

# 2019 Annual Report

FOR THE YEAR ENDING  
DECEMBER 31, 2019



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 **Sudbury**™  
Greater | Grand

**For the first time since municipal amalgamation, the City of Greater Sudbury's Mission, Vision and Values have undergone review and revision. These strategic areas of focus are grounded in a shared commitment to people, partnerships and performance.**

## Our Mission

At the City of Greater Sudbury, we work in partnership with our community to provide global leadership in technological, social and environmental development.

We build and foster a welcoming city that offers outstanding opportunity, wellness and value.

We recognize and appreciate our employees and ensure our staff receive the same level of respect and commitment they are expected to give to the community.

We are focused on fiscal, social and environmental responsibility for current and future generations.

With trusted leadership and innovation, we provide resilient, dependable, accessible services and progressive policies that promote sustainable progress.

We work today to fulfill the needs of all those who work, live, visit, invest, and play in our city.

## Our Vision

To be a Centre of excellence and opportunity – a vibrant community of communities living together.

## Our Values

### Innovation

We continuously find improvements to meet our communities' changing needs.

### Integrity

We are fair and consistent. We deliver on our promises and acknowledge our mistakes.

### Respect

We show deep respect for everyone – employees, residents, and visitors – and for the communities in which they live.

### Foresight

We act today in the interests of tomorrow.

### Trust

Actions speak louder than words.  
We do what is right, always.

### Compassion

We care about our residents, employees and businesses, and how they relate to our services.  
We find the right solutions for their needs.

# 2019 Annual Report

FOR THE YEAR ENDING  
DECEMBER 31, 2019

Departments responsible for preparing the 2019 Annual Report:

Finance, Assets and Fleet Division  
Communications and Community Engagement





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# Mayor's message

Greater Sudbury City Council continues to demonstrate our ongoing commitment to balancing the needs of our community while keeping taxes affordable in our community.

We continue to make strategic investments to enhance the services we provide with a goal of improving the overall quality of life for our residents and encouraging growth in our community.

In 2019, we continued to focus on infrastructure and asset renewal with increases in investments in a number of areas including:

- Road construction, including the Maley Drive Extension Project and the four-laning of Municipal Road 35,
- Various bridge and culvert rehabilitation projects throughout the community,
- Winter maintenance operations and replacing snow plows to ensure current service levels are maintained,
- Upgrades to recreation assets including the Howard Armstrong Recreation Centre and the Dowling Leisure Centre,
- Improvements to the Azilda and Sudbury landfill sites, and
- Replacing watermain and sanitary sewers to improve quality of service to water distribution and wastewater collection, also further protecting our environment.

The Annual Report is an essential tool in showcasing these investments and outlining our financial achievements for the year, via a sustainable, affordable plan with long-term benefits for our residents.

Year after year, members of Council and City staff continue to produce effective results through hard work and dedication to excellent service for the community we serve. I want to thank everyone for their continued commitment to achieving positive results for our residents.

Sincerely,



Brian Bigger,

Mayor



## Council Message

Greater Sudbury City Council is the decision-making body for the organization of the City of Greater Sudbury. It makes decisions about how municipal services are provided to residents, the level of services provided and how to pay for them.

Our Council is composed of the Mayor, who represents the city as a whole, and 12 Councillors, each of whom represents a ward, or geographic area, of the community.

The role and authority of Council is established under the Municipal Act. Council is elected for a four-year term. The current term of office runs from December 1, 2018 to November 14, 2022.

Council meets the second and fourth Tuesday of the month and meetings are streamed online at [greatersudbury.ca/livestream](http://greatersudbury.ca/livestream).

- Mayor – Brian Bigger
- Ward 1 – Mark Signoretti
- Ward 2 – Michael Vagnini
- Ward 3 – Gerry Montpellier
- Ward 4 – Geoff McCausland
- Ward 5 – Robert Kirwan
- Ward 6 – René Lapierre
- Ward 7 – Mike Jakubo
- Ward 8 – Al Sizer
- Ward 9 – Deb McIntosh
- Ward 10 – Fern Cormier
- Ward 11 – Bill Leduc
- Ward 12 – Joscelyne Landry-Altmann



# Executive Leadership Team

The Chief Administrative Officer (CAO) must ensure policies and procedures are in place to implement Council's decisions. The CAO works with a team of Executive Leaders. There are four General Managers accountable for four City departments: Corporate Services, Community Development, Community Safety and Growth and Infrastructure. Each General Manager reports directly to the CAO and they, along with key advisory positions that include finance, communications, economic development and strategic initiatives, make up the organization's Executive Leadership Team (ELT).



**Ed Archer**  
Chief Administrative  
Officer



**Kevin Fowke**  
General Manager of  
Corporate Services



**Steve Jacques**  
General Manager  
of Community  
Development



**Tony Cecutti**  
General Manager  
of Growth and  
Infrastructure



**Joseph Nicholls**  
General Manager of  
Community Safety



**Ian Wood**  
Executive Director of  
Strategic Initiatives,  
Communications and  
Citizen Services



**Ed Stankiewicz**  
Executive Director of  
Finance, Assets and  
Fleet



**Meredith Armstrong**  
Acting Director  
of Economic  
Development



**Marie Litalien**  
Acting Director of  
Communications  
and Community  
Engagement



## Message from the CAO

The City of Greater Sudbury's 2019 Annual Report provides a snapshot of the work led by Council and undertaken by municipal staff to safeguard and enhance our community's sustainability, economic competitiveness and quality of life.

The past year has been one of significant progress towards attaining the goals of the 2019-2027 Strategic Plan of Council. Achievements include adoption of formal Customer Service Standards, a transformed public transit service and completion of the first phase of the Maley Drive extension on time, on budget.

From a financial perspective, the City maintains an AA Credit Rating with a stable outlook, one of the strongest credit ratings a municipality can have. Long-range financial planning and budget planning address and manage the City's debt-to-reserve ratios.

The past year has been one of very positive results achieved through the contributions of staff and the support of Council. The City of Greater Sudbury will continue to deliver the high quality services and financial performance that the community has come to expect.

It takes a lot of teamwork and collaboration to successfully provide quality services to our community while ensuring taxes remain affordable. I thank Council for their leadership and I thank our staff for their commitment to achieving our goals for 2019.

Sincerely,

A handwritten signature in black ink, appearing to read "Ed Archer".

Ed Archer, Chief Administrative Officer  
City of Greater Sudbury

## Message from Executive Director of Finance, Assets and Fleet

I'm excited to present the consolidated financials that make up the 2019 Greater Sudbury Annual Report. In the pages to follow, we provide an overview of our financial policies, budget process and financial performance, and outline how they contribute to the delivery of the City's programs and services.

The strategies outlined in our Long-Term Financial Plan act as a guide for us to anticipate and respond to emerging issues and changes in how we operate. This is a valuable tool used to help us better understand the impact the financial decisions we make today will have on the future of our community.

This critical long-term planning combined with the priorities outlined in the Corporate Strategic Plan pave the way for our success in maintaining a manageable level of debt to support fiscal sustainability.

I am proud of the many accomplishments achieved by our team over the last year and I look forward to celebrating more financial successes in 2020.

Sincerely,

A handwritten signature in black ink, appearing to read "Ed Stankiewicz".

Ed Stankiewicz, Executive Director of Finance  
Assets and Fleet



# Greater Sudbury in 2019

The City of Greater Sudbury is centrally located in Northeastern Ontario at the convergence of three major highways. It is situated on the Canadian Shield in the Great Lakes Basin and is composed of a rich mix of urban, suburban, rural and wilderness environments.

## This is Greater Sudbury at a Glance:



**330**

freshwater lakes



**3,228**

square kilometres,  
the largest municipality in  
Ontario



**58**

municipal service  
areas



**177**

kilometres of  
non-motorized trails

## Our Population



**166,000**

population  
(2016 Census)



**1,600**

new residents welcomed  
to Greater Sudbury  
2011 to 2016



**26%**

of residents identify French  
as their mother tongue



**9%**

of residents identify as  
Indigenous

## Our Transportation Network



**3,600**

lane kilometres  
of roadway



**4.6 M**

GOVA transit  
trips per year



**15**

GOVA Plus  
vehicles for  
on-demand service



**250,000**

passengers travelling  
to and from the  
Greater Sudbury  
Airport  
(average over 5 years)



**35**

kilometres of cycling  
infrastructure

## Our Educational Institutions

---

**3**

post-secondary institutions:  
Collège Boréal, Cambrian College  
and Laurentian University

**595**

Medical Doctor graduates  
from Northern School of Medicine  
since 2009

**2,200**

post-secondary  
international students

## Our people

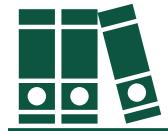
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**88**

nations represented  
on the Bridge of Nations

**20+**

different languages spoken at home

**796,081**

library books borrowed

**114,081**

digital library books downloaded

**120,469**

participants in leisure  
and recreation programs

# Strategic Plan



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

Council approved the 2019-2027 City of Greater Sudbury Strategic Plan to guide decisions about the city's evolution over the next eight years.

Many stakeholder groups provided feedback into the Strategic Plan, including City Council, the Executive Leadership Team, staff and members of the community. Council attended a two-day workshop where they developed the foundation for the new Plan.

The Plan includes seven goals, each with specific initiatives that will be reflected in annual workplans.

## 1. Asset Management and Service Excellence

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- 1.1 Optimize asset service life through the establishment of maintenance plans
- 1.2 Establish sustainable asset service levels to assess results from maintenance and renewal efforts
- 1.3 Maximize value of relationships with provincial and federal governments to support community infrastructure goals
- 1.4 Reinforce infrastructure for new development
- 1.5 Demonstrate innovation and cost-effective service delivery

## 2. Business Attraction, Development and Retention

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- 2.1 Build economic development initiatives to support existing businesses, attract new businesses and promote entrepreneurship
- 2.2 Position Greater Sudbury as the global leader in mining and mining supply/service innovation
- 2.3 Strengthen business and development processes and services to support business growth
- 2.4 Revitalize our town centres, nodes and corridors with public investment that supports and leverages private investment

## 3. Climate Change

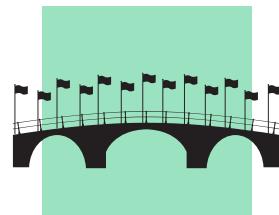
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- 3.1 Support ecological sustainability
- 3.2 Develop and strengthen strategies and policies to mitigate impact of climate change
- 3.3 Build climate resiliency into existing programs

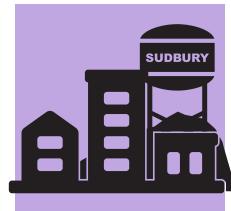
## 4. Economic Capacity and Investment Readiness

- 4.1 Review key core services and service levels
- 4.2 Leverage Greater Sudbury's public sector assets and intergovernmental partnerships to generate new economic activity
- 4.3 Build on opportunities resulting from our clustered network of health and education institutions
- 4.4 Invest in transformative facilities, spaces and infrastructure initiatives that support economic activity
- 4.5 Support the attraction, integration and retention of a highly skilled workforce
- 4.6 Develop strategies to support Indigenous economic development partnerships and opportunities
- 4.7 Launch new initiatives to attract and retain more newcomers for integration into new economic development partnerships and opportunities



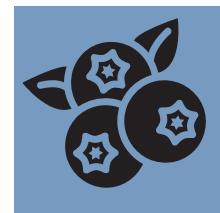
## 5. Housing

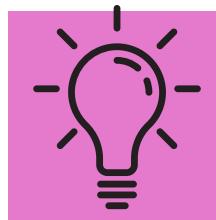
- 5.1 Expand affordable and attainable housing options
- 5.2 Revitalize and improve existing housing stock
- 5.3 Develop and promote solutions to support existing housing choices
- 5.4 Solidify the City's role in Greater Sudbury housing operations



## 6. Create a Healthier Community

- 6.1 Advance population health agenda
- 6.2 Invest in infrastructure to support community recreation with a focus on quality of life
- 6.3 Strengthen Indigenous relations toward reconciliation
- 6.4 Work with health stakeholders to determine appropriate role in local health team development
- 6.5 Build community pride through internal and external promotion of the city





## **7. Strengthen Community Vibrancy**

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- 7.1 Develop a public art implementation plan
- 7.2 Develop and implement policies, practices and enabling technologies that encourage meaningful citizen engagement at the neighbourhood and community level
- 7.3 Strengthen the framework of programs that support the artistic, cultural and creative expression of local residents and groups
- 7.4 Review the Official Plan and other corporate policies to ensure they are appropriately aligned with the strategic objective of community vibrancy
- 7.5 Where relevant, incorporate the objective of community vibrancy into the development of new municipal facilities and infrastructure.

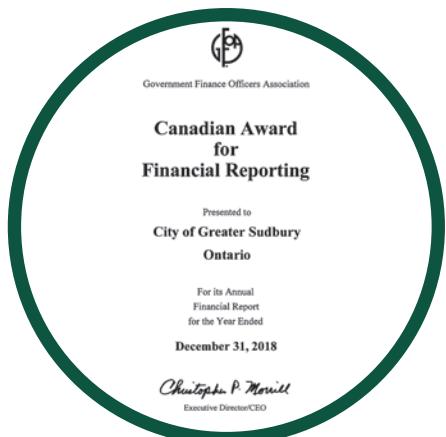
# Plans that Shape our Decisions

The **2019-2027 City of Greater Sudbury Strategic Plan** works in combination with other guiding documents to inform staff's recommendations and the decisions made by Council.

These documents provide direction based on in depth analysis and prior Council decision making. They ensure sustainability and improved processes as the City evolves and grows.

