



City of Greater Sudbury

Annual Report

For the year ended December 31, 2017

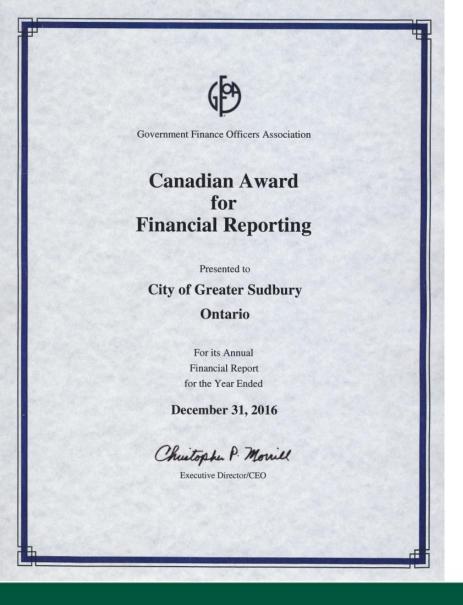
Annual Report

- Large projects
- Economic indicators
- 2017 results
- Key financial elements
- Consolidated financial statements

Message from Chief Administrative Officer1
Message from the Mayor
Greater Together,
the 2015-2018 Corporate Strategic Plan3
Greater Sudbury's Planning Framework3
2018 Budget
Large Projects5
The Environment In Which We Work
Greater Sudbury at a Glance7
Local Economy7
Strategic Context7
Growth Management8
Employment By Sector9
Taxation
Organization Profile11
Vision, Mission, Values11
City Council12
Organization
Organizational Activities
2017 Data16
2017 Organizational Results
Benchmark Information
Message from Executive
Director of Finance, Assets and Fleet17
Financial Reporting18
Financial Management
Financial Condition21
2017 Financial Results







Requirements

- ✓ Publicly reported
- ✓ Conform to GAAP
- ✓ Unqualified opinion

What does it mean to receive this Award?

- ✓ Transparent
- ✓ Disclosure
- ✓ Clear and concise



Budget and Financial Statements





Budget and Financial StatementsDifferences

Annual budget:

- ✓ Tool to calculate taxation required
- ✓ Provide a service level
- Costs to be funded in a future period
- Utilization of tangible capital assets

Financial statements:

- ✓ Records transactions when they occur
- TCA recorded at historical costs
- ✓ Financial condition
- √ Financial performance



Budget and Financial StatementsReporting Differences

- **≠ Non consolidated vs consolidated**
- **≠ Municipal Act & internal policies vs PSAB & MMA**
- **≠ TCA** as expense vs asset
- ≠ Debt payments as expense vs reduction in liability
- ≠ One part of the story vs more complete picture



Audited Financial Statements

Roles and responsibilities

Management

Auditors





Financial Statements

Consolidated Entities

Greater Sudbury Housing Corporation

Greater Sudbury Police Services Board

Downtown Sudbury

Greater Sudbury Public Library Board

Flour Mill Business Improvement Area

Government
Business
Enterprises

Greater Sudbury Utilities Inc.

Sudbury Airport Community Development Corporation





Financial Statements

Consolidated Statement of:

- Financial Position
- Operations and Accumulated Surplus

- Change in Net Financial Assets
- Cash Flow



CITY OF GREATER SUDBURY

Consolidated Statement of Financial Position (in thousands of dollars)

December 31, 2017, with comparative information for 2016

		2017	2016		
Financial assets					
Cash	\$	6,188	7,04		
Taxes receivable (note 3)		9,000	7,12		
Accounts receivable (note 4)		69,426	48,25		
Inventory held for resale		2,474	3,04		
Investment in Government Business Enterprises (note 5 (a))		108,150	105,98		
Investments (note 6)		298,357	323,14		
		493,955	494,59		
Financial liabilities					
Accounts payable and accrued liabilities (note 7)		99,200	93,65		
Deferred revenue - obligatory reserve funds (note 9)		40,489	43,46		
Deferred revenue - other (note 10)		3,590	3,36		
Employee benefit obligations (note 11)		62,523	59,07		
Solid waste management facility liability (note 12)		14,944	14,42		
Long-term liabilities (note 13)		77,472	82,59		
		298,218	296,58		
Net financial assets	\$	195,737	198,01		
Non-financial assets					
Tangible capital assets (note 14)		1,488,881	1,439,23		
Inventory of supplies		3,976	4,78		
Prepaid expenses		4,720	4,72		
		1,497,577	1,448,74		
Contractual obligations and commitments (note 16)					
Accumulated Surplus (note 17)	s	1,693,313	1,646,75		

Statement of Financial Position

Cash

Net Financial Assets

- Resource
- Sustainability

Accumulated Surplus

- •1.4 billion in TCA
- Mostly non financial

The accompanying notes are an integral part of these consolidated financial statements.



Statement of Operations

Revenues

- •42.5% Tax revenue
- •29.8% Government transfers
- Vulnerability

Expenses

Annual Surplus

CITY OF GREATER SUDBURY

Consolidated Statement of Operations and Accumulated Surplus (in thousands of dollars)

December 31, 2017, with comparative information for 2016

		2017		2017		2016
		Budget		Actual		Actual
		(note 18)				
Revenues						
Government transfers - Provincial	s	141,098		148,686	S	132,062
- Federal		31,441		31.557)	4.592
Taxation (note 19)		257,833		257,561		246,972
User charges		126,099		124,053		119,971
Investment income		9,826		10,150		10,063
Fines and penalties		6,147		7,501		6,012
Other revenues (note 20)		26,760		23,762		25,440
Government Business Enterprises net earnings (note 5 (b))		1,605		2,164		10,769
		600,809		605,434		555,881
Expenses						
General government		23,192		23,700		25,269
Protection services		94,541		98,041		94,588
Transportation services		110,452		113,519		110,610
Environmental services		95,100		92,760		87,338
Health services		29,631		30,493		28,713
Social and family services		104,283		105,405		103,848
Social housing		39,461		39,599		33,912
Recreation and cultural services		37,422		42,911		42,112
Planning and development		12,874		12,448		12,729
		546,956	(558,876		539,110
Annual Surplus		53,853	(46,558		16,768
Accumulated surplus, beginning of the year		1,646,755		1,646,755		1,629,99
Accumulated surplus, end of the year	\$	1,700,608	\$	1,693,313	\$	1,646,75

The accompanying notes are an integral part of these consolidated financial statements.





- More than usual
- New statement of remeasurement gains and losses
- New assets/ liabilities being recorded
- Additional disclosure

- On or after April 1, 2017 (effective 2018)
 - ↑ PS2200 Related Party Disclosures
 - PS3210 Assets
 - ♣ PS3320 Contingent Assets,
 - ↑ PS3380 Contractual Rights
 - ↑ PS3420 Inter-entity Transactions
- On or after April 1, 2018 (effective 2019)
 - ₱ PS3430 Restructuring Transactions
- On or after April 1, 2021 (effective 2022)
 - ♣ PS1201 Financial Statement Presentation
 - ↑ PS2601Foreign Currency Translation
 - ₱ PS3041Portfolio Investments
 - PS3450 Financial Instruments
 - ↑ PS3280Asset retirement obligations







City of Greater Sudbury

Annual Report

For the year ended December 31, 2017