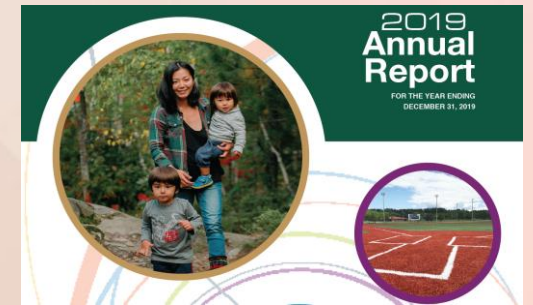


2019 Annual Report

For the year ending December 31, 2019



Greater | Grand
Sudbury™

2019-2027 Strategic Plan Priorities



2019 Highlights

- 2019-2027 Corporate Strategic Plan



Look for these icons throughout the Annual Report to see how we are putting the Strategic Plan into action.



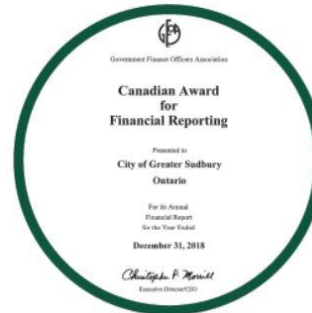
177

kilometres of non-motorized trails

#4

best place in Canada to retire

- Awards and Recognition



2019 Critical Projects

- Transit Action Plan GOVA
- Customer Service Initiatives
- Maley Drive Extension
- Core Services Review



45%
increased ridership
due to improvements to
weekend schedules



85%
call resolution rate



\$80.1 million
three-way cost
sharing partnership



58
municipal services identified



Look for these icons
throughout the Annual Report
to see how we are putting the
Strategic Plan into action.



Large Projects

- Kingsway Entertainment District
- Place des Arts
- Junction East (Library/Art Gallery)
- Junction West (Convention and Performance Centre)



Service Areas Deliver Strategic Priorities

- Leveraged Core Service Review Work
- Detailed information on 58 distinct services

Economic Development



Economic Development is focused on investment attraction, community promotion, improved quality of life and support for local business. Staff achieves goals through the creation and coordination of strategic partnerships with internal stakeholders, community institutions, local businesses, and regional, provincial and federal government agencies. Staff also provides support to, and receive guidance from, the 18-member community board of the City of Greater Sudbury Community Development Corporation (CGSCDC, operating as Greater Sudbury Development Corporation, or GSDC).

2019 Accomplishments

- Hosted successful Greater Sudbury Reception at the 2019 Prospectors and Developers Association of Canada (PDAC) Conference.
- Worked with established partnership to advance the Downtown Business Incubator and Seed Capital initiatives.
- Successfully secured Greater Sudbury designation as a Welcome Community for Francophone Immigrants and as a participating municipality in the Rural and Northern Immigration Pilot program.

Economic Development Service Profile

Organizational Unit: CAO's Office

Enterprise Program: Economic Development

Service Category: Traditional

Greater | Grand
Sudbury

Activity Level – Output Achieved



4,460

animal registrations



3,305

animal-related
complaints received
and closed within
4 days of receipt



1,019

stray and
surrendered animals
taken in annually at
the Shelter



624

adoptions
performed at the
Shelter



258

owner redemptions
of stray cats
and dogs

Key Performance Indicators

Measure: Number of Noise, Property Standards, Yard Maintenance and Zoning By-law Complaints per 100,000 Population

1,567

2018

1,636

2019

1,750

2020f

1,720

2018

Municipal
median

Measure: Operating Cost of Enforcement for Noise, Property Standards, Yard Maintenance and Zoning By-laws per 100,000 Population

\$169,389

2018

\$175,422

2019

\$178,930

2020f

\$492,050

2018

Municipal
median

Measure: Revenue to Cost Ratio (RC Ratio): On-Street and Off-Street Parking Spaces

2.12

2018

1.88

2019

2.00

2020f

2.12

2018

Municipal
median



Financial Information

Effective communication about service efforts and accomplishments

Performance
Management
(MBNCAN/BMA
Study)

Long term
financial plan

Debt Financing

Reserve and
Reserve Funds

Development
Charges

Credit Rating

Budget

Water/Wastewater
Rates

User Fees

Variance Reports



GFOA – Canadian Award For Financial Reporting

- **Requirements**
 - Publicly reported
 - Conform to GAAP
 - Unqualified opinion

What does it signify?

