notes to financial statements.

# GREATER SUDBURY HOUSING CORPORATION

## Notes to Financial Statements

Year ended December 31, 2022

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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.

# GREATER SUDBURY HOUSING CORPORATION

Notes to Financial Statements

Year ended December 31, 2022

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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:

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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

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### (e) Accumulated surplus:

Certain amounts, as approved by the Service Manager, 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 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.

# GREATER SUDBURY HOUSING CORPORATION

Notes to Financial Statements

Year ended December 31, 2022

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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.

# GREATER SUDBURY HOUSING CORPORATION

Notes to Financial Statements

Year ended December 31, 2022

## 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:

	2022	2021
Operating reserve	\$ 759,925	\$ 744,474
Rent supplement reserve	318,807	312,325
Capital reserve	428,904	420,184
	<u>\$ 1,507,636</u>	<u>\$1,476,983</u>

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

The advances are comprised of the following:

	2022	2021
Social Housing Apartment Improvement program	\$ 445,667	\$ 317,170
Deferred operating and rent supplement subsidy	(429,582)	(424,180)
Social Housing reserve	304,798	242,680
Cost recoveries	57,265	287,816
Total advances from City of Greater Sudbury	<u>\$ 378,148</u>	<u>\$ 423,486</u>



# GREATER SUDBURY HOUSING CORPORATION

Notes to Financial Statements

Year ended December 31, 2022

## 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 Terrance	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	McCormack 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 (Property list. A15c)		42
Scattered units (Property list. A16c)		22
		1,806

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.

# GREATER SUDBURY HOUSING CORPORATION

## Notes to Financial Statements

Year ended December 31, 2022

### 4. Tangible capital assets (continued):

In 2022, 23 single-family residential scattered units with carrying value of \$552,399 were disposed at net proceeds of \$6,749,091, generating gain on disposal of \$6,196,692. Five of these single-family residential homes were sold for a total sale price of \$1,487,000 with proceeds totaling \$375,000 and vendor take back mortgages totaling \$1,112,000. The mortgages are forgivable provided the debtor complies with the affordability and the forgiveness requirements for each unit for a period of twenty-five (25) years from occupancy of the units.

### 5. Accumulated surplus:

	Operating Reserve	Capital Reserve	Rent Supplement Reserve	Total 2022	Total 2021
<b><u>Reserve</u></b>					
Balance, beginning of year	\$ 828,892	2,632,573	516,199	\$ 3,977,664	\$ 2,424,916
Excess of revenue over expenses	(30,796)	(627,935)	428,784	(229,947)	1,552,748
Approved transfers to capital reserve	—	—	—	—	—
Return surplus to City of Greater Sudbury	—	—	—	—	—
Capital projects not completed	—	(1,255,916)	—	(1,255,916)	(1,857,168)
Subtotal	798,096	748,722	944,983	2,491,801	2,120,496
<b><u>Surplus</u></b>					
Capital projects not completed	—	1,255,916	—	1,255,916	1,857,168
Balance, end of year	\$ 798,096	2,004,638	944,983	\$ 3,747,717	\$ 3,977,664

# GREATER SUDBURY HOUSING CORPORATION

## Notes to Financial Statements

Year ended December 31, 2022

### 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, 2022 totals \$110,089 (2021 - \$94,438).

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, 2022 are as follows:

No later than one year	\$ 3,093,235
Later than one year and no longer than five years	248,367
	<u>\$ 3,341,602</u>

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, \$40,000 has been accrued as at December 31, 2022 (2021 - \$40,000) for any of these claims.

### 6. Utilities:

Utilities expense comprises the following:

	2022	2021
Electricity	\$ 964,761	\$ 841,051
Fuel	1,324,508	1,147,909
Gas hot water tank rental	174,411	174,844
Water	1,347,036	1,381,223
	<u>\$ 3,810,716</u>	<u>\$ 3,545,027</u>

### 8. Insurance:

Administration expense includes \$117,820 (2021 - \$102,766) of insurance expense and property maintenance and operations expense includes \$381,632 (2021 - \$344,728) of insurance expense.

# GREATER SUDBURY HOUSING CORPORATION

Notes to Financial Statements

Year ended December 31, 2022

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

### (a) 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, 2022 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, 2022 is \$730,650 (2021 - \$395,400).