These documents include:

- The **Communications Strategic Plan** outlines a framework for the City's communications practices over three years, with a focus on connecting the community to the organization through community understanding, positive story sharing and empowered communications.
- The **Corporate Information Technology Strategic Plan** aims to create customer and staff interactions facilitated by simple, easy to use technologies that improve service quality and efficiency.
- The **Customer Service Strategy** is a framework for the City's customer service approach over the next three years, which aims to provide consistent, timely, and solution-oriented service for residents and employees.
- The **Downtown Master Plan** presents strategies for improving the downtown's level of economic, cultural and retail activity, its sense of place, and its role as the urban centre for the region.
- The **Economic Development Strategic Plan** outlines a number of goals including the development of an entrepreneurship ecosystem, a welcoming and open community, a highly skilled and creative workforce, one of Ontario's top tourism destinations, and more.
- The **Enterprise Asset Management Policy** outlines best practices for long-term financial planning and the process for making informed decisions regarding the acquisition, operation, maintenance, renewal, replacement and disposal of physical City assets.
- The **Official Plan** helps guide Greater Sudbury's development and land use by establishing long-term goals, policies and development strategies for our city, including long-term goals relating to social, economic and environmental matters.
- The **Roads 10-Year Financial Plan** outlines a phased-in plan to increase capital and operating funding to address growing infrastructure needs.
- The **Subwatershed Study and Stormwater Master Plans** provide recommendations on how to protect people, property and the environment now and in the future with respect to storm water. The studies and plans address specific geographic areas surrounding local waterways including Junction Creek, Ramsey Lake, Whitson River and Whitewater Lake.
- The **Transportation Master Plan** falls under the scope of the Official Plan and focuses on a sustainable transportation network for vehicles, pedestrians and cyclists and their needs, through to 2031.
- The **Water/Wastewater Master Plan** outlines replacement and/or expansions required for the water and wastewater servicing networks in the community.
- The **Water/Wastewater 10-Year Financial Plan** outlines the current and anticipated operating and capital funding requirements for water and wastewater services.



## Awards and Recognition

### GFOA Annual Financial Report

- The City of Greater Sudbury has been recognized by the Government Finance Officers Association of the United States and Canada.
- The Canadian Award for Financial Reporting (GFOA) has been awarded to the City of Greater Sudbury for the 2018 Annual Financial Report.
- This is the seventh consecutive year the Greater Sudbury has been recognized, having received the honour each year since 2012.

### City of Greater Sudbury Earns Third Distinguished Budget Presentation Award

- The Government Finance Officers Association (GFOA), representing public finance officials throughout the United States and Canada, has awarded the City of Greater Sudbury with its third Distinguished Budget Presentation Award.
- The award, presented in recognition of the City's 2019 municipal budget, is the highest form of recognition in government budgeting.
- The City previously received this honour for its 2014 and 2018 municipal budgets.

### City of Greater Sudbury Receives AA Credit Rating for Second Consecutive Year

- The City of Greater Sudbury is pleased to announce that Standard and Poor's (S&P) Global Ratings has once again issued the municipality an AA credit rating with a stable outlook. This is the second consecutive year the City has received the rating.
- This credit rating is a neutral, third-party assessment of the financial health of the City that considers a number of factors, including economy and growth, and the municipality's financial management.
- The rating influences the interest rate paid by the City on any debt it takes on, and signals financial strength to private sector partners and senior levels of government.



## City Achieves National Recognition for Marketing Local Mining Supply and Services

- The City of Greater Sudbury has achieved national recognition for its efforts in marketing the local mining supply and services cluster, a centre of international excellence consisting of the largest integrated mining complex in the world and more than 300 mining supply firms.
- The Economic Developers Association of Canada (EDAC) presented the City of Greater Sudbury's Economic Development team with a Marketing Canada Award, in recognition of the exceptional quality and success of its Mining Cluster Reception.

## AVA Awards

- City Receives International Recognition for Digital Communication Campaigns
- The City has been recognized by the AVA Digital Awards for two communications campaigns in 2019.
- The Gold Award was received for a digital volunteer firefighter social media campaign, as part of the overall recruitment strategy. The campaign featured four volunteer firefighters sharing their personal stories.
- Honourable mention was also received for a web video showcasing the transition from spring operations after a challenging winter.
- The AVA Digital Awards is an international program recognizing excellence in the concept, design and production of digital communication. The Awards are administered by the Association of Marketing and Communication Professionals (AMCP).



## Critical Projects of 2019



**86%**  
on time



**45%**  
increased ridership  
due to improvements to  
weekend schedules

### Transit Action Plan – GOVA

GOVA Transit has delivered its promise of better routes, better schedules and better service. The City of Greater Sudbury's public transit service has undergone a complete transformation, the first since citywide transit was extended to surrounding communities at municipal amalgamation in 2001.

New routes and schedules rolled out on August 26, 2019. Trends have been extremely positive. In the first four months alone buses were running 86 per cent on time, a tremendous improvement over the 74 per cent average of the former transit system. In the same period, overall ridership increased seven per cent and ridership on Sundays increased 45 per cent due to improvements to weekend schedules.

Improvements addressed requests from the community for higher frequency reliable service to the most popular destinations, improved Sunday and late evening service, easier to understand schedules and route information and fares that reward frequent riders.

This transformation is achieved within the operating budget for Greater Sudbury Transit through a cost-sharing partnership of the Canada-Ontario Public Transit Infrastructure Fund.

### Customer Service Initiatives



**85%**  
call resolution rate

New initiatives have addressed Greater Sudbury's Customer Service Strategy that puts resident needs at the forefront of the City's service delivery efforts.

In early 2019, a Request for Proposal was issued for a new Customer Relationship Management system that will enhance tracking and resolution of resident requests. The new CRM system was awarded and will launch in the fourth quarter of 2020.

Response to new Customer Service Standards adopted in March 2019 has been tremendous. Only seven months later, 311 Call Centre staff had achieved an 85 per cent call resolution rate within the new service standard of two business days, a significant improvement over 44 per cent in 2018.

Extended hours adopted for the 311 Call Centre in October 2019 has resulted in less phone transfers and more first call resolutions. By the end of the third quarter 2019, Customer Service Representatives resolved 73 per cent of all calls up from 67 per cent in the same period of 2018.

Additional initiatives include a formal program for customer feedback and extensive customer service training with a goal to train 650 frontline municipal employees by the end of 2020.



**650**  
employees to train  
by the end of 2020

## Maley Drive Extension

The City of Greater Sudbury achieved an important milestone with the opening of Phase One of the Maley Drive Extension Project on November 29, 2019, connecting LaSalle Boulevard West with Falconbridge Highway.

Construction of this critical infrastructure asset was completed on time, on budget and in a fiscally responsible manner through an \$80.1 million three-way cost sharing partnership between federal, provincial and municipal governments.

The currently unfunded Phase Two will connect the new four lane Maley Drive with Elm Street West (M.R. 35) and Falconbridge Highway at a currently estimated cost of \$70 million.

Upon completion of the first two phases, the Maley Drive Extension Project will efficiently reroute traffic to improve safety, ease congestion and extend the lifespan of major arterial roads LaSalle Boulevard, the Kingsway, M.R. 80 and M.R. 15, providing a stimulus to assessment growth.



**\$80.1 million**

three-way cost sharing partnership



**\$70 million**

phase two estimated cost



**58**

municipal services identified

## Core Services Review

In 2019, Greater Sudbury Council received recommendations to move forward with in-depth studies of several municipal service areas for potential savings and subsequent reinvestment.

The first phase, included providing information about services, service levels and performance. The information contained in the phase one report identified a total of 58 services, 11 of which are legislated, mandated or required by senior levels of government, and 47 of which are traditionally offered by municipalities.

This second-phase analysis, which is currently underway, will assess service and service level in the context public interest and public policy considerations, rank services for potential reduction or discontinuation, and identify policy, human resource and financial impacts to generate efficiencies. Phase two will also assess enterprise systems and make recommendations that will lead to systems that are sufficiently, appropriately integrated and that support routine time, attendance and staff activity reporting.



**93%**  
residents were compliant

## Solid Waste

Greater Sudbury adopted a residential garbage bag limit from two bags to one on October 1, 2019. This change is a reflection of City Council's commitment to an environmentally sustainable community and to a longer lifespan for local landfills.

Resident response to the new initiative has been positive. In the first two weeks of the new bag limit, only 7 per cent of residents were non-compliant. Requests for blue recycling bins and organic waste green carts have correspondingly increased.

The City continues to provide unlimited Blue Box recycling, Green Cart organics, leaf and yard trimmings collection, and pick up of large furniture, appliances and electronics on a weekly basis.

New programs to help residents who may have difficulties reducing their garbage to one bag have been implemented. In addition to the diaper and medical waste support programs, the City has introduced a new program for residents with registered dogs or cats.

## MR 35 Widening and Reconstruction

The City of Greater Sudbury is widening Municipal Road 35 (MR35) from Notre Dame Street East, Azilda to Highway 144, Chelmsford. The new roadway will include road widening to four lanes from Notre Dame East to Notre Dame West and to five lanes from Notre Dame West to Highway 144, including a continued shared centre turn lane. In addition, the new roadway will include intersection improvements, traffic signal upgrades, paved shoulders with rumble strips, drainage improvements, new signage, pavement markings and guide rails, where required. Approximately 975 metres of water main upgrades will also be undertaken near the Chelmsford section of this corridor.

In 2019, MR35 was widened from two to four lanes from Notre Dame Street East (Azilda) to Notre Dame Street West (Azilda). Intersection and drainage improvements were also completed along this section of MR35. Final layer of asphalt and restoration work to be completed in the Spring of 2020. Construction will continue into 2020.

# Our Economy

## Economic Overview at a Glance

	Geography	2018	2019
Unemployment Rate	Greater Sudbury	6.8%	5.6%
	Ontario	5.6%	5.6%
Total employment (000s)	Greater Sudbury	81,400	85,000
	Ontario	7,242,400	7,431,567
Participation Rate	Greater Sudbury	62.0%	63.8%
	Ontario	64.5%	64.9%
Employment Insurance Recipients	Greater Sudbury	2,289	2,143
	Ontario	120,383	118,483
Business Bankruptcies	Greater Sudbury	8	4
	Ontario	937	902
Average House Price	Greater Sudbury	\$273,786	\$289,500
	Ontario	\$584,553	\$606,678
Building Permits Issued (millions \$)	Greater Sudbury	\$287.90	\$280.76

Sources: Statistics Canada, Office of the Superintendent, Sudbury Real Estate Board, City of Greater Sudbury, Building Services, Metropolitan Outlook

## New Business in Greater Sudbury

2018	2019
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**221**  **188**

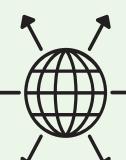
Total # of Registered Businesses

**60**  **41**

Total # of New Starts

**94**  **90**

Total # of Jobs Created

**3**  **31**

Total # of Expansions

Source: Regional Business Centre

## Regional Business Centre Stats (RBC)

### Starter Company Plus

- 90** applications to participate
- 30** participants
- 1** intake session
- 29** entrepreneurs supported by grants divided in two disbursements totaling **\$107,300**
  - \$61,250 in disbursements for participants of the 2018/2019 intake
  - \$46,050 in disbursements for participants of the 2019/2020 intake

### Summer Company

- 6** participants
- 6** grants distributed totaling **\$18,000**

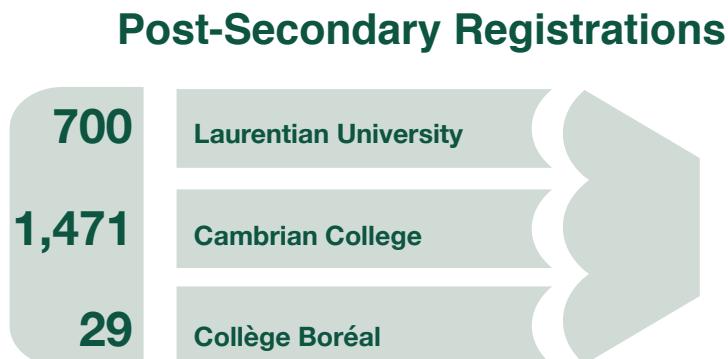
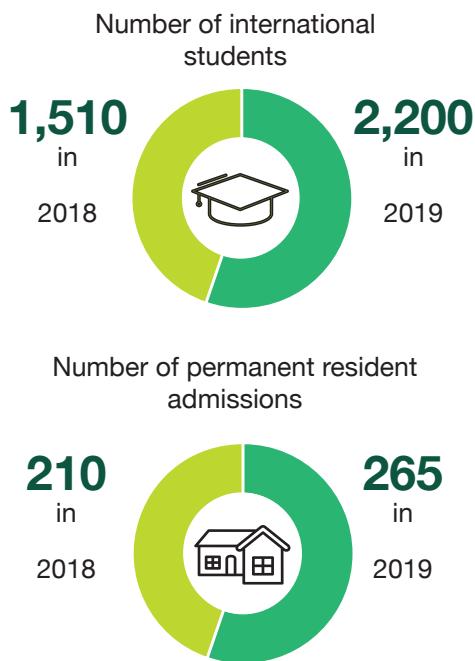
### Outreach

- 161** outreach activities (10 per cent less than in 2018)
- 2,065** entrepreneurs and community members were supported (2 per cent less than 2018)

### Training and Learning Opportunities

- 53** seminars hosted
- 530** participants
- 1,708** inquiries/interactions between RBC staff and clients
- 592** consultations (23 per cent more than 2018)
- 103** attendees at 20th Annual Bridges to Better Business

## A Welcoming and Open Community



Source: Government of Canada,  
Permanent Residents

## A Quality of Place and Lifestyle That is Second to None



**4.6 million**  
Sudbury Transit Passenger Trips Annually



**41,251**  
visits to outdoor rinks,  
Queen's Skating Path and Ramsey Lake Skate Path



**74**  
events held at  
Sudbury Community Arena



**119.5 km**  
maintained trails



**\$3.5 million**  
value of ticket sales at Sudbury Arena

## Greater Sudbury Market

The Greater Sudbury Market Association (GSMA) was incorporated in late 2018. For the first time, The Market was delivered by GSMA in 2019. The first year of The Market as a non-profit organization was very successful with many initiatives, including vendor flags and the Market Bucks program.