- Transparent
- Disclosure
- Clear and concise



Government Finance Officers Association

Canadian Award for Financial Reporting

Presented to

**City of Greater Sudbury
Ontario**

For its Annual
Financial Report
for the Year Ended

December 31, 2018

Christopher P. Morill

Executive Director/CEO

Greater | Grand
Sudbury



Sustainability

The ability to maintain existing service levels and meet existing creditor requirements without a significant increase to debt or property taxes.

		2019	2018	2017	2016	2015
Sustainability Indicators	Target					
Financial assets to financial liabilities	0.75 to 1.50	1.66	1.66	1.66	1.67	1.62
Total reserves and reserve funds per household	\$2,000 to \$3,500	\$1,830	\$1,981	\$1,931	\$2,132	\$2,209
Total operating expenses as a percentage of taxable assessment	2.0% to 3.5%	2.4%	2.3%	2.3%	2.2%	2.2%
Capital additions as a percentage of amortization expense	150% to 250%	213.9%	111.4%	133.2%	95.2%	225.0%
Taxes receivable as a percentage of taxes levied	n/a	2.8%	2.7%	3.0%	2.4%	2.3%



Flexibility

The City's ability to increase its financial resources to address additional commitments and service levels.

		2019	2018	2017	2016	2015
Flexibility Indicators	Target					
Residential taxes per household	\$3,000 to \$5,000	\$2,349	\$2,258	\$2,176	\$2,072	\$1,978
Debt per household	\$2,000 to \$3,500	\$ 927	\$1,012	\$1,027	\$1,096	\$1,178
Residential taxes as a percentage of household income	3.0 to 5.0%	3.79%	3.83%	3.85%	3.63%	3.76%
Total taxation as a percentage of total assessment	1.0% to 2.5%	1.27%	1.24%	1.22%	1.17%	1.18%
Debt servicing costs (interest and principal) as a percentage of net revenues	2.0% to 3.0%	1.98%	2.32%	2.19%	2.28%	1.90%
Net book value of tangible capital assets as a percentage of historical cost of tangible capital assets	40% to 60%	49.3%	48.8%	49.7%	50.3%	51.4%