# GREATER SUDBURY HOUSING CORPORATION

Schedule 1

Schedule of Operations

Year ended December 31, 2022

	Operating		Capital		Rent Supplement Program		Total	
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual
Revenue:								
Rental	\$ 8,275,788	8,884,329	\$ -	-	\$ -	-	\$ 8,275,788	\$ 8,884,329
Maintenance recoveries	155,500	178,376	-	-	-	-	155,500	178,376
Sundry revenue	220,973	738,221	-	-	-	-	220,973	738,221
Interest	14,400	62,200	-	-	-	-	14,400	62,200
City of Greater Sudbury:								
Local Housing subsidy - Operating	5,464,390	5,464,390	-	-	-	-	5,464,390	5,464,390
Local Housing subsidy-Capital Operating	696,651	696,651	-	-	-	-	696,651	696,651
Capital subsidy	-	-	1,060,000	921,032	-	-	1,060,000	921,032
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	8,736	9,178	-	-	-	401,454	8,736	410,632
Special Capital Projects	-	-	-	750,465	-	-	-	750,465
	14,914,638	16,111,545	1,060,000	1,671,497	3,587,952	3,989,406	19,562,590	21,772,448
Expenses:								
Capital	-	-	-	207,202	-	-	1,060,000	207,202
Capital Carryforward	-	-	1,060,000	1,350,485	-	-	-	1,350,485
Special Projects	-	-	-	750,465	-	-	-	750,465
Capital operating	696,651	1,849,771	-	-	-	-	696,651	1,849,771
Salaries and benefits	4,809,376	4,438,769	-	-	-	-	4,809,376	4,438,769
Utilities	3,954,320	3,810,716	-	-	-	-	3,954,320	3,810,716
Rent Supplement Program	-	-	-	-	3,587,952	3,567,104	3,587,952	3,567,104
Property maintenance and operations	3,892,563	4,360,040	-	-	-	-	3,892,563	4,360,040
Administration	625,850	657,762	-	-	-	-	625,850	657,762
Bad debts	378,784	585,405	-	-	-	-	378,784	585,405
Tenant services	332,740	231,673	-	-	-	-	332,740	231,673
Transportation and communication	224,354	223,655	-	-	-	-	224,354	223,655
	14,914,638	16,157,791	1,060,000	2,308,152	3,587,952	3,567,104	19,562,590	22,033,047
Excess (deficiency) of revenue over expenses before undernoted	-	(46,246)	-	(636,655)	-	422,302	-	(260,599)
Interest on reserve funds	-	15,450	-	8,720	-	6,482	-	30,652
Excess (deficiency) of revenue over expenses from operations	\$ -	(30,796)	\$ -	(627,935)	\$ -	428,784	\$ -	(229,947)

# GREATER SUDBURY HOUSING CORPORATION

Schedule 2

Schedule of Tangible Capital Assets

Year ended December 31, 2022, with comparative information for 2021

Cost:

	High-rise Residential Units			Multi-residential Units			Single-family Residential Units			Equipment & Vehicles	
	Land	Site Improvements	Buildings	Land	Buildings	Land	Land	Buildings	Land	Furniture & Equipment	Vehicles
Balance, January 1, 2021	\$ 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	
Additions	-	-	1,699,504	15,058	334,714	-	-	89,621	-		2,138,897
Disposals	-	-	-	-	-	(456,329)	(1,311,715)	-	-		(1,768,044)
Balance, December 31, 2021	2,180,550	10,227,693	28,531,402	2,923,998	42,670,839	3,698,671	12,033,744	1,219,827	527,005	104,013,729	
Additions	-	81,408	1,628,292	-	485,268	-	-	189,063	-	2,384,031	
Disposals	-	-	-	-	-	(552,399)	(1,633,117)	-	(329,912)	(2,515,428)	
Balance, December 31, 2022	\$ 2,180,550	10,309,101	30,159,694	2,923,998	43,156,107	3,146,272	10,400,627	1,408,890	197,093	\$ 103,882,332	

Accumulated amortization:

	High-rise Residential Units			Multi-residential Units			Single-family Residential Units			Equipment & Vehicles	
	Land	Site Improvements	Buildings	Land	Buildings	Land	Land	Buildings	Land	Furniture & Equipment	Vehicles
Balance, January 1, 2021	\$ -	5,877,123	15,053,715	-	35,410,841	-	11,921,032	796,255	475,350	\$ 69,534,316	
Amortization	-	563,168	963,703	-	2,123,723	-	565,495	112,676	51,655	4,380,420	
Disposals	-	-	-	-	-	(1,311,715)	(1,311,715)	-	-		(1,311,715)
Balance, December 31, 2021	-	6,440,291	16,017,418	-	37,534,564	-	11,174,812	908,931	527,005	72,603,021	
Amortization	-	548,735	945,183	-	2,119,143	-	252,793	121,415	-	3,987,269	
Disposals	-	-	-	-	-	(1,633,117)	(1,633,117)	-	(329,912)	(1,963,029)	
Balance, December 31, 2022	\$ -	6,989,026	16,962,601	-	39,653,707	-	9,794,488	1,030,346	197,093	\$ 74,627,261	

Carrying amounts:

	High-rise Residential Units			Multi-residential Units			Single-family Residential Units			Equipment & Vehicles	
	Land	Site Improvements	Buildings	Land	Buildings	Land	Land	Buildings	Land	Furniture & Equipment	Vehicles
At December 31, 2021	\$ 8,803,219	10,227,693	83,235,985	1,219,827	527,005	104,013,729					
At December 31, 2022	2,180,550	3,320,075	12,513,984	2,923,998	5,136,275	3,698,671	858,932	310,896	-	\$ 31,410,708	
			13,197,093	2,923,998	3,502,400	3,146,272	606,139	378,544	-	29,255,071	

Summary:

	Land	Site Improvements	Buildings	Furniture & Equipment	Vehicles	Total
Balance, beginning of year	\$ 8,803,219	10,227,693	83,235,985	1,219,827	527,005	104,013,729
Additions	-	81,408	2,113,560	189,063	-	2,384,031
Disposals	(552,399)	-	(1,633,117)	-	(329,912)	(2,515,428)
Amortization	-	(6,989,026)	(66,410,796)	(1,030,346)	(197,093)	(74,627,261)
Balance, end of year	\$ 8,250,820	3,320,075	17,305,632	378,544	-	29,255,071

An aerial photograph of a residential neighborhood, featuring rows of two-story townhouses or small apartment buildings. The image is partially covered by a semi-transparent blue rectangular overlay. The text 'ANNUAL REPORT 2022' is centered within this blue area. The background shows a mix of greenery, trees, and paved areas, with a road visible in the upper left.

# **ANNUAL REPORT 2022**





# 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 1,806 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:

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

This can be broken down further by bedroom size:

- 798 one bedroom units
- 333 two bedroom units
- 480 three bedroom units
- 158 four bedroom units
- 38 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 48 years.





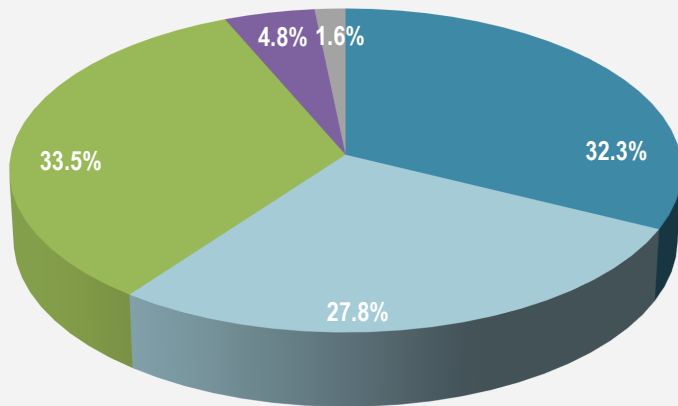
# Financial Overview

Overall, GSHC was successful in delivering its services and managing its operations within .03 per cent of its operating budget resulting in overspending of approximately \$46,000 [excluding interest earned on its operating reserve].

Revenues were \$1,197,000 over budget mainly as a result of rent revenues increases and sundry revenue such as property insurance claims recoveries. Rental revenues rose by 15 per cent compared to 2021 because of the end of the provincially legislated rent freeze. Accordingly, the average monthly occupied rent per unit increased to \$431 compared to \$371 in 2021. During the 2021 rent freeze, rental revenues had declined by 7.23 per cent.