The Market also plays an important role as a business incubator. The success story of this year is the Salty Dog Bagel Company that opened a stand-alone downtown business in November 2019.



**18,205**  
visitors on Saturday and  
Thursday market  
(17,626 in 2018)



**76**  
vendors  
(same as 2018)

## Global Leader in Mining Supply and Services

**New businesses joined the Sudbury Mining Cluster:**  
Pump and Abrasion Technologies

**Existing businesses expanded:**  
Hard-Line new Downtown Location, Rocvent - new 30,000 sq ft facility



**11**  
international delegations  
hosted by Economic Development  
at the City of Greater Sudbury

The Economic Developers Association of Canada (EDAC) presented the Economic Development team with a Marketing Canada Award for the exceptional quality and success of the Sudbury Mining Cluster Reception held at PDAC in Toronto in March 2019.



## Nationally Recognized Centre of Artistic Excellence

Sudbury-shot films recognized during the 2019 Canadian Screen Awards: Bad Blood, Through Black Spruce, Cardinal and Letterkenny.

Billy Campbell (Cardinal) in his acceptance speech:

**"If there is a more professional and friendly and passionate place to make films, I just haven't been there yet."**

## Arts and Culture Grants



**34**  
total grants provided



**\$584,357**  
total value of grants provided



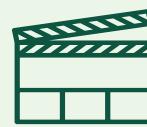
**\$81,187**  
total value of grants in support of project-based arts activities



**\$503,170**  
total value of grants provided for operational support to local arts organizations



**15**  
total grants provided for operational support to local arts organizations



**15**

productions filmed



**580**

**749**

days of filming



**\$37.7M**      **\$24M**

total local spend

## Tourism

### Municipal Accommodation Tax

The Municipal Accommodation Tax (MAT) was implemented in September 2018. The 4% fee is applied to accommodation of less than 30 consecutive days such as hotels, motels, Airbnbs and other lodging options.

The figures below represent the financial results of the MAT for the full year of 2019.



**\$2,222,498**

total collected



**\$1,066,790**

total allocated to GSDC to be used to promote and grow the tourism sector



**\$1,066,790**

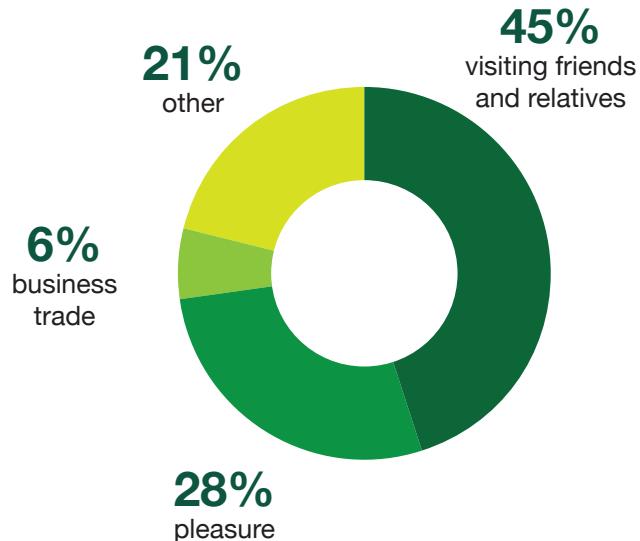
total allocated to the City of Greater Sudbury to be used in accordance with Council directions



**1,132,289**

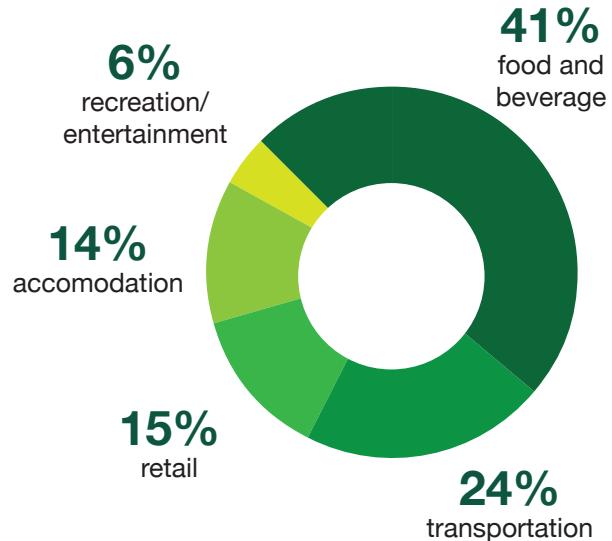
number of total person visits

### Main Purpose of Trip



### Total Visitor Spending

**\$ 163,946,896**



Note: 14 travel writers visited the community in 2019

## Major Events Hosted

- ESSO Cup National Female Midget Hockey Championship (April)
- FONOM - Federation of Northern Ontario Municipalities Conference (May)
- Great Waterfront Trail Adventure (August)
- AFMO - Association francaise des municipalites de l'Ontario (September)
- NEORA - Northeastern Ontario Recreation Association (September)
- OFSAA - Cross Country Running (November)

## Tourism Event Support Program in 2019



**62**

events supported



**\$108,040**

tourism event support funding



**67,163**

non-local participants, delegates and spectators resulted from the supported events

## Investing in Our Community

### Infrastructure and Asset Renewal

The 2019 Budget furthered Council's commitment to investing in roads and enhanced services to improve quality of life for our community.

The \$120.4 million capital budget ensured the best investment choices were made by ranking projects based on carefully selected criteria and moving forward with the highest ranked priorities.

- An increase in OCIF was used toward road improvements including York Street, Attlee Avenue, Dean Avenue, and Main Street in Val Caron.
- Federal Gas Tax funds were used to partially fund various bridge projects, local road improvements and sanitary sewer repairs, including:
  - Bridges: CPR Overpass on Elm Street West, Douglas Street, Allan Street, and Frappier Road;
  - Road Improvements: CKSO Road, Second Avenue, York Street, Barry Downe, Kingsway, Regent Street, Attlee Street, Elm Street at Ethelbert, Beatty Street
  - Sanitary Sewer System Rehabilitation and Repair: various locations
- Major drainage projects throughout the community included the McNaughton Terrace Treatment Facility as well as continued work on the previously funded Mountain Street Storm Outlet.



**\$52.8 million**  
of the capital budget  
for roads and drains



**\$15.6 million**  
for bridge and culvert  
rehabilitation projects



**\$31 million**

for road construction,  
including continued funding  
Maley Drive Extension  
Project and Municipal  
Road 35



**\$20 million**

Federal Gas Tax Funding  
including \$10.2 M  
additional funding



**\$3.9 million**

investment for additional  
surface treatment  
and large asphalt  
patches



**\$9.2 million**

Ontario Community  
Infrastructure Funding  
(OCIF)

## Other 2019 Capital Budget Highlights

The Capital Budget outlines the investments Council is making now that will provide benefits for years to come. This involves spending on the physical structures that support our City, systems that will increase efficiencies, and strategies that will guide decisions. This includes renewal to extend the useful life of existing assets, as well as new project investments that have been identified as strategically important. Reports provide updates throughout the year relating to capital project investments and progress.



**\$2 million**

for technology solutions  
to improve customer  
experience



**\$4.3 million**

for upgrades to the Howard Armstrong Recreation Centre and the Dowling Leisure Centre



**\$39.8 million**

for water and wastewater projects including watermain replacements and lift station upgrades



**\$3.4 million**

for improvements at the Azilda and Sudbury landfill sites



**\$4.5 million**

for improvements at Tom Davies Square, fire halls, and the transit/fleet garage

## Large Projects

### Kingsway Entertainment District

The Arena/Event Centre will replace the existing 68-year-old Sudbury Community Arena as a location for sporting events and concerts. It will have a capacity of 5,800 for sporting events and 6,500 for concerts and will be an integral part of the Kingsway Entertainment District. The first phase of the Kingsway Entertainment District will also include a Casino owned and operated by Gateway Casinos and Entertainment Limited, and an adjoining hotel complex and associated restaurants. A Festival Square will connect the Casino/Hotel complex and Arena/Event Centre, providing an outdoor entertainment space, including family fun and relaxation year-round.



Council direction has been received at all milestones including integrated site plan concept, financial plan, criteria to evaluate Design/Build bid proposals and Council-approved rezoning of properties.

#### 2019 Highlights:

##### Partnerships:

- Partnerships established and confirmed with Gateway Casinos and the developer.
- Under the partnership agreement, the developer and company as the property owner transferred 11.96 hectares (29.56 acres) to the City for Greater Sudbury for \$10.
- Letter received from the developer regarding interest in including the Convention and Performance Centre at the Kingsway Entertainment District site.

##### Site Design:

- Updated street design drawings submitted for detailed review and approval.
- Horizontal configurations of the two intersections completed and approved.
- Interim design brief and initial geotechnical work for storm water management design complete.
- Design-Build Request for Proposal (RFP) initial technical requirements developed. More comprehensive design information will be added to the RFP following the outcome of legal proceedings in 2020.
- Technical requirements of Design-Build RFP sent to Fairness Monitor. Additional design information for inclusion in the RFP will be sent to Fairness Monitor in 2020.

**Legal Proceedings:**

- In response to the appeals filed to the Local Planning Appeals Tribunal (LPAT) in 2018, LPAT issued written decisions on July 10, 2019:
  - City's motion allowed and six issues struck from the Appellants' issues list
  - Appellants' motion related to production refused with an exception
  - Appellants' motion to file a Responding Case Synopsis and Responding Appeal Record refused
  - Motion by the Applicant and Gateway to file a Responding Case Synopsis and Appeal Record allowed
- Second LPAT Case Management Conference held in August 2019.
- Four-day LPAT hearing date set for May 5, 2020. This was delayed due to COVID-19 and has been rescheduled to a two-day hearing set for September 17 and 18, 2020.

**2020 Next Steps:**

- On March 18, 2020 LPAT ruled that the Minnow Lake Restoration Group appeal is dismissed. There are now 11 appeals instead of 12.
- Superior Court hearing held June 29 and 30, 2020.
- LPAT hearing scheduled for September 17 and 19, 2020.
- Ruling from the Superior Court is expected prior to the LPAT Hearing.
- LPAT ruling is expected prior to the end of the year.
- Staff will report to Council once the rulings from the Superior Court and the LPAT have been received with recommendations for next steps.

## Place des Arts

Place des Arts will be northern Ontario's first multidisciplinary arts and culture centre. Located at the corner of Elgin and Larch, north of Medina Lane in downtown Sudbury, the centre will be open to the entire community. Place des Arts will be the permanent home of eight francophone cultural organizations. Together, they will offer nearly 850 activities per year, aiming to have 50,000 admissions annually. Designed to be a gathering place for the whole community, the four-storey building will include a performance hall, a multipurpose studio, a contemporary art gallery, a youth zone, bistro with a seasonal sidewalk terrace, a gift and book shop, an early childhood artistic centre with a playground, and office space. Public spaces and services will be provided in both official languages.

### 2019 Highlights:

- Exterior design of the building unveiled on March 29.
- Place des Arts recruited its founding Executive Director, Léo Therrien.
- Regular meetings with Place des Arts and downtown stakeholders to implement communication strategies.
- HEIN Construction began construction on the site.
- City disbursed \$500,000 of total contribution of \$5 million in municipal funding.
- \$149,000 operating grant was approved as part of the CGS 2020 budget

### 2020 Next Steps:

- After a brief pause in construction due to COVID-19, construction restarted in late May 2020, with adaptations made to align with new guidelines during the pandemic.
- Construction completion expected Summer 2021.
- \$1.5 million of the City's capital commitment has been transferred to date.
- Preparation is underway for the procurement of fixed furniture and equipment, as well as wayfinding (external and interior) and IT services.



## Junction East (Library/Art Gallery)

The new library/art gallery will be a technologically sophisticated, materially beautiful and modern building in Greater Sudbury's historic downtown that will contribute to a vibrant and healthier community. Through innovative physical spaces and dynamic, responsible programming, the new library and art gallery will improve access to public spaces, and become a civic landmark and centrepiece for Greater Sudbury. Junction East will create a cultural hub, spurring growth in the arts and culture district and giving both the library and the art gallery more space to better serve the community.

The new state-of-the-art, multi-purpose cultural hub will be a 61,800 sq.ft. facility, which involves a capital expenditure of approximately \$47.6 million. The Main Branch Library will increase space by approximately 60% to 43,800 sq. ft. and will result in interior spaces that will be flexible and adapt as services and technology evolve. The Art Gallery will triple in size to 18,000 sq. ft. allowing five separate gallery spaces to house the permanent collection and temporary exhibitions.

### **2019 Highlights:**

- Council selected the parking lot on Shaughnessy Street beside the Sudbury Theatre Centre as the new preferred site for Junction East.
- Collaboration with the Sudbury Theatre Centre and the Sudbury Multicultural Folk Arts Association to determine potential partnerships and to secure adjoining properties.
- Project financing plan approved as part of 2019 Municipal Budget.
- Parking options under development.
- Geotechnical assessment completed.
- Funding applications submitted to the Northern Ontario Heritage Fund Corporation (NOHFC) and the Investing in Canada Infrastructure Program (ICIP). NOHFC funding application approved to proceed to stage two.
- Staff attended the Marché International des Professionnels d'Immobilier (MIPIM) conference and were able to showcase Junction East and Junction West on the global stage to developers, investors and hotel operators.
- Request for Proposal (RFP) issued to secure a consultant for design and engineering services for Junction East.