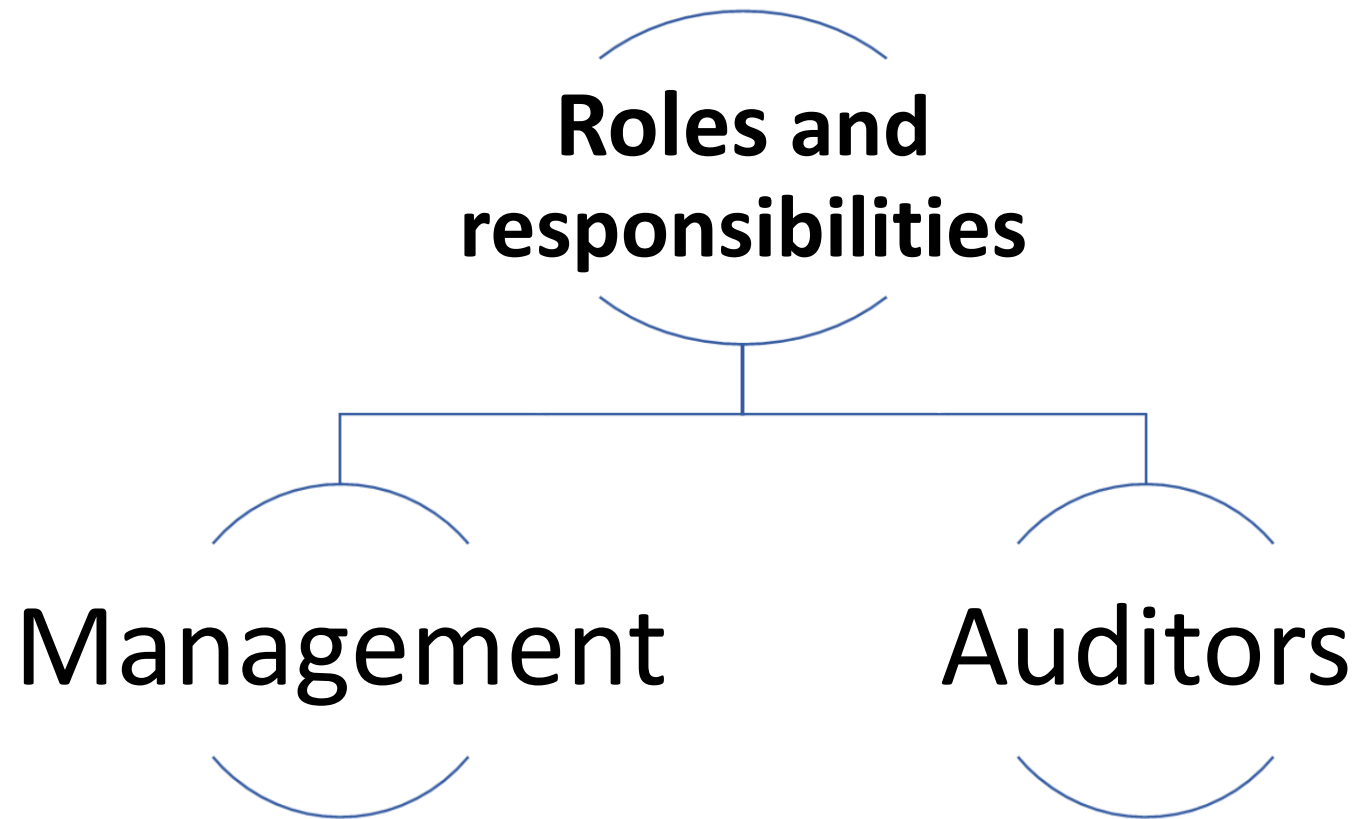


Vulnerability

The degree to which the City is susceptible to changes in funding sources outside of the City's control.

		2019	2018	2017	2016	2015
Vulnerability Indicators	Target					
Ratio of government transfers to total revenue	n/a	0.28	0.29	0.30	0.25	0.27
Operating grants as a percentage of total revenues	10% to 25%	22.0%	23.2%	22.6%	22.9%	22.8%
Capital grants as a percentage of total capital expenditures	10% to 25%	26.0%	40.2%	45.3%	14.1%	14.8%

Audited Financial Statements



Financial Statements

Consolidated Statement of:

- Financial Position
- Operations and Accumulated Surplus
- Change in Net Financial Assets
- Cash Flow

Notes to Financial Statements

Consolidated Financial Statements

CITY OF GREATER SUDBURY

And Independent Auditors' Report thereon

Year ended December 31, 2019

Financial Results - Statement of Financial Position

Net Financial Assets

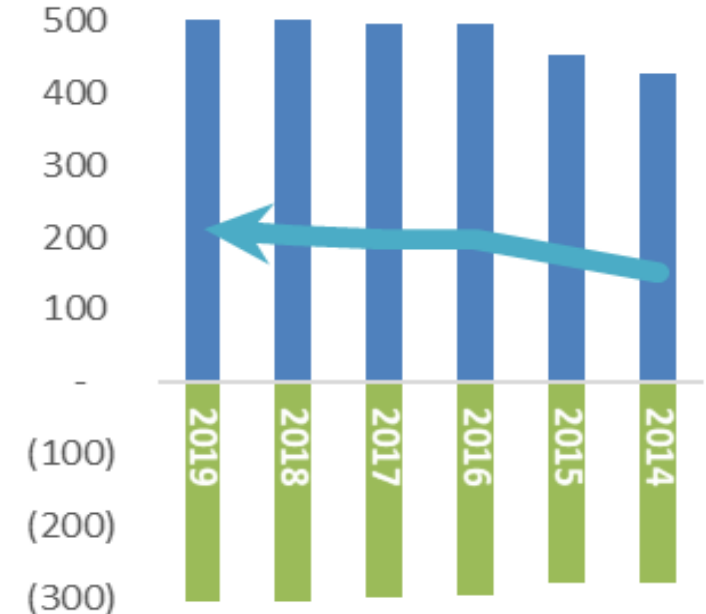
	2019	2018
Financial assets		
Cash	\$ 16,439	\$ 8,174
Taxes receivable (note 3)	9,305	8,532
Accounts receivable (note 4)	76,857	73,993
Inventory held for resale	-	1,802
Investment in Government Business Enterprises (note 5(a))	117,133	114,145
Investments (note 6)	305,473	304,800
	525,207	511,446
Financial liabilities		
Accounts payable and accrued liabilities (note 7)	99,966	97,656
Deferred revenue - obligatory reserve funds (note 9)	55,191	50,418
Deferred revenue - other (note 10)	4,669	4,641
Employment benefit obligations (note 11)	68,860	65,209
Solid waste management facility liability (note 12)	15,535	14,316
Long-term liabilities (note 13)	70,264	76,530
	314,485	308,770
Net financial assets	210,722	202,676
Non-financial assets		
Tangible capital assets (note 14)	1,555,109	1,521,076
Inventory of supplies	5,482	4,523
Prepaid expenses	5,524	5,065
	1,566,115	1,530,664
Contractual rights and contingent assets (note 16)		
Contractual obligations and commitments (note 17)		
Subsequent events (note 26)		
Accumulated surplus (note 18)	\$ 1,776,837	\$ 1,733,340