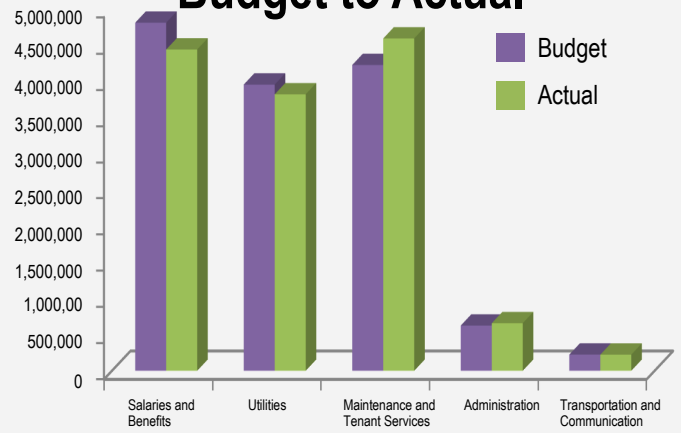
Operating expenditures [including bad debt] were over budget by \$1,243,000. Salaries and benefits were under budget by \$370,000. Savings resulted from unanticipated leaves and delays in staffing vacant positions. Bad debt was over budget by \$207,000. Utilities were under budget by \$144,000. Administration and transportation costs came in over budget by \$31,000. These savings were utilized to offset overspending on maintenance of aging infrastructure and security services of \$1,519,000.

## Operating Expenditures

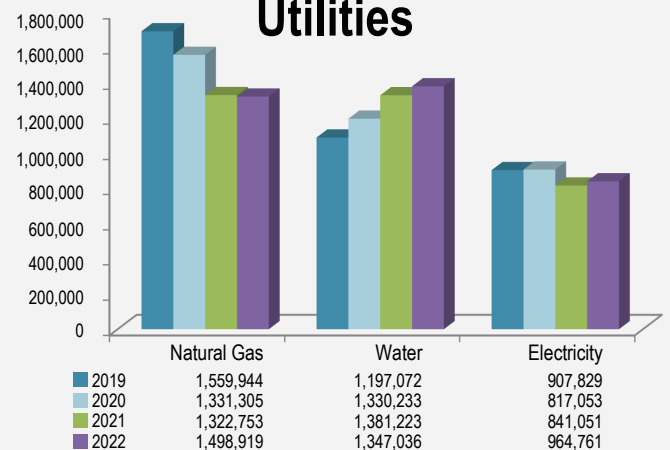


	Budget	Actuals
Salaries and Benefits	\$4,809,378	\$4,438,769
Utilities	\$3,954,320	\$3,810,716
Maintenance and Tenant Services	\$4,225,303	\$4,591,713
Administration	\$ 625,850	\$ 657,762
Transportation and Communication	\$ 224,354	\$ 223,655