### **2020 Next Steps:**

- Continue advocacy for ICIP funding.
- Award RFP for Junction East design and engineering services.
- Community engagement for Junction East design.
- Formalize partnerships with prospective partners (Sudbury Theatre Centre and Sudbury Multicultural and Folk Arts Association).
- Prepare parking options for Council decision.





## Junction West (Convention and Performance Centre)

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Junction West will be a unique, multi-purpose convention and live performance facility. It will feature a community auditorium, a 950-seat main hall that will feature symphony concerts, public lectures and touring stage productions and, in less than 30 minutes, will convert to a flat-floor ballroom that can host 850 conference delegates. This innovative approach will address community needs that were first identified almost three decades ago, and will put Greater Sudbury firmly on the next level for public performances and convention business.

### 2019 Highlights:

- Council approved financial plan with substantial commitments.
- RSM Canada engaged to conduct an analysis of private sector interest in associated hotel and commercial and residential development.
- Time taken to consider the best orientation of Junction West in relation to the new site for Junction East, parking and concerns regarding simultaneous construction.

### 2020 Next Steps:

- In February 2020, the World Trade Centre Group presented an opportunity to establish a World Trade Centre (WTC) location in Greater Sudbury.
- Economic Development leading the work to understand the municipal role and the potential for WTC with Junction West. CBRE has been engaged to complete the analysis.
- Continuing work to consider approach, the best orientation of Junction West in relation to the new site for Junction East, best approach to private sector attraction, parking and concerns related to simultaneous construction.
- Council report anticipated in Q3 2020.
- Funding application submitted to the Northern Ontario Heritage Fund Corporation (NOHFC).

# Service Areas Deliver Strategic Priorities

Almost every aspect of daily life in the City of Greater Sudbury is touched by the 58 service areas and more than 150 sub-services provided by the municipality.

As a single-tier municipality, the City is responsible for all services and assumes all responsibilities set out under the Municipal Act and other provincial legislation.

Enterprise wide collaboration, co-ordination between Council and staff, and co-operation with key stakeholders and service partners deliver desired outcomes to meet the priorities, goals and initiatives of the 2019-2027 Strategic Plan.

# Office of the Chief Administrative Officer



**The Office of the Chief Administrative Officer (CAO's Office) leads the organization and chairs the Executive Leadership Team. The CAO's Office includes two divisions: Economic Development and Communications and Community Engagement.**

The CAO's office reports to Council quarterly on the projects listed below. These projects are reflective of their status last quarter of 2019.

## Key projects

- |  |   |   |
|--|---|---|
| <ul style="list-style-type: none"> <li>✓ Customer Relationship Management System</li> <li>✓ Customer Service Strategy Implementation</li> <li>✓ Enhanced Communications</li> <li>❖ Communications Review</li> <li>✓ Strengthening Development Services</li> <li>✓ AMR/AMI – Water Meter replacement</li> <li>✓ Transit Action Plan</li> <li>✓ Strategic Plan</li> <li>✓ Status Land Management Information System (LMIS)</li> <li>✓ Sign By-law</li> <li>✓ Paris-Notre Dame Bikeway</li> <li>+ Complete Streets Guidelines</li> <li>✓ Pavement Condition Assessment</li> </ul> | <ul style="list-style-type: none"> <li>✓ Pothole Material Patching Project</li> <li>✓ Large Spreader Laid Patches</li> <li>✓ Official Plan – Phase 1 Key Projects Status</li> <li>✓ Community Energy and Emissions Plan</li> <li>✓ Development Charge Background Study</li> <li>❖ Feasibility Review for New Organic Processing Options</li> <li>✓ Solid Waste Management Plan</li> <li>✓ Construction &amp; Demolition Material Recycling Site Update</li> <li>✓ Waste Collection Services</li> <li>✓ Waste Diversion</li> <li>✓ Paquette-Whitson Municipal Drain</li> <li>✓ Gatchell Outfall Sewer</li> </ul> | <ul style="list-style-type: none"> <li>✓ Falconbridge Highway Overpass</li> <li>✓ MR 35 from Notre Dame East to Notre Dame West</li> <li>✓ Maley Drive</li> <li>✓ Greater Sudbury Housing Corporation Transition</li> <li>❖ Homeless Shelter Review &amp; Modernization</li> <li>✓ Playground Revitalization</li> <li>✓ Population Health, Safety, and Well-Being</li> <li>✓ Social Housing Revitalization</li> <li>❖ Therapeutic Pool</li> <li>✓ Core Services Review (Q2)</li> <li>✓ Employment Land Strategy (Q3)</li> </ul> |
|--|---|---|

## Key Performance Indicators

2019 Significant projects performance updates

Total	36
✓ On Target	31
+ Not Started	1
❖ Delayed	4
2020f	36 complete

## Communications and Community Engagement



The Communications and Community Engagement Division plans and executes strategic communications and engagement activities, building understanding of the City, its people, programs, services and policies. It provides strategic advice and support to the organization on customer service. Through the 311 call centre, the division delivers first-resolution response to callers each day, using judgment, discretion and organizational knowledge to resolve, escalate or respond directly to inquiries.

### 2019 Accomplishments

- Awarded the contract for the replacement of the City's Customer Relationship Management system.
- Extended 311 call centre operating hours
- Established an organization-wide customer service feedback program and a corporate-wide customer service training program.

### Service Requests and Inquiries 311 Service Profile

**Organizational Unit:** CAO's Office

**Enterprise Program:** Corporate

**Service Category:** Traditional

### Activity Level – Output Achieved



**188,000**

phone calls answered with an average work effort of 3.5 minutes, answered within 20 seconds 70% of the time, and resolved at the first point of contact 72% of the time



**11,300**

email inquiries, with an average response time of 0.5 days



**32,000**

in-person transactions with an average transaction time of 8 minutes

### Key Performance Indicators

**Measure:** First call resolution (including direct transfers)

**67%**  
2018

**72%**  
2019

**75%**  
2020f

**Measure:** Call response time (% calls answered within 20 seconds in queue)

**79%**  
2018

**70%**  
2019

**80%**  
2020f

**Measure:** Average call duration

**65**  
**seconds**  
2018

**91**  
**seconds**  
2019

**100**  
**seconds**  
2020f

## Communications and Engagement Service Profile

**Organizational Unit:** CAO's Office

**Enterprise Program:** Corporate

**Service Category:** Traditional

### Activity Level – Output Achieved



**432**

graphic design service requests closed



**215**

public service announcements and news releases, and complete online engagement campaigns for 24 projects



**2,442**

pages maintained on the City's website, with updates posted within 24 hours



**743**

media inquiries responded to with an average processing time of 2 hours each

### Key Performance Indicators

**Measure:** Pages Visited per Website Visit



pages per session

**Measure:** Enhance communications through the launch of community newsletter, City Connect



sign ups

## 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

### Activity Level – Output Achieved



**53**

seminars provided by  
Regional Business Centre



**188**

business registrations



**\$1.18 M**

grants (through CED Fund,  
Arts and Culture, Tourism  
Event Support and Regional  
Business Centre grant  
programs)



**400+**

attendees at the Sudbury  
Mining Cluster at the  
Prospectors and Developers  
Association of Canada  
conference, netting a  
Marketing Award from  
the Economic Developers  
Association of Canada.



**11**

international delegations  
hosted



**13**

film productions with  
749 filming days



**62**

tourism events supported with 68,735  
non-local participants, delegates and  
spectators resulting in local spending  
of \$14,021,940

## Key Performance Indicators

**Measure:** Culture Grants per Capita

**\$37.28**  
2018

**\$6.82**  
2019

**\$8.00**  
2020f

**Measure:** Culture Total Cost per Capita

**\$42.38**  
2018

**\$16.48**  
2019

**\$13.40**  
2020f

**\$8.01**  
2018

Municipal  
median

**Measure:** Culture Operating Cost to Manage Grants per Capita

**\$40.28**  
2018

**\$9.95**  
2019

**\$11.25**  
2020f

**\$9.36**  
2018

Municipal  
median

**\$26.08**  
2018

Municipal  
median

# Corporate Services

Corporate Services leads enterprise-wise service and support functions that build confidence in the City's direction and services among employees and citizens. This includes Legal and Clerk's Services, Corporate Security and By-law Services, Information Technology, Human Resources and Organizational Development, and Finance, Assets and Fleet.

## Legal and Clerk's Services



Legal and Clerk's Services provides governance and legal support to the organization. The division administers and oversees numerous processes pursuant to a variety of legislation, including but not limited to the Municipal Act, 2001, the Provincial Offences Act (POA), the Municipal Freedom of Information and Protection of Privacy Act and the Municipal Elections Act.

### 2019 Accomplishments

- Procurement for a new Council/Committee agenda and meeting management system has begun with a view to implementation in 2020.
- Substantive changes to Council procedure approved and implemented with a view to simplifying processes and increasing efficiency of meetings.
- Completed introduction of new Council Code of Conduct and onboarding of the City's first Integrity Commissioner.

### Legal Services Service Profile

**Organizational Unit:** Corporate Services

**Enterprise Program:** Corporate

**Service Category:** Legislated/Regulated/Mandated

### Activity Level – Output Achieved



**8,180**

lawyer hours of legal services provided internally



**3,933**

charges disposed of in Provincial Offences Court (not including Part 2 Parking Offences)



**49**

land transfers (sales, purchases and easements taken and granted) plus ongoing preparation of subdivision agreements, site plan agreements and other land use development agreements



## Hundreds

of title searches to support real estate, land use, construction, by-law enforcement, prosecution, and City work and services



## Hundreds

of agreements and other legal documents reviewed, revised, and/or drafted to support City work and services



## 210

by-laws prepared

### Provincial Offences Court Service Profile

---

**Organizational Unit:** Corporate Services

**Enterprise Program:** Corporate

**Service Category:** Legislated/Regulated/Mandated

### Activity Level – Output Achieved

---



## 33,028

Provincial Offences Act charges processed



## 671

hours of Court time for provision of clerical court support

## Clerk's Services & Council Support Service Profile

**Organizational Unit:** Corporate Services

**Enterprise Program:** Corporate

**Service Category:** Legislated/Regulated/Mandated

### Activity Level – Output Achieved



**114**

Council and Committee meetings supported with preparation of agendas and related processes



**221**

hours of meeting support for Council and Committee meetings



**694**

marriage licenses (vital statistics)



**1,871**

burial permits (vital statistics)



**184**

Freedom of Information requests received



**12**

members of Council supported with administrative and clerical services



**1**

community archive (Edison Building in Falconbridge) open to the public 38 hours per week.

### Key Performance Indicators

**Measure:** Direct Cost for Freedom of Information Program per Formal Request



Municipal median

**Measure:** Total Cost of POA Services per Charges Filed



Municipal median

## Corporate Security and By-Law Services



Security and By-law Services provides public education, investigation and enforcement of municipal by-laws and specific provincial legislation to protect the welfare, health and safety of our staff and residents. The Parking Services area provides convenient and accessible downtown parking to those visiting City Hall, doing business, running errands, working or simply enjoying the downtown core.

### 2019 Accomplishments

---

- Introduced service improvements for both on- and off-street municipal parking that included the introduction of a mobile parking app to provide additional payment options and the installation of on-street pay-by-plate parking machines to replace specific on-street parking meters.
- Finalized a review of staffing and service level delivery at the Animal Shelter. Efficiencies and additional animal care services added to model of service with the implementation of Animal Shelter Attendants.
- Provided a review of several existing by-laws (Animal Control By-law, Campground By-law, Vehicle for Hire By-law) and explored new by-law provisions (e.g. potential edits to the Animal Control By-law to permit backyard hens).
- Issued a request for expression of interest to gauge private sector interest in partnering with the municipality to address parking supply issues.

### Security, By-law and Parking Services Profile

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**Organizational Unit:** Corporate Services

**Enterprise Program:** Corporate

**Service Category:** Traditional

### Activity Level – Output Achieved

---



**9,767**

by-law complaints closed per year



**17,683**

parking violations issued



**1,543**

business and taxi licenses and 430 lottery licenses issued



**27**

trespass notices

## Animal Control and Shelter Services Service Profile

**Organizational Unit:** Corporate Services

**Enterprise Program:** Corporate

**Service Category:** Traditional

### 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

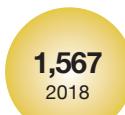


**258**

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



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



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



Municipal  
median



Municipal  
median



Municipal  
median

## Information Technology



The Information Technology Division is responsible for all aspects of Information Technology (IT) at the City. IT provides the City with technology services in the areas of computer hardware, software and telecommunications required to manage municipal operations. IT provides strategic planning and project management to enhance services provided by the City to improve operations and services to residents.

### 2019 Accomplishments

- Established enterprise-level Information and Technology Governance to direct and monitor IT projects and standards, including the first annual Council update on the IT Strategic Plan status.
- Completed key milestones for projects on the Corporate Information Technology Strategic Plan including Land Management Information System (LMIS), the Customer Relationship Management (CRM) system, Recreation and Facility Booking system, Advanced Metering Infrastructure (AMI) project, Social Housing Registry and Phone System Upgrade.
- Completed the following projects: eTendering system, Pay by Plate project, Transit Scheduling System.
- Added the Meeting Management System project to replace the City's Agendas Online system .
- Implemented IT project management best practices for delivery and quality.

### Information Technology Service Profile

**Organizational Unit:** Corporate Services

**Enterprise Program:** Corporate

**Service Category:** Traditional

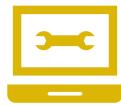
### Activity Level – Output Achieved

#### Run the Service:



**3,565**

user accounts



**877**

service requests per month  
(18% fixes and 82% standard service requests)



**6,500**

devices maintained including computers, sensors, phones, network equipment, etc.

#### Grow/Transform the Service:



**20**

active initiatives as part of the IT Plan



**59**

new technology innovation ideas investigated

## Key Performance Indicators

**Measure:** Number of Visitor Sessions to Municipal Website per Capita



11.0  
2018

Municipal median

**Measure:** Total Cost for Information Technology per Total Supported Municipal FTE



\$4,310  
2018

Municipal median

## Human Resources and Organizational Development



Human Resources and Organizational Development delivers human resources support and services to the City of Greater Sudbury. The division stewards all corporate human resources activities to ensure employee efforts are focused on producing the right results, and the City can attract and retain people with the right skills, values and behaviours in the workforce.

### 2019 Accomplishments

- Implemented results of benefits modernization review for non-union employees.
- Integrated policies and HR systems for employees in Housing Operations (formerly Greater Sudbury Housing Corporation).
- Developed a Psychological Health and Safety policy and a plan to implement Psychological Health and Safety Standards.
- Negotiated a four year Collective Bargaining Agreement with CUPE 4705 Inside, Outside and Housing Bargaining Units and CUPE, Local 148 Bargaining Unit.

### Human Resources & Labour Relations Service Profile

**Organizational Unit:** Corporate Services

**Enterprise Program:** Corporate

**Service Category:** Traditional

### Activity Level – Output Achieved

#### Collective Agreement Administration



**2**

Human Rights Tribunal cases were resolved



**33**

days of negotiations with CUPE 4705 Inside, Outside and Housing Units (plus 2 days of conciliation) resulting in the three Collective Bargaining Agreements being finalized for 4 year term (2019-2023)



**8**

investigations conducted and seven complaints resolved under Workplace Violence, Harassment and Discrimination Prevention Policy or Human Rights Tribunal

## Compensation & Benefits Service Profile

---

**Organizational Unit:** Corporate Services

**Enterprise Program:** Corporate

**Service Category:** Traditional

### Activity Level – Output Achieved

---

#### Compensation and Benefits



**10,150**

employee transactions



**11,500**

adjustments to employee records in support of payroll, employee compensation and pay equity



**80**

salary and market surveys and 3 benchmarking surveys



**151**

employee job evaluations



**181**

job descriptions



**511**

employee recognition awards



**76**

employees recognized at one recognition gala

## Organizational Development, Safety, Wellness & Rehab Service Profile

---

**Organizational Unit:** Corporate Services

**Enterprise Program:** Corporate

**Service Category:** Traditional

### Activity Level – Output Achieved

---

#### Recruitment



**992**

job postings administered



**6**

day average to post an authorized vacancy

### Health and Safety



**221**

employees return to work safely



**132**

sessions of corporate H&S training administered and delivered online and in class



**82**

employees assessed and provided advice on safe ergonomic set up of workstations

### Rehabilitation



**362**

short-term disability claims administered and managed



**54**

long-term disability claims



**128**

occupational lost time claims



**177**

modified work duty claims



**813**

hazards, first aid, health care, and lost time incidents reported

### Organizational Development



**101**

employees were provided with a facilitated assessment of their leadership talent



**296**

summer students had hiring process administered for operating departments



**506**

summer student applications processed



**174**

employees were provided corporate training consisting of eight modules, providing leadership and competency development

## Key Performance Indicators

**Measure:** Total cost for Human Resources Administration per T4 Supported



Municipal  
median

**Measure:** Overall Permanent Voluntary Employee Turnover



Municipal  
median

## Financial Services



Financial Services provides tax billing and collection, accounting, payroll and financial information system support, purchasing and procurement, budgeting, financial planning, risk management and insurance, and financial and support services.

### 2019 Accomplishments

- Provided an update to the Long-Term Financial Plan.
- Prepared the Development Charges Background Study and By-law, approved by Council.
- Implemented e-Tendering process for Request for Tenders and Proposals, streamlining the procurement process.
- Prepared an updated shareholder declaration, including dividend policy for Greater Sudbury Utilities, approved by Council

### Taxation Service Profile

**Organizational Unit:** Corporate Services

**Enterprise Program:** Corporate

**Service Category:** Legislated/Regulated/Mandated

### Activity Level – Output Achieved

#### Taxation



**61,475**

final bills issued



**27,769**

interim tax bills issued



**840**

supplementary/omitted bills



**837**

rebates processed



**292**

tax accounts liened



**28,233**

adjustments/write-offs processed

## Accounting, Purchasing & Payroll Service Profile

**Organizational Unit:** Corporate Services

**Enterprise Program:** Corporate

**Service Category:** Traditional

### Activity Level – Output Achieved

#### Accounts Payable



**86,559**

invoices processed



**54.7%**

of invoices paid  
within 30 days

#### Accounts Receivable



**15,746**

invoices processed



**9**

days to process billing into  
an invoice

#### Payroll



**85,389**

deposits to employees



**99.2%**

accuracy for  
deposits made

#### Purchasing



**119**

competitive procurement processes  
with 5,450 staffing hours



**54**

business-day average from final specifications  
to award authorization

## General Accounting



**100%**

clean audited financial statements -  
clean audit opinion by external auditors



**1**

financial information return submitted  
to Ministry of Municipal Affairs as per  
requirements/deadlines



**4**

quarterly Council expenses reports  
plus remuneration reports

## Financial Planning & Budgeting and Support Services Service Profile

**Organizational Unit:** Corporate Services

**Enterprise Program:** Corporate

**Service Category:** Traditional

## Activity Level – Output Achieved

### Investment Management



**2.70%**

internally managed  
investment return

### Risk Management



**1,500**

hours of risk  
management advice  
and support



**892**

claim files opened



**30%**

simple claims finalized  
(potholes) in 60 days



**5**

day average of  
non-rush contract  
and procurement  
solicitation review



**100%**

of insurance policies  
renewed and in place  
prior to renewal

## Financial Planning, Budgeting and Financial Support

**1**

produced annual budget  
in accordance with Municipal  
Act Guidelines

**4**

budget to actual  
variance reports

**2**

capital activity  
reports produced

## Key Performance Indicators

**Measure:** Average [Accounts Receivable] Collection Period in Days



**Measure:** Gross per cent Realized Return on the Total Internally Managed Investment Portfolio (based on the Average Adjusted Book Value)



Municipal  
median



Municipal  
median

## Assets and Fleet Services



The Assets and Fleet Services division manages the places where City employees work and interact with the public, as well as the vehicles and equipment needed to deliver services. Specifically, this division is responsible for the maintenance of City-owned buildings, including capital works, energy efficient initiatives, land inventory, property acquisitions, sales and leasing, corporate asset management planning and fleet services.

### 2019 Accomplishments

---

- Installed pay-by-plate parking machines for on-street parking in the downtown core.
- Completed significant capital investments in Tom Davies Square including the courtyard redesign and elevator replacement.
- Completed building condition assessments and designated substance surveys at all fire and emergency medical services stations in order to facilitate informed business and asset management decisions that will assist in building a sustainable facility portfolio.
- Provided asset management plan update to Council including components of the first State of the Assets report.
- Completed Fleet Operations Review resulting in recommendations to update fleet information systems and fleet utilization data to improve capacity for scheduled repair.

### Real Estate Service Profile

---

**Organizational Unit:** Corporate Services

**Enterprise Program:** Corporate

**Service Category:** Traditional

### Activity Level – Output Achieved

---



**101**

real estate appraisals completed



**34**

reports to Council and Committee



**27**

real estate transactions negotiated and closed



**152**

leases, licenses of occupation and land use permits

## Facilities Management Service Profile

---

**Organizational Unit:** Corporate Services

**Enterprise Program:** Corporate

**Service Category:** Essential

### Activity Level – Output Achieved

---



**556**

critical and urgent service requests in one hour or less 95% of the time



**1,131**

traditional service requests in 2 days 80% of the time



**3,496**

low and minor alteration service requests within 5 days 80% of the time



**5,183**

preventative and emergency work orders



**100%**

compliance with facility regulations



**31**

capital projects completed

## Energy Initiatives Service Profile

---

**Organizational Unit:** Corporate Services

**Enterprise Program:** Environmental Protection

**Service Category:** Discretionary

### Activity Level – Output Achieved

---



**32**

energy audits performed per year



**4**

energy projects assisted with or responsible for completing annually



**2**

reports completed for Ministry reporting requirements

## Fleet Services Service Profile

Organizational Unit: Corporate Services

Enterprise Program: Corporate

Service Category: Essential

### Activity Level – Output Achieved



**5,583,799 L**

fuel purchased and maintained  
6 city fueling locations



**7**

light duty acquired



**8**

medium duty acquired



**7**

heavy duty acquired



**2**

pieces of equipment acquired



**6**

light duty disposed



**7**

medium duty disposed



**5**

heavy duty disposed



**2**

pieces of equipment disposed



**28,056**

preventative and emergency work orders annually on approximately 850 vehicles/equipment

## Key Performance Indicators

**Measure:** Total Equivalent kWh Energy Consumption for Headquarter Building (HQ) per Square Foot of HQ Building



**Measure:** Direct Cost per Heavy Vehicle KM (Municipal Equipment)



# Community Safety

Community Safety includes the departments that work to keep our community a safe place to live. This includes Emergency Management, Fire Services and Paramedic Services.

## Emergency Management



The Emergency Management Division provides leadership, guidance and direction to ensure the safety of residents in community emergencies. This division is governed by the Emergency Management and Civil Protection Act (EMCPA). The Office of the Fire Marshal and Emergency Management and the Greater Sudbury Emergency Management Advisory Panel provide further direction and advice to the Emergency Management Section. This Division provides 24/7 support with a primary focus on the safety of our residents through the effective management of community risks and emergencies.

### 2019 Accomplishments

---

- Maintained compliance with the Emergency Management and Civil Protection Act.
- Began Incident Management System (IMS) training with the Community Control Group as part of a two-year implementation plan to transition the Emergency Operations Centre (EOC) to the IMS structure.
- Streamlined EOC processes to better align with common business practices.

### Emergency Management – Public Safety, Planning & Prevention Service Profile

---

**Organizational Unit:** Community Safety

**Enterprise Program:** Public Safety

**Service Category:** Legislated/Regulated/Mandated

### Activity Level – Output Achieved

---

#### Emergency Response



0

incident requiring the activation of  
the Emergency Operations Centre



5

partial activations of the  
Emergency Operations Centre

## Public Safety Planning and Prevention

**1**

training session and one training exercise with the Community Control Group

**5**

tests of the Mobile Command Unit

**1**

yearly test of Sudbury Alerts completed

**3**

HAZMAT release notification tests

## Public Education and Awareness

**17**

events

**1,173**

new Sudbury Alerts subscribers

## Training

**3**

Basic Emergency Management Training courses offered

**6**

training sessions offered to Emergency Operations Support Staff

## Key Performance Indicators

---

**Measure:** Total number of residents who have self-registered for Sudbury Alerts

**8,525**  
2018

**9,591**  
2019

**10,500**  
2020f

**Measure:** Number of education and awareness events developed and/or hosted

**27**  
2018

**26**  
2019

**13**  
2020f

## Fire Services



Fire Services is responsible for delivering proactive public safety and response programs to prevent emergencies wherever possible and to preserve and enhance life, property, the environment and the economy due to fire losses in accordance with the Fire Protection and Prevention Act (FPPA) of Ontario, associated regulations and City by-laws.

### 2019 Accomplishments

- Increased capture of data from multiple sources to improve analytics and develop new statistics achieved through improved Computer Aided Dispatch measures, Records Management System, and enhanced data integration with Mobile Data Terminals.
- Worked with Building and Assets Division to create a Station Asset Renewal report, forming a long-term plan to consolidate, renovate or build new stations for Council's consideration.
- Recruited and trained 13 volunteer and 12 full-time Firefighters, each through specific and targeted training programs, which developed their basic skill, knowledge and ability to become firefighters.
- Completed the deployment of water/swift water/ice water technical rescue equipment into two defined stations which respond across the municipality to these types of rescues.

### Fire Services Emergency Response Service Profile

**Organizational Unit:** Community Safety

**Enterprise Program:** Fire Safety

**Service Category:** Essential

### Activity Level – Output Achieved



**4,725**

incidents responded to by Fire Services in 2019. These incidents can be broken down as follows: 288 Fires, 1,141 Fire Alarms, 689 Vehicle Collisions, 207 Open Air Burning Response, 955 Medical Assistance, 1,445 Other Incidents (assisting other agencies, no incident found, etc.)



**354**

Fire Services staff including firefighters, prevention, training and fleet

## Fire Safety Education and Prevention Service Profile

---

**Organizational Unit:** Community Safety

**Enterprise Program:** Fire Safety

**Service Category:** Legislated/Regulated/Mandated

### Activity Level – Output Achieved

---



**1,279**

total inspections



**718**

building plans reviewed



**93**

public education programs delivered

### Key Performance Indicators

---

**Measure:** Actual 90th Percentile Fire Station Notification Response Time (Mins/Secs) - Urban Area



Municipal median

**Measure:** Actual 90th Percentile Fire Station Notification Response Time (Mins/Secs) - Rural Area



Municipal median

## Paramedic Services



Greater Sudbury Paramedic Services is responsible for the delivery of a performance-based paramedic service that complies with legislative and regulatory requirements, ensuring pre-hospital emergency medical care and transportation to those individuals suffering injury or illness. A performance-based paramedic service focuses on clinical excellence, response time performance, patient outcomes, patient satisfaction, continuous quality improvement, and a healthy work environment conducive to professional growth.

### 2019 Accomplishments

---

- Collaborated with government partners to continue two Community Paramedicine programs into 2020, including some continued financial support.
- Implemented an improved paperless document management system was, which has digitized all of our data-driven documents using multi-directional workflows extending to all levels of our operation.
- Completed a fleet management review, which demonstrated fleet size is adequate to deliver the current service level, providing prompt and reliable ambulance service to the community.

### Paramedic Medical Care & Transportation Service Profile

---

**Organizational Unit:** Community Safety

**Enterprise Program:** Public Safety

**Service Category:** Legislated/Regulated/Mandated

### Activity Level – Output Achieved

---



**28,569**

calls for service responded to by paramedics involving  
34,827 unit responses with 21,117 patients being  
transported



**195,906**

actual staffed operational hours

## Community Paramedic Care Service Profile

**Organizational Unit:** Community Safety

**Enterprise Program:** Public Safety

**Service Category:** Discretionary

### Activity Level – Output Achieved

#### Home Visits



**268**

patients rostered



**1,335**

home visits completed

#### Health Promotion



**628**

referrals to community agencies



**234**

clinics offered



**11**

shelter visits  
\*Men's Shelter closed  
in May 2019



**916**

patient assessments  
completed



**5**

5 CPR and AED  
training events  
conducted with  
749 people trained  
collaborating with City  
of Hero's

### Key Performance Indicators

**Measure:** Unique Responses per 1,000 Population



Municipal  
median

**Measure:** EMS Total Cost per Weighted Vehicle In-Service Hour



Municipal  
median

# Community Development

Community Development includes departments that are responsible for services that impact the daily lives and activities of citizens. This includes Housing Services, Housing Operations, Pioneer Manor, Social Services, Children Services, Leisure, and Transit.

## Housing Services



Housing Services administers social community housing programs for the City of Greater Sudbury, which are mandated by the Ministry of Municipal Affairs and Housing and the Housing Services Act, 2011. The City's primary goal is program delivery, compliance and administration. Housing Services is also responsible for the operation of a centralized social community housing wait list registry for Rent- Geared-to-Income (RGI) subsidies

### 2019 Accomplishments

- Completed construction on the Rental Housing through the Investment in Affordable Housing for Ontario Program at 1351 Paris Street.
- Completed construction on the Rental Housing through the Social Infrastructure Fund for Ontario Program at 2915 Bancroft Drive.
- Assisted 63 households through the Investment in Affordable Housing for Ontario – Housing Allowance Program, a shared delivery program with the Ministry of Finance. We have Housing Services has assisted 653 households through the Rent Supplement Program, and also housed 504 households through the City's centralized wait list registry.

### Housing Programs Service Profile

**Organizational Unit:** Community Development

**Enterprise Program:** Housing

**Service Category:** Legislated/Regulated/Mandated

### Activity Level – Output Achieved



**39**

social housing provider budgets reviewed each year



**47**

year end reviews completed on social housing and AHP providers on an annual basis



**4**

operational reviews are completed annually on the non-profit/cooperative housing providers

## Housing Registry Service Profile

**Organizational Unit:** Community Development

**Enterprise Program:** Housing

**Service Category:** Legislated/Regulated/Mandated

### Activity Level – Output Achieved



**1,794**

applications were received and entered into the Registry database



**1,708**

applications were active in the Registry database



**1,078**

applications were cancelled due to files being incomplete



**504**

households were housed



**1,708**

households active on the chronological waitlist, awaiting subsidized housing

### Key Performance Indicators

**Measure:** Percent of Social Housing Waiting List Placed Annually



**Measure:** Social Housing Operating Cost (Administration and Subsidy) per Housing Unit



Municipal median



Municipal median

## Housing Operations



The Greater Sudbury Housing Corporation (GSHC) is a social housing provider that provides rent-gearied-to-income housing to all types of households including families, seniors, singles, and people with special needs. There are 1,848 rental units made up of a variety of housing styles and bedroom sizes, ranging from single detached bungalows to large high-rise buildings.

### 2019 Accomplishments

- The transition of Greater Sudbury Housing Corporation staff and administration to CGS Housing Operations including an alignment of policies related to procurement and other financial matters.
- Increased tenant engagement through coffee chats, tenant groups and community partners including coordination of additional programming for tenants.
- Completed energy retrofits at 1960 Paris Street through the provincial Social Housing Apartment Renovations Program.
- Completion of capital projects, including siding and insulation, window replacements, boiler replacements, LED lighting upgrades, generator replacement and booster pump replacements at multiple buildings.
- Review of accessible parking requirements including the repainting of all designated accessible parking spots and updated signage at all Greater Sudbury Housing properties.
- Implemented a new waste plan for Cabot Park to reduce site litter and bears on the property.

### Housing Operations Service Profile

**Organizational Unit:** Community Development

**Enterprise Program:** Housing

**Service Category:** Legislated/Regulated/Mandated

### Activity Level – Output Achieved



**1,848**

total rental units



**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

#### Tenant household breakdown



**47%**

families



**36%**

singles



**17%**

seniors

## Key Performance Indicators

---

**Measure:** Requests for maintenance services



completed  
in 9.13 days  
average

completed  
in 10 days  
average

completed  
in 9 days  
average

## Long-Term Care (Pioneer Manor)



Pioneer Manor is a 433 bed Long-Term Care Home owned and operated by the City of Greater Sudbury. The Home's mandate is the provision of care to individuals whose care needs can no longer be met in the community. Pioneer Manor is accountable under the Long-Term Care Homes Act, 2007, as well as to the North East Local Health Integration Network and the Ministry of Health and Long-Term Care, for funding and compliance with the Act.

### 2019 Accomplishments

- Successful completion of the \$25,000 Francophone Community Grant Project, "I am Francophone", that included hosting five successful cultural events, educational presentations, small- and large-group weekly activities and permanent installation and raising of Franco Ontarian flag.
- Development and implementation of a Cognitive Stimulation Therapy program, a 7-week structured program for mild to moderately impaired residents under the direction of an occupational therapist trained in this therapy program.
- Enhancements in secure Dementia Care Home Area (Lodge 1) including art work, historical photos, wayfinding, nursery and garden.
- Implementation of more formal interdisciplinary care conference process, ensuring residents and substitute decision-makers have input into the residents' plans of care.

### Long-Term Care Service Profile

**Organizational Unit:** Community Development

**Enterprise Program:** Long-Term Care

**Service Category:** Legislated/Regulated/Mandated

### Activity Level – Output Achieved



**157,000**

resident bed  
occupancy days



**3.1 M**

medications  
administered annually



**134**

new resident  
admissions and 100  
internal transfers  
annually, equalling  
1000 staff hours



**462,000**

meals and 315,000  
snacks prepared and  
served annually



**52,000**

resident contacts /  
participation in  
programs and  
activities

## Activity Level – Output Achieved (continued)

**790**

Physiotherapy annual referrals with 50% on physiotherapy treatment programs

**1,990**

Occupational Therapy annual referrals with 11,000 treatment visits

**1.4 M**

pounds of laundry cleaned annually

**10,900**

maintenance work orders completed annually

**8,367**

hours provided by volunteers

### Cost per resident per day

**\$35**

total municipal contribution

**\$200**

funded

**\$235**

total

## Key Performance Indicators

**Measure:** Long-Term Care (LTC) Facility Direct Cost (CMI Adjusted) per LTC Facility Bed Day based on MOHLTC Annual Return



Municipal median

**Measure:** Long-Term Care Resident/Family Satisfaction



Municipal median

## Children and Social Services



Children Services is the provincially-designated early years service system manager responsible for planning and managing licensed child care services and child and family centres.

The Social Services Division administers and delivers the Ontario Works Program, which includes financial and employment assistance. In addition, the Division oversees the emergency shelters and homelessness initiatives across the community. With help from community partners, Social Services actively coordinates programs and initiatives for the most vulnerable residents in our community.

### 2019 Accomplishments

---

- Achieved provincially mandated social service program outcomes.
- Provided training programs in the areas of Culinary Arts Fundamentals and Carpentry Fundamentals through Collège Boréal for up to 20 Ontario Works clients.
- Completed the Emergency Shelter System Review and began implementation of Council-approved recommendations.
- Implemented diversion training for community partners to support people at imminent risk of homelessness to find safe alternative temporary housing within their natural supports rather than entering the emergency shelter system.
- Full implementation of a revised program delivery model for EarlyON Centres.

### Children Services Service Profile

---

**Organizational Unit:** Community Development

**Enterprise Program:** Child Support

**Service Category:** Legislated/Mandated

### Activity Level – Output Achieved

---



**1,622**

average monthly number of children served through subsidy



**172**

average monthly number of children served through special needs resourcing



**624**

number of new children accessing expanded spaces

## Shelters & Homelessness Service Profile

**Organizational Unit:** Community Development

**Enterprise Program:** Social Support

**Service Category:** Essential

### Activity Level – Output Achieved



**807**

people used an  
emergency shelter



**1,787**

people were supported through  
homelessness prevention program



**133%**

occupancy

## Ontario Works Program Delivery Service Profile

**Organizational Unit:** Community Development

**Enterprise Program:** Social Support

**Service Category:** Legislated

### Activity Level – Output Achieved



**3,439**

average caseload for Social Services  
in line with previous years' actuals

## Key Performance Indicators

**Measure:** Social Assistance Response Time to Eligibility (days)



**4.9**  
2018

Municipal  
median

**Measure:** Average Nightly Number of Emergency Shelter Beds Available per 100,000 Population



**40.2**  
2018

Municipal  
median

**Measure:** Regulated Child Care Spaces in Municipality per 1,000 Children (12 and under)



**239**  
2018

Municipal  
median

**Measure:** Percent of Spaces that are Subsidized



**15.8%**  
2018

Municipal  
median

## Libraries, Museums and Citizen Services



Greater Sudbury has 13 public library locations that provide a broad range of services, including access to resources, technology and programs. Citizen Services provides in-person access to municipal services at seven Citizen Service Centres throughout the city. Greater Sudbury also operates four small community history museums.

In the 2021 budget, Libraries, Museums and Citizen Services will be found within the Communications and Community Engagement business plan, under the Office of the Chief Administrative Officer.

### 2019 Accomplishments

- Implemented accessibility improvements at library branches, including computer workstations and furniture modifications.
- Participated in the relocation of the Flour Mill Museum buildings to a new site at O'Connor Park.
- Began major capital improvements to Anderson Farm Museum site.
- Onboarding of all Citizen Service Centres to the City's Customer Relationship Management system, resulting in a consistent and improved experience for residents.

### Library Service Profile

**Organizational Unit:** Community Development

**Enterprise Program:** Library

**Service Category:** Discretionary

### Activity Level – Output Achieved



**29,000+ hrs**

of library service provided



**665,823**

total number of visits



**320,966**

total number of electronic visits



**765,587**

total circulation

## Museums Service Profile

**Organizational Unit:** Community Development

**Enterprise Program:** Culture/Heritage

**Service Category:** Traditional

### Activity Level – Output Achieved



**19,266**

visitors to the Anderson Farm Museum and Copper Cliff Museum sites including regular visitation, school tours, programs, and museum events



**250**

attendance at Flour Mill museum



**979**

attendance for outreach programs/  
participation in off-site events

## Citizen Services Service Profile

**Organizational Unit:** Community Development

**Enterprise Program:** Library

**Service Category:** Discretionary

### Activity Level – Output Achieved



**37,098**

total number of municipal  
transactions



**328,428**

total number of patrons

## Key Performance Indicators

**Measure:**

Electronic Library  
Uses Per Capita

**Measure:**

Number of  
Non-Electronic  
Library Uses Per  
Capita

**Measure:**

Number of Library  
Holdings per Capita

**Measure:**

Total Cost for  
Libraries per Use

**Measure:**

Average Number  
of Times in Year  
Circulating Items are  
Borrowed



## Leisure Services



The Leisure Services Division provides opportunities for residents to access physical recreation and leisure activities through provision and support to volunteers. The division provides both management and coordination to the community's leisure and recreation system, and fosters and develops community partnerships and engagement. Leisure Services manages the operation of community arenas, community centres and halls, recreational facilities, playing fields, parks and aquatics, all of which are community resources that support both direct and indirect program delivery. The division is organized into three sections: Arenas, Parks Services and Recreation.

### 2019 Accomplishments

- Hosted the 2019 Esso Cup, Canada's National Female Midget Championships, at the Gerry McCrory Countryside Sports Complex.
- Developed a Play Charter which guides planning and policy decisions related to programs and facilities, and advances the Population Health priority of Play Opportunities.

### Arenas Service Profile

**Organizational Unit:** Community Development

**Enterprise Program:** Leisure/Recreation

**Service Category:** Traditional

### Activity Level – Output Achieved



**32,134**

hours of ice time rented



**216,542**

number of tickets sold for Sudbury  
Community Arena events



**8,762**

hours of event bookings and  
programming at arena community halls

## Parks Service Profile

---

**Organizational Unit:** Community Development

**Enterprise Program:** Leisure/Recreation

**Service Category:** Traditional

### Activity Level – Output Achieved

---



**1,400**

hectares of maintained parkland is the current activity level, which equals 8.67 hectares per 1,400 residents



**177 km**

of non-motorized trails



**190**

playgrounds



**166**

baseball and soccer fields



**56**

outdoor rinks

## Community Grants Service Profile

---

**Organizational Unit:** Community Development

**Enterprise Program:** Leisure/Recreation

**Service Category:** Traditional/Discretionary

### Activity Level – Output Achieved

---



**21**

HCI capital applications approved with average value of \$12,119



**60**

HCI grant applications approved with average value of \$1,347

## Recreation Service Profile

---

**Organizational Unit:** Community Development

**Enterprise Program:** Leisure/Recreation

**Service Category:** Traditional/Discretionary

### Activity Level – Output Achieved

---



**51,611**

public swim visits



**68,481**

aquatic lesson registrations



**1,153**

ski lesson registrations



**1,032**

day camp and 809 playground



**120,469**

participant visits for directly provided registered programs

## Cemetery Services Service Profile

---

**Organizational Unit:** Community Development

**Enterprise Program:** Cemetery

**Service Category:** Legislated/Mandated

### Activity Level – Output Achieved

---



**24,420**

adult lots currently available



**249**

child lots currently available



**3,549**

cremation lots currently available



**788**

crypts maintained



**3,533**

niches maintained



**934**

interments completed



**400**

sales transactions processed



**250**

maintenance requests completed

## Key Performance Indicators

---

**Measure:** Operating Cost of Parks per Capita



**Measure:** Utilization Rate for Directly Provided Registered (Recreation) Programs



## Transit Services



Greater Sudbury Transit provides a safe, reliable and affordable local public transit services. The GOVA family of transit services includes three choices for getting around including GOVA (conventional transit), GOVA Zone (formerly Trans-Cab) and GOVA Plus (formerly Handi-Transit).