Up \$8M:
From
\$203M to
\$211M

Financial Liabilities

Financial Assets

Net Financial Assets



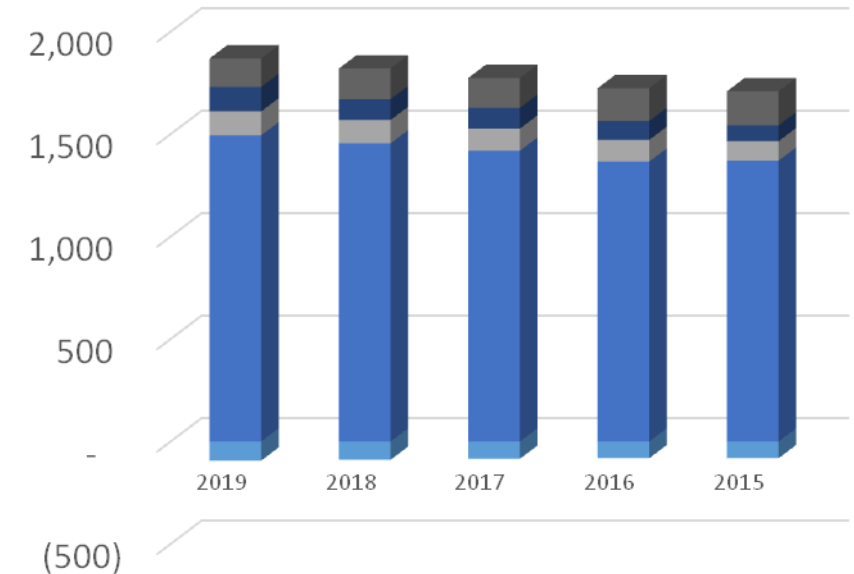
Financial Results - Statement of Financial Position

Net Financial Assets

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Up \$43M:
From
\$1.73B to
\$1.78B

Accumulated Surplus



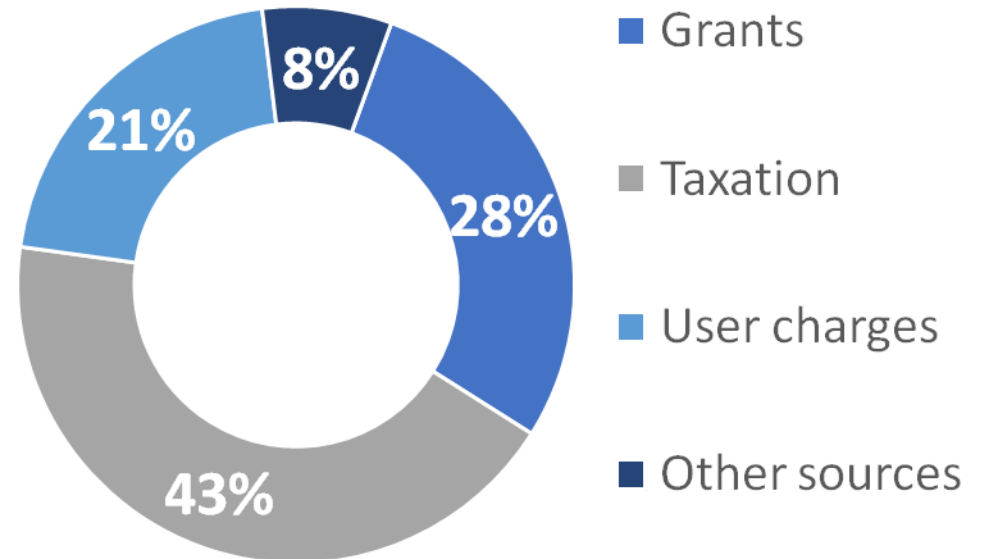
- Invested in Tangible Capital Assets
- Invested in Government Business Enterprises
- Unfunded Liabilities
- Committed Capital
- Reserves & Reserve Funds

Financial Results - Statement of Operations and Accumulated Surplus

Revenues

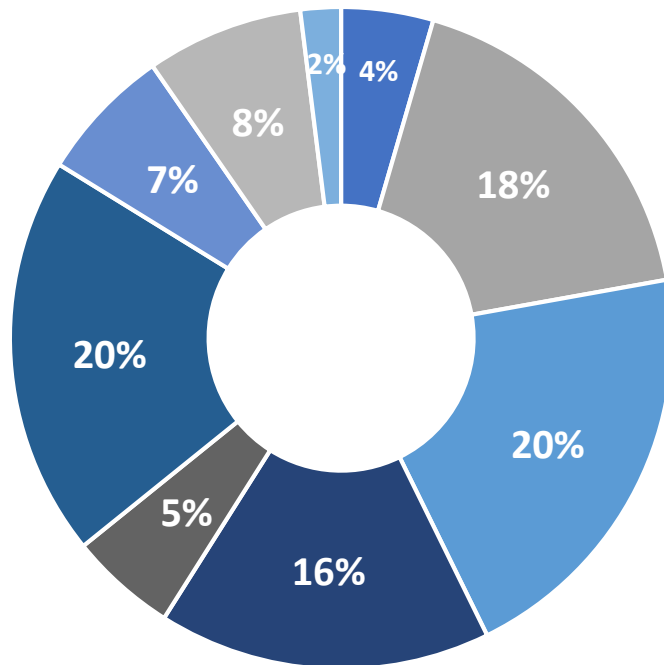
	2019 Budget (note 19)	2019 Actual	2018 Actual
Revenue:			
Government transfers			
Provincial	\$ 165,522	\$ 160,598	\$ 156,171
Federal	25,064	25,217	21,170
Taxation (note 20)	282,724	282,721	267,956
User charges	136,821	136,412	131,252
Investment income	11,451	12,489	11,444
Fines and penalties	6,339	5,979	6,321
Other revenues (note 21)	27,594	27,664	22,307
Government Business Enterprises net earnings (note 5(b))	3,526	2,988	5,995
Total revenue	659,041	654,068	622,616
Expenses:			
General government	27,678	27,448	25,343
Protection services	103,624	107,935	104,245
Transportation services	115,678	125,510	108,320
Environmental services	99,449	99,190	92,411
Health services	30,918	31,912	31,941
Social and family services	115,808	119,578	116,550
Social housing	37,919	40,125	40,747
Recreational and cultural services	44,971	46,807	50,705
Planning and development	13,893	12,066	12,327
Total expenses	589,938	610,571	582,589
Annual surplus	69,103	43,497	40,027

Up \$31M:
From
\$623M to
\$654M



Financial Results - Statement of Operations and Accumulated Surplus

Expenses



- General Government
- Protection Services
- Transportation Services
- Environmental Services
- Health Services
- Social and Family Services
- Social Housing
- Recreation and Cultural Services
- Planning and Development

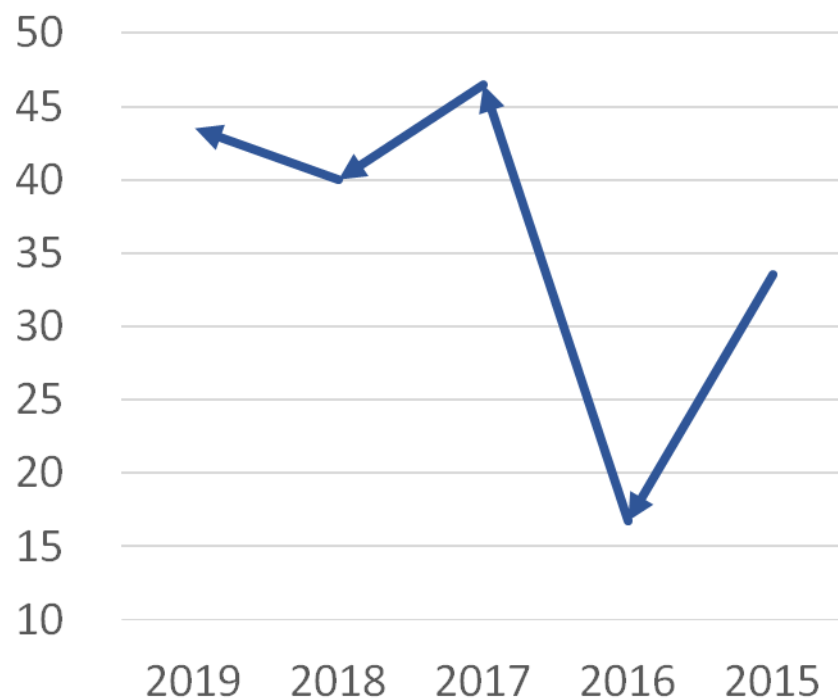
Up
\$28M:
From
\$583M
to
\$611M

	2019 Budget (note 19)	2019 Actual	2018 Actual
Revenue:			
Government transfers			
Provincial	\$ 165,522	\$ 160,598	\$ 156,171
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Financial Results - Statement of Operations and Accumulated Surplus

Annual Surplus



2019 =
\$43
million

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Accounting Standards

Current Year Financial Statements

- PS3430 Restructuring Transactions

On or after April 1, 2021 (effective 2022)

- PS1201 Financial Statement Presentation
- PS2601 Foreign Currency Translation
- PS3041 Portfolio Investments
- PS3450 Financial Instruments
- PS3280 Asset retirement obligations

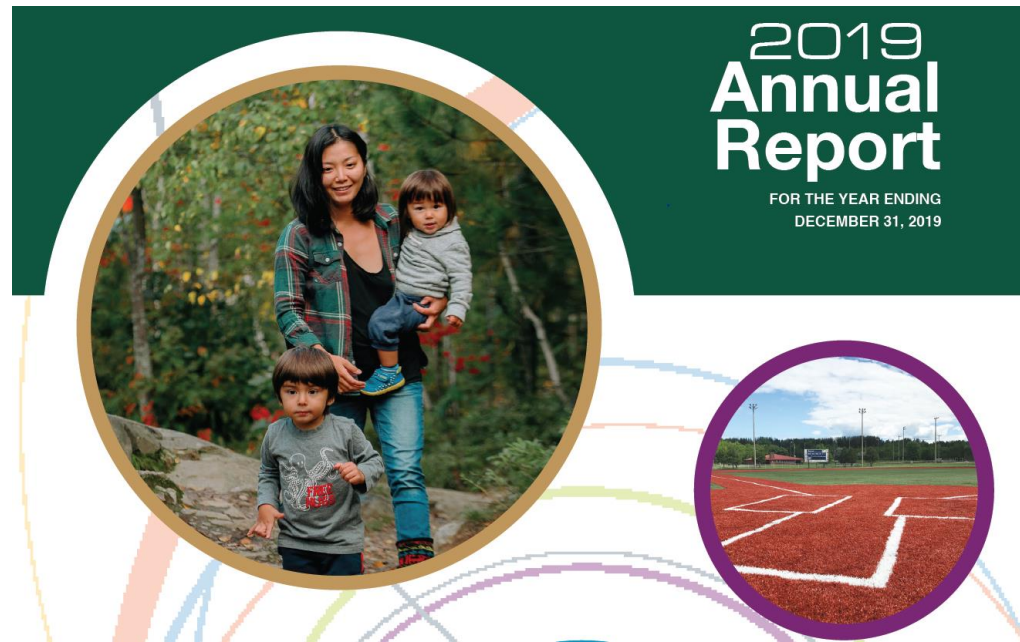
On or after April 1, 2022 (effective 2023)

- PS3400 Revenue



2019 Annual Report

Questions?



greatersudbury.ca