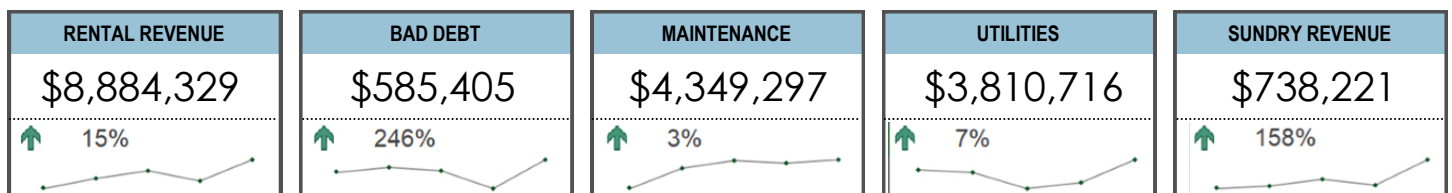
## Budget to Actual



## Utilities



## Per Year Comparative and Five-Year Trend



## Tenant Services

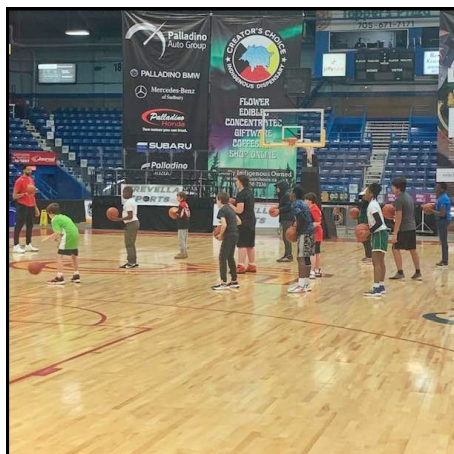
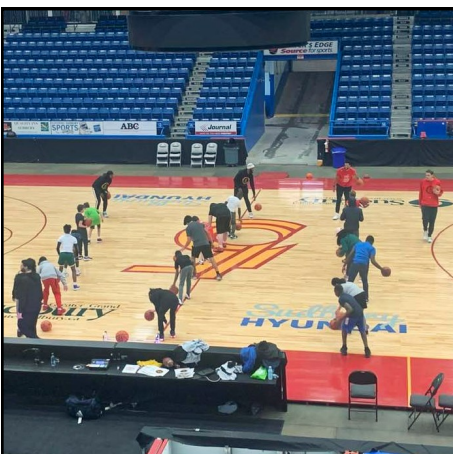
In August, GSHC once again partnered with Live Love Louder and community members to paint a ground mural and give the courtyard at 1200 Attlee Ave. a makeover to remember. It was a very successful project that all can be proud of for years to come.

Special thanks to: Live Love Louder, WAT Supplies, Sudbury Home Hardware, GSU, Ward 12 Community Action Network (CAN), Sudbury Action Centre for Youth (SACY), Myths and Mirrors, Coalition for a Livable Sudbury, and all our wonderful community volunteers.



## Sudbury Five

An event was held for children from our Louis Street community. They were picked up by GOVA Transit, and brought to the Sudbury Community Arena where they met the Sudbury Five basketball team, participated in drills with players on their official court and had dinner with the team. Afterwards, they attended the game against the KW Titans and cheered on their new friends.



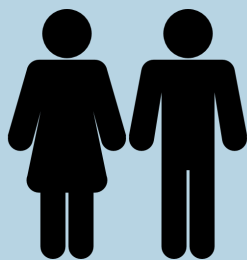


## Tenant Services

On October 15, 2021, Laurentian University's Sports Administration students, in conjunction with Greater Sudbury Housing Corporation, held a hockey equipment drive at the Gerry McCrory Sports Complex to support families in need of hockey gear. Families were provided with free skates, helmets, gloves, elbow pads and sticks. The children also participated in a meet and greet with the Sudbury Wolves and an hour of free skating. The event was a great success.



The equipment drive was such a success that an additional 27 pairs of skates, skate guards and free sharpening were given to several members of the GSHC community who were unable to attend the event in person.



32%  
Singles



47%  
Families



21%  
Seniors

# Maintenance Services

Our maintenance activities in 2022 focused mainly on vacant unit preparation. The move-out preparation time has been increasing due to former tenant damages, building material availability, shortages in staff and pest control. Other areas of focus were, daily requests for maintenance services, preventative maintenance, fire safety, after hours emergency calls and ongoing pest management.

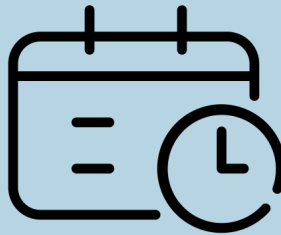


## Keyscan Access Control System

In 2022, the GSHC completed the installation of the Keyscan Access Control System to the remaining apartment buildings in the portfolio. Card access control systems provide residents optimum security with ease of use. These cards also offer timestamp information on who enters the premises. Residents are given personalized cards that are programmed to identify them and permit building entry.



10,777  
Completed  
Work Orders



6.2 days  
Average Work Order  
Completion Time



225  
Units Prepared for  
Rental after Move Out



## Fire Safety

In 2022 Staff performed fire drills at each of our apartment buildings. While these drills are performed annually, this was an exceptional year as we were able to meet in person with both residents and staff, after a two-year hiatus. These in person sessions provide everyone with valuable information on fire prevention, as well as education on how to be prepared in real-life scenarios.

# Capital Planning and Construction Services

Building Condition Assessments have been completed for all locations and the Asset Planner software has been updated. In addition, Designated Substance surveys have all been completed and updated in the software. Confined space information updates and balcony structural inspections will be completed in 2023. Once complete these updates will provide the basis for knowledge and evaluation of our Facility Condition Index and determine future capital planning requirements.