### 2019 Accomplishments

- Completed the Transit Action Plan, a 10-year Transit Master Plan, which outlines the steps the City can take now and in the future to transform its transit network and improve how it serves and connects the community.
- Implemented a new fare structure as of July 1, 2019, aiming to reward frequent users who rely on public transit as their mode of transportation.
- Implemented the first phase of the Transit Master Plan which consists of a restructuring of the Transit Network within existing resources and includes an 18-month trial of additional service hours for early morning weekday commutes and Sunday service.
- Completed the specialized transit service review resulting in an expansion in eligibility mandate, supported by a dynamic application process.
- Completed the review of transit operator barriers.

### Transit Service Profile

**Organizational Unit:** Community Development

**Enterprise Program:** Transportation

**Service Category:** Traditional

### Activity Level – Output Achieved

#### GOVA



**4.6M**

passenger trips provided



**180,000**

service hours provided



**13**

passengers, average rides per revenue hour (RRH) on commuter routes



**25**

passengers, average rides per revenue hour (RRH) on urban routes

## GOVA Plus



**130,000**

passenger trips provided



**53,000**

service hours provided



**2.15**

passengers, average rides per revenue hour (RRH)

## Crossing Guards Service Profile

**Organizational Unit:** Community Development

**Enterprise Program:** Public Safety

**Service Category:** Traditional

## Activity Level – Output Achieved



**1,500**

students per day have safe crossing provided through the school crossing guard program

## Key Performance Indicators

**Measure:** Number of Regular Service Passenger Trips per Capita in Service Area



**Measure:** Revenue Vehicle Hour per Capita in Service Area



**Measure:** Total Cost per Revenue Vehicle Hour



Municipal median



Municipal median



Municipal median

# Growth and Infrastructure

**Growth and Infrastructure** includes the departments within the City that support growth and public works projects. This includes **Engineering Services**, **Infrastructure Capital Planning**, **Linear Infrastructure Maintenance**, **Environmental Services**, **Planning and Development**, **Building Services**, and **Water/Wastewater Treatment and Compliance**.

## Engineering Services



Engineering Services delivers projects that maintain, renew and expand the City's infrastructure systems. The infrastructure systems include linear infrastructure (roads, stormwater management systems, water distribution systems and sanitary collection systems) and fixed infrastructure facilities (water treatment plants, wastewater treatment plants). The division also provides engineering expertise to the organization in the form of surveying, design, drafting, project management, construction monitoring and quality assurance testing.

### 2019 Accomplishments

- Continued construction of Maley Drive from Frood Road to Falconbridge Highway, including the construction of an interchange with LaSalle Boulevard. Received approval and constructed an additional two lanes of Maley Drive from Barry Downe Road to Lansing Avenue, including a roundabout.
- Accelerated the design, tendering, and construction of the Additional Gas Tax Funding for \$5.9M of work on Regent Street, the Kingsway, and Barry Downe Road.
- Designed, managed and inspected a program for enhanced surface treatment and large spreader laid asphalt patches, culvert replacements, and the arterial and local road program, including Dominion Drive, Elm Street, St. Brendan Street, Attlee Street, and York Street. Managed the capital bridge program and the upgrades at water and wastewater treatment plants.

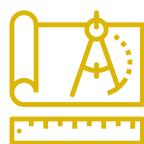
### Engineering Design Service Profile

**Organizational Unit:** Growth & Infrastructure

**Enterprise Program:** Construction Safety

**Service Category:** Traditional

### Activity Level – Output Achieved



**25**

linear infrastructure projects designed annually with internal resources with an approximate value of \$45M



**39**

infrastructure capital projects with 132 locations and an estimated total construction value of \$70M tendered



**100**

capital cost estimates prepared

## Engineering Project Delivery Service Profile

**Organizational Unit:** Growth & Infrastructure

**Enterprise Program:** Construction Safety

**Service Category:** Traditional

### Activity Level – Output Achieved



**39**

infrastructure capital projects for which project management has been provided, with an estimated annual contract value of \$63M (over the past two years on average)

## Construction Services Service Profile

**Organizational Unit:** Growth & Infrastructure

**Enterprise Program:** Construction Safety

**Service Category:** Traditional

### Activity Level – Output Achieved



**25**

infrastructure capital projects with inspection services provided with an estimated value of \$45M



**70**

locations per year performed detailed surveys for pre-design, and as-built conditions

## Key Performance Indicators

**Measure:** Number of Contracts



**Measure:** Construction Value



## Infrastructure Capital Planning Services



Infrastructure Capital Planning is responsible for long-range master planning, asset management and capital budgets for roads and transportation, bridges, stormwater, linear water distribution, linear wastewater collection, and water and wastewater treatment facilities. Responsibilities also include business improvement, technology innovation and transformation, road occupancy and oversize load permitting, and utility locate services.

### 2019 Accomplishments

- Developed 2020-2024 infrastructure capital program for water, wastewater, bridges, drains and roads and transportation in line with the City's Strategic Plan.
- Acquired new resources to implement inflow and infiltration and leak detection initiatives in line with the City's Climate Change initiative by reducing sewer by-passes to the environment and reducing energy consumption.
- Completed bridge and large culvert replacements and rehabilitations per recommendations from biennial inspection reports and initiated updating CGS GIS system with all bridge and large culvert information.
- Launched the Transportation Demand Management Community Grant Program and distributed funds from the first intake period.

### Infrastructure Capital Planning Service Profile

**Organizational Unit:** Growth & Infrastructure

**Enterprise Program:** Transportation – Public Safety

**Service Category:** Traditional

### Activity Level – Output Achieved



**4**

Asset Management Plans developed and updated on ongoing basis for roads, bridges, drainage, water and wastewater infrastructure



**4**

Master Plans developed and updated every 5 years as well as studies related to roads, bridges, drainage, water and wastewater infrastructure



**188 km**

municipal drains operated and maintained

Development Approvals:



**80**

major land use planning applications reviewed, analyzed and made recommendations on per year

Development Engineering:



**2,800**

applications/requests for comment reviewed, analyzed and made comments/recommendations/ decisions on per year

## Transportation & Innovation Service Profile

Organizational Unit: Growth and Infrastructure

Enterprise Program: Transportation – Public Safety

Service Category: Essential

### Activity Level – Output Achieved



**125**

signalized intersections had semi-annual inspections completed and 486 service requests responded to relating to the traffic signal system



**675**

calls from the public responded to in regards to road safety and 14 Operations Committee reports produced



**3,190**

development applications reviewed and commented on for connection to the existing public road systems



**598**

permits for road occupancy processed



**6,472**

requests for utility locates processed



**650 m**

of new sidewalk



**16 km**

of new cycling infrastructure



**2**

new pedestrian crossovers designed and developed



**2**

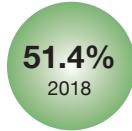
traffic calming projects completed

### Key Performance Indicators

**Measure:** Percent of Paved Lane Km Where Condition is Rated as Good to Very Good



**Measure:** Percent of Bridges, Culverts and Viaducts Where Condition is Rated as Good to Very Good



Municipal median



Municipal median

## Linear Infrastructure Services



Linear Infrastructure Services (LIS) provides one point of accountability for the management and operation of all linear assets within public access. LIS operates and maintains linear systems including roadways, bridges, sidewalks, stormwater systems, forestry, traffic and safety devices, water distribution, and sanitary sewer collection systems with a mandate to provide safe, affordable and environmentally responsible transportation and water and sanitary sewer systems in Greater Sudbury.

### 2019 Accomplishments

- Lined 1.4 kilometres of watermain and 3.9 kilometres of sewer main to reduce risk of underground failures and extend the life of infrastructure. Using this approach, minimized impact to traffic during construction.
- Delivered winter control services from January to December 2019 all in compliance with City policy. Developed an Active Transportation Winter Maintenance Policy to ensure consistency and a defined approach to winter maintenance on active transportation networks (sidewalks, bicycle paths, recreational trails).
- Provided enhanced levels of roadway maintenance services that included approximately 125,000 square meters of large asphalt patches along our arterial and collector roadways, resurfaced 13 kilometers of gravel roadways and resurfaced 20 kilometers surface treated roadways.
- Established 7-day work schedules for staff in both Roads and Distribution and Collection Maintenance Services. Enhanced scheduling will provide the opportunity to complete maintenance tasks seven days a week which will reduce our reliance on overtime call-outs and/or contract services.

### Roads – Operations and Maintenance Service Profiles

**Organizational Unit:** Growth & Infrastructure

**Enterprise Program:** Transportation – Public Safety

**Service Category:** Essential

### Activity Level – Output Achieved

The following summary of activity represents an average from the previous three years of service in relation to Council approved policy, MMS and/or Industry Best Practices:



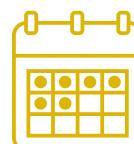
**15**

major winter events responded to annually on average, on roadways within Council approved policy



**55,000**

potholes repaired annually on average



**9**

weeks to remove winter sand on all roadways via street sweeping



**1x**

annual line painting between May and November, 2x on major arterial roadways



**75%**

special road markings painted



**5%**

road regulatory signs replaced or repaired each year



**3%**

road crossing culverts replaced annually



**500**

aged or fallen trees within the roadway removed, and 300 new trees planted annually, including trees in new subdivisions



**2.5%**

curbs and sidewalks replaced annually



**4%**

ditches had ditching performed annually



**100%**

bridges inspected and cleaned annually



**10%**

storm sewers cleaned and inspected annually

## Distribution & Collection Operations and Maintenance Service Profile

**Organizational Unit:** Growth & Infrastructure

**Enterprise Program:** Public Safety

**Service Category:** Legislated/Regulated/Mandated

### Activity Level – Output Achieved



**60%**

dead end water mains flushed and 10% swabbed annually



**100%**

hydrants checked 3 times annually, and 10% refurbished/painted annually



**22%**

sewer pipes inspected and flushed annually



**17%**

sewer access structures and 22% of water system valves inspected annually

## Activity Level – Output Achieved (continued)

---



**7%**

watermains had leak detection conducted annually



**90**

emergency watermain breaks repaired annually



**100**

frozen water services restored with average response time of 16 hours

## Key Performance Indicators

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**Measure:** Total Cost for Roads - All Functions per Lane Km



Municipal median

## Water/Wastewater Treatment and Compliance



Water/Wastewater is responsible for the stewardship of all treated water and wastewater in the Greater City of Sudbury. This includes ensuring the quantity and quality of potable water and treated wastewater effluent meets the stringent requirements of all applicable federal, provincial and municipal regulations, standards and policies while maintaining the highest level of treatment efficiency possible.

Our services operate and optimize our existing water and wastewater facilities, ensuring effective efficiency of all water consumed and wastewater deposited into our watershed. We work collaboratively with both the Infrastructure Capital Planning service to inform them of any capital requirements in our facilities as well as Engineering Services to ensure delivery of capital projects meet the needs of our department.

### 2019 Accomplishments

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- Achieved significant gains in energy savings through partnerships with the Independent Electricity System Operator.
- Established real-time metering of water received from Vale.
- Achieved 99% overall average on water treatment provincial inspection reports. This is above average in comparison to other municipalities.
- Successfully mitigated potential threats within the potable water recharge zones, including identifying, correcting and continuing to investigate potential challenges that may impact waste water treatment system operations.
- Increased operational performance and treatment efficiency through the continued implementation of preventative maintenance programs.

### Water Treatment Service Profile

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**Organizational Unit:** Growth & Infrastructure

**Enterprise Program:** Public Safety

**Service Category:** Legislated/Regulated/Mandated

## Activity Level – Output Achieved

---



**16,500**

drinking water samples conducted (110% requirement for participation in “best practice” sampling such as Drinking Water Surveillance Program (DWISP) with an additional 10% capacity)



**7,000**

hours of maintenance activity completed (91% of requirement)



**100%**

third-party regulated maintenance calibrations and checks completed



**100%**

large diameter water meters inspected/maintained for ICI clients with an additional 10% capacity



**100%**

service orders for small diameter residential meters as a result of stopped water meter work orders inspected (additional 10% capacity)



**260,000**

manual residential meter reads conducted by third-party contractor (90% of requirement)



**100%**

new water meter service requests installed with an additional 10% capacity



**100%**

risk management plans reviewed/processed with an additional 15% capacity

## Wastewater Treatment Service Profile

**Organizational Unit:** Growth & Infrastructure

**Enterprise Program:** Public Safety

**Service Category:** Legislated/Regulated/Mandated

### Activity Level – Output Achieved

#### Wastewater Treatment Facilities:



**13,000**

wastewater samples conducted (130% of requirement to ensure facility process is appropriately adjusted to meet quality and quantity performance requirements with an additional 20% capacity)



**2,250**

septage receiving vehicles received annually (varies seasonally 20% additional capacity)



**1,150**

Sludge tankers received annually (104% of average with additional 20% capacity)



**1,100**

recreational vehicles received



**25,000**

hours of scheduled and corrective maintenance hours completed (86% of requirement)



**100%**

of third party regulated maintenance calibrations and checks of flow meters, back flow preventers and related safety equipment completed

#### Compliance and Operational Support:



**1,350**

private institutional, commercial or industrial facilities inspected annually for compliance with Sewer Use By-Law (108% of average, an upward trend as programs grow, with an additional 10% capacity)



**84**

Residential Inflow and Infiltration Subsidy Program (RIISP) applications reviewed/processed (168% of average, an upward trend as programs grow, with an additional 10% capacity)



**44**

environmental spills attended with an additional 20% capacity

## Key Performance Indicators

**Measure:** Total Cost of Wastewater Collection/Conveyance and Treatment/Disposal per Megalitre Treated



\$939  
2018

Municipal median

**Measure:** Number of Water Main Breaks per 100 Km (excluding connections) of Water Distribution Pipe



12.9  
2018

Municipal median

## Environmental Services



Environmental Services oversees the planning (legislated requirements, asset management and master plans), design, approvals, monitoring and operation of solid waste programs and facilities with a combination of internal staff resources and contract services.