## 1960 A Paris St. and 166 Louis St. Elevator Modernization - \$696,995

The full modernization of the elevators at both properties began in 2022 and are scheduled for completion in 2023. Both elevator modernization projects include the replacement of controllers, cabs, door equipment, fixtures and refurbishment of hoist machines.



## 720 Bruce Ave. and 159 Louis St. Security Cameras

The security office at 720 Bruce Ave. was expanded and additional monitors installed to allow for video surveillance review of multiple housing sites from one location. Additional cameras were purchased in 2022 and installed in the stairwells at 720 Bruce Ave. Camera system upgrades were also made at 159 Louis St. Information technology switches required to connect the camera systems to the City's network were backordered so installation of these camera system upgrades will be completed in early 2023.



## 241 Second Ave and 744 Bruce Ave. 500,000 (COCHI)

Significant roofing upgrades were completed at both locations during 2022, as a result of receiving provincial COCHI funding. These upgrades resulted in extending the roof lifecycles for another 25 years.



Greater Sudbury Housing Corporation  
401 –10 Elm St.  
Sudbury, ON P3E 4P6



phone: 705-674-8323  
email: [info@sudburyhousing.org](mailto:info@sudburyhousing.org)



## **DISPOSITION AND ACQUISITION OF REAL PROPERTY**

### **1. Policy Statement**

- 1.1 The Greater Sudbury Housing Corporation intends to dispose of or acquire Real Property, where appropriate, in a manner that maximizes its social, economic and environmental return to the Corporation.

### **2. Purpose**

- 2.1 This Policy ensures that a consistent and accountable process is followed in the Disposition and Acquisition of all Real Property and that returns are in the best interest of the Greater Sudbury Housing Corporation.

### **3. Interpretation**

- 3.1 In this Policy, unless the context otherwise requires:
- (a) “Acquire” or “Acquisition” means the obtaining of interests in Real Property through purchase or other means of acquiring Real Property interests deemed appropriate by the Corporation.
  - (b) “Appraisal” means a written opinion prepared by staff of the City’s Real Estate Services or an independent certified appraiser that provides a reasonable estimate of the current market value of the Real Property.
  - (c) “Board” means the board of directors of the Corporation.
  - (d) “City” means the City of Greater Sudbury.
  - (e) “Corporation” means the Greater Sudbury Housing Corporation.
  - (f) “Director” means the Director of Housing Operations for the City of Greater Sudbury or their designate, and includes any successor position.
  - (g) “Dispose” or “Disposal” means the sale, conveyance, exchange or grant of an interest in Real Property owned by the Corporation as deemed appropriate by the Corporation.
  - (h) “Market Value” means the highest price a willing buyer and a willing seller would accept, both parties being fully informed.
  - (i) “Person” includes an individual, a partnership and a corporation.
  - (j) “Real Property” means land and all buildings and structure constructed thereon.

#### **4. General**

- 4.1 The Corporation shall Dispose of and Acquire Real Property on the basis of Market Value, unless other considerations are included in the transaction and approved by the Board or unless it is a transaction pursuant to section 5.2.
- 4.2 Notwithstanding Section 4.1, the Board or the Director (acting within their discretion) may, unless prohibited by legislation, authorize the disposal of Real Property at less than Market Value if, in its or their opinion, it is in the best interests of the Corporation to do so.
- 4.3 The City's Legal Services is responsible for providing legal services in relation to Real Property transactions, including the approval of all documents required to execute Real Property Dispositions and Acquisitions and has authority to undertake all legal proceedings required to complete all Dispositions and Acquisitions of Real Property.
- 4.4 The City's Real Estate Services is responsible for providing advice on Real Property transactions.

#### **5. Disposal Of Real Property**

- 5.1 The Corporation may Dispose of Real Property at its discretion in a manner that complies with all applicable legislation.
- 5.2 The Director may, in their discretion, approve the Disposal of part (but not all) of a parcel of Real Property owned by the Corporation, on such terms and conditions, including compensation, as determined to be appropriate by the Director, where the Disposal is to alleviate problems or accommodate needs of abutting land holders, including without limitation, situations where the Real Property is required to:
  - accommodate road widening or similar municipal purposes; or
  - address an encroachment onto the Real Property of the Corporation; or
  - serve as a land exchange to acquire other lands required by the Corporation.
- 5.3 The Director shall report annually to the Board, providing particulars of the Disposals authorized by the Director since the last report.
- 5.4 Except as expressly provided to the contrary in this Policy, the Board shall authorize the Disposal of Real Property. Where the Board directs the Disposal of Real Property, the Director, in conjunction with the City's Real Estate Services, shall obtain an Appraisal of the Market Value of the Real Property.
- 5.5 The Director may market the Real Property in a manner which they, in conjunction with the City's Real Estate Services, determines to be suitable,



having regard to the nature of the Real Property and time restrictions, if any, including but not limited to, invitation to tender, request for proposal, public auction or listing with a real estate broker.

- 5.6 Notwithstanding Section 5.5, the Director, in their sole discretion, may choose to dispense with marketing the Real Property, and sell the Real Property to a Purchaser for a value of no less than the Market Value as set out in the Appraisal for that Real Property. This section shall not prevent a Disposal for nominal consideration pursuant to section 5.2.
- 5.7 The Director may procure the repair, maintenance, clean up or upgrading of any Real Property for the marketing or Disposition of the Property.
- 5.8 In carrying out any work in relation to Section 5.8, the Director shall comply with the City's "Purchasing By-law", By-law 2014-1, as amended or replaced from time to time.
- 5.9 Where any Person expresses an interest in acquiring Real Property from the Corporation, the Director shall, in conjunction with the City's Real Estate Services, negotiate with such Person with a view to reaching an agreement for the Disposition of the Real Property, the terms of which shall be in the best interests of the Corporation and which are otherwise satisfactory to the Board. The terms of the agreement shall be reduced to writing.
- 5.10 Nothing in this policy prevents the Director, in their sole determination, from granting an easement over any of the Real Property on such terms as may be established by the Director.
- 5.12 The Director may execute any documents necessary to complete the Disposition.

## **6. Acquisition Of Real Property**

- 6.1 The Corporation may acquire Real Property at its discretion in a manner that complies with all applicable legislation.
- 6.2 The Director may, in their discretion, approve the Acquisition of small parcels of Real Property, on such terms and conditions as determined to be appropriate by the Director, without Board approval, and despite subsection 6.5(a), without securing an appraisal. With the approval of the Service Manager, the Director may draw on reserves to fund the Acquisition. It is intended that such small acquisitions may be for purposes such as alleviating problems or accommodating needs of the Corporation, including by example, situations where the Real Property is required to address an encroachment onto abutting Real Property, to expand parking or provide other facilities for an existing Property
- 6.3 With the approval of the Service Manager, the Director may, in their sole discretion, approve and negotiate the terms (including purchase price) for the

Acquisition of an easement, including a right of way for the benefit of Real Property owned by the Corporation.

- 6.4 The Director shall report annually to the Board, providing particulars of the Acquisitions authorized by the Director since the last report.
- 6.5 Except as expressly provided to the contrary in this Policy, where the Corporation expresses an interest in acquiring Real Property from a Person, the following process shall be followed. The Director shall, in conjunction with the City's Real Estate Services,
- (a) obtain an appraisal of the Market Value of the Real Property from a Designated Appraiser; and
  - (b) negotiate with such Person with a view to reaching an agreement for the Acquisition of the Real Property, the terms of which shall be in the best interests of the Corporation and which are otherwise satisfactory to the Board. The terms of the agreement shall be reduced to writing.
- 6.6 The Director may execute any documents necessary to complete the Acquisition.

## **7. Related Policies, Legislation And By-laws**

- 7.1 By-law 2014-1, "Being a By-law of the City of Greater Sudbury governing Procurement Policies and Procedures", as amended or replaced from time to time

By-law 2018-203, "A By-law of the City of Greater Sudbury to Authorize the Shareholder's Declaration for the Greater Sudbury Housing Corporation", as amended or replaced from time to time

*Housing Services Act, 2011*, S.O. 2011, c. 6, Sched. 1

Housing Operations Agreement dated March 31, 2019 between the City of Greater Sudbury and the greater Sudbury Housing Corporation