### 2019 Accomplishments

- Procured and awarded new operating contracts for waste collection services and security services.
- Completed the Construction and Demolition Material Recycling area within the Sudbury Landfill.
- Implemented waste collection changes and communicated changes to residents, staff and collection crews.
- Received approval to develop an updated Solid Waste Management Plan. The plan will incorporate the ‘Asset Management and Service Excellence’, ‘Climate Change’ and Creating a Healthier Community’ pillars of the Corporate Strategic Plan.

### Solid Waste Management Service Profiles

**Organizational Unit:** Growth and Infrastructure

**Enterprise Program:** Environmental Protection

**Service Category:** Legislated/Regulated/Mandated

### Activity Level – Output Achieved



**37,485 tonnes**

weekly collection of waste and litter per year



**3,792**

toxic taxi pick-ups



**17,446 tonnes**

processed at the Recycling Centre



**369 tonnes**

household hazardous waste handled



**20,094 tonnes**

other various waste categories handled or processed



**98,650 tonnes**

waste disposed



**966**

support applications, 40 rebates, 83 Adoptions Groups processed or managed

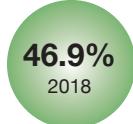


**21,784**

citizen request responses

## Key Performance Indicators

**Measure:** Percent of Residential Solid Waste Diverted - Single and Multi- Residential



Municipal  
median

**Measure:** Total Cost for Solid Waste Diversion per Tonne – All Property Classes



Municipal  
median

## Planning Services



Planning Services ensures Greater Sudbury is planned and developed in a manner consistent with local and provincial priorities, policies and requirements. It employs good land use planning principles to create policy frameworks to guide long-term change, works with the development community to facilitate economic development and growth, and restores the natural environment through re-greening and other projects.

### 2019 Accomplishments

- Launched Phase 2 of the Official Plan Review.
- Completed the detailed design for the Chelmsford Whitson River Trail.
- Managed the Downtown, Town Centre and Affordable Housing CIP intakes.
- Completed the Community Energy and Emissions Plan.
- Prepared the first phase of a five year plan for the Re-greening Program.

### Community & Strategic Planning Services Profiles

**Organizational Unit:** Growth & Infrastructure  
**Service Category:** Legislated/Traditional

**Enterprise Program:** Governance & Civic Engagement/Information Management

### Activity Level – Output Achieved

#### Long Range Planning:



**9**

major policy projects led



**11**

CGS projects supported



**20**

new grant applications administered

#### GIS and Data Analytics:



**114**

enterprise data sets maintained,  
and supported to internal and external clients



**9**

applications and 6 story maps  
to improve customer service

**Surveys and Mapping:****44**new survey control  
monuments installed**192 sq.km.**

of aerial photography updated

**400**

mapping data requests fulfilled

**Environmental Planning Service Profile**

**Organizational Unit:** Growth & Infrastructure  
**Service Category:** Traditional

**Enterprise Program:** Property  
Development

**Activity Level – Output Achieved****EarthCare****43%**

of local schools participated in Children's Water Festival; 39 weeks airing EarthCare Minutes airing EarthCare Minutes CTV – 61% of adult residents reached; 68% of local households received Green Living magazine distribution.

**Regreening****79,707**

79,707 seedlings planted on approximately 160 hectares of impaired land and 6 hectares had limestone applied

**Water Quality****26**

lakes sampled for phosphorous and one lake had a detailed survey of aquatic plants conducted

## Development Approvals Service Profile

**Organizational Unit:** Growth & Infrastructure  
**Service Category:** Legislated

**Enterprise Program:** Property Development

### Activity Level – Output Achieved

**Development approvals:**



**42**

major land use applications reviewed, analyzed and made recommendations on

**Adjustment/Consent Official:**



**287**

minor variance, sign variance and consent applications reviewed, analyzed and made recommendations/ decisions on

**Development Engineering:**



**287**

applications reviewed, analyzed and made comments/recommendations/ decisions on

### Key Performance Indicators

**Measure:** Total Cost for Planning per Capita



**\$25.60**  
2018

Municipal median

**Measure:** Percent of Development Applications Meeting Timeline Commitments



**86%**  
2018

Municipal median

## Building Services



Building Services ensures construction within our municipality meets the standards set out in the Ontario Building Code, Zoning By-law 2010-100Z, and other applicable laws, to ensure the safety of residents in Greater Sudbury. The Division provides provincially-mandated administration and enforcement of the Ontario Building Code including the City of Greater Sudbury Zoning, Site Alteration, Property Standards, and Pool Enclosure by-laws. Building Services fosters economic development in Greater Sudbury by providing professional advice from staff during the design and construction phase of projects.

### 2019 Accomplishments

- Continued review of the upgrade to and rationalization of the existing Sign By-law, including a public survey, stakeholder consultation and public meetings. An interim report was provided to Operations Committee with final report and new by-law presented to Council.
- The launch of a restructured DLAC based on stakeholder groups' survey through Oracle Poll research will improve the City's interaction with the development community.
- Building Services staff was invited by Northeastern Ontario Legal Society to be one of the guest presenters for the 2019 Colloquium held in Sudbury.

### Plans Examination Service Profile

**Organizational Unit:** Growth & Infrastructure  
**Service Category:** Legislated/Regulated/Mandated

**Enterprise Program:** Property Development

### Activity Level – Output Achieved



**2,525**

permit applications reviewed including architectural, structural, mechanical and engineering drawings (2018)



**55**

site plan control applications



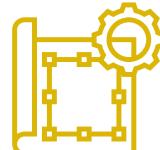
**108**

consents



**79**

minor variances



**53**

rezoning applications



**22**

draft plans of subdivision

## Building Inspections Service Profile

**Organizational Unit:** Growth & Infrastructure  
**Service Category:** Legislated/Regulated/Mandated

**Enterprise Program:** Property Development

### Activity Level – Output Achieved



**10,230**

building inspections mandated by the Ontario Building Code



**228**

orders to Comply issued to Ontario Building Code infractions



**407**

Automated Citizen Requests (ACRs) handled, including four orders to remedy unsafe conditions for vulnerable occupancies

## Building Permits & Approvals Service Profile

**Organizational Unit:** Growth & Infrastructure  
**Service Category:** Legislated/Regulated/Mandated

**Enterprise Program:** Property Development

### Activity Level – Output Achieved



**2,143**

applications for building and demolition permits with a construction value of \$295 million



**130,000**

phone calls handled



**8,447**

visitors attended at the front counter



**1,571**

lawyer requested property searches completed per year

## Key Performance Indicators

**Measure:** New Residential Units Created per 100,000 Population



**Measure:** Operating Cost for Building Permits and Inspection Services per \$1,000 of Residential and ICI Construction Value



## Auditor General's Office

The Auditor General's Office reports to the Audit Committee and is responsible for assisting Council in holding itself and its administrators accountable for the quality of stewardship over public funds, and for the achievement of value-for-money in municipal operations. The Auditor General's Office also assists Council with the fulfilment of its governance responsibilities by completing a broad range of audits and by supporting the Wrongdoing Hotline, as well as the Enterprise Risk Management (ERM) process.

### 2019 Accomplishments

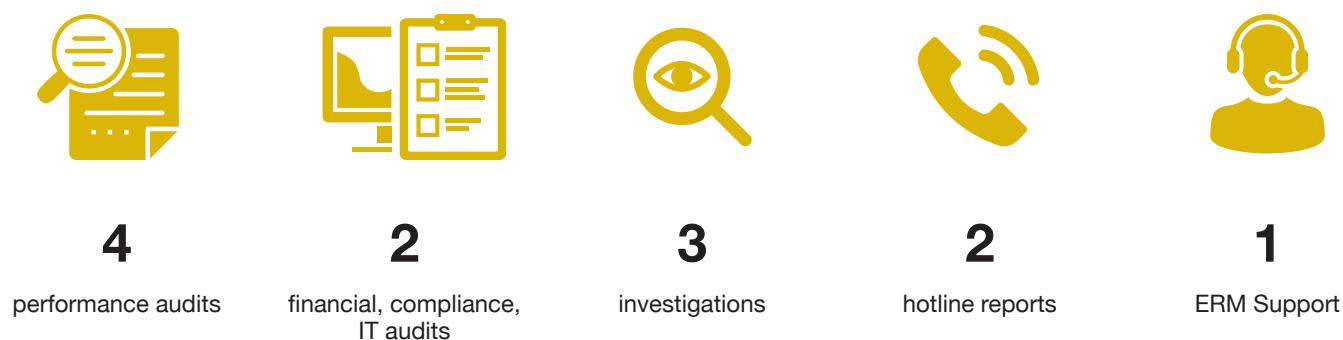
- Completed Financial, Compliance and IT Audits of Controls over Grants, Cash Receiving Functions, Engineering Services and IT Security.
- Completed Performance Audits of Engineering Services Procurement, Summer and Winter Maintenance Programs for Roads and Asset Management.
- Completed Governance Audits for the Greater Sudbury Public Library and Downtown Sudbury BIA.
- Completed investigations and semi-annual reports on the Wrongdoing Hotline.

### Finance, Compliance, IT Audits and Investigations, Wrongdoing Hotline and ERM Support Service Profile

**Organizational Unit:** Auditor General's Office  
**Service Category:** Discretionary

**Enterprise Program:** Finance and Operations Management

### Activity Level – Output Achieved



# Service Partners

## Sudbury Airport Community Development Corporation (SACDC)

The SACDC is a community development corporation. Their mandate is to promote community economic development in the City of Greater Sudbury with the cooperation and participation of the community by encouraging, facilitating, and supporting community strategic planning, and increasing self-reliance, investment, and job creation, through the development and enhancement of the Greater Sudbury Airport. The City recovers 100% of associated costs and there is no impact to the tax levy. Their focus is to position the Greater Sudbury Airport as the preeminent aviation hub and the key engine for the economic growth of Greater Sudbury and the surrounding region.

### Services

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- Provides commercial scheduled and charter airline operations for airline partners including Air Canada, Porter Airlines, Bearskin Airlines and Propair.
- Has two Fixed Based Operators (Fuel and Ground Services).
- Has Private Charter Operators and Cargo Operations.
- Has a flight school, aircraft maintenance and fire services.
- Houses the Ministry of Natural Resources and Forestry (MNRF) Base.
- Houses Ornge, Ontario Provincial Police and Transport Canada.
- Has private aircraft hangars.
- Has land available for development.

## Conservation Sudbury (Nickel District Conservation Authority)

Conservation Sudbury uses an integrated approach in carrying out its mandate in the Vermilion, Wanapitei and Whitefish watersheds, an area of approximately 9,150 square kilometres. Established in 1973 under the *Conservation Authorities Act* of Ontario, Conservation Sudbury's mission is to conserve manage and restore our watersheds in collaboration with partners, stakeholders, and citizens.

Conservation authorities are unique to our province, are funded primarily by municipalities and provide programs that balance human, environmental and economic needs.

In 2019, Conservation Sudbury's budgeted revenues of \$1.7 million came from the municipal tax levy (56%), provincial grants (12%) and the balance from cost-recovery review fees, various grants, and delivery of programs. Major undertakings by the authority are often funded through a combination of capital reserves, special municipal allocations and partial matching from upper levels of government.

### Services

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- Flood forecasting, warning and outreach
- Operations of flood control infrastructure
- Regulation and planning for development near natural hazards
- Drinking water source protection
- Conservation area management and programs including education
- Afforestation and other stewardship programs

## Public Health Sudbury and Districts

Public Health Sudbury & Districts is a progressive public health agency that is part of a provincial network of 34 official public health agencies. It is committed to improving health and reducing social inequities in health through evidence-informed practice.

As part of the province's health system, Public Health Sudbury & Districts works "upstream" to promote and protect health and prevent disease. The agency works with many partners, such as municipalities, schools, health care providers, social services, and community agencies, to keep people healthy and reduce their needs for health care services. Its culture of enriched public health practice fosters research, ongoing education, and the development of innovative programs and services.

Public Health Sudbury & Districts' head office is in Greater Sudbury. Five office sites are located throughout its service area of Greater Sudbury and the districts of Sudbury and Manitoulin. Over 250 staff deliver provincially legislated public health programs and services. The agency is committed to establishing relationships based on respect, trust, and humility with Indigenous Peoples in the area.

Public Health Sudbury & Districts is governed by an autonomous Board of Health and is led by the Medical Officer of Health who is responsible to the Board for the management of the organization's public health programs and services as required by law. The Ministry of Health cost-shares the expenses of the Board of Health and Medical Officer of Health with the municipalities.

## Greater Sudbury Police Service (GSPS)

A special-purpose body reporting directly to the Police Services Board, the Greater Sudbury Police Service (GSPS) works collaboratively with our community and in accordance with applicable legislation. GSPS ensures community safety and well-being through collaborative partnerships, innovation and communication engagement. GSPS provides a range of public services including but not limited to, crime prevention, intervention, law enforcement, assistance to survivors of crime, public order maintenance, and emergency response including Emergency Communications, dispatching for police and fire. Working in collaboration with community members and business partners, GSPS ensures a culture of trust through professional service while empowering our community to enhance the safety, security and wellness of Greater Sudbury.

### Services

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The Service is divided into 10 business operating units providing the following services:

#### **Patrol Operations**

- Provides patrol front-line response to calls for service in the city proper as well as in outlying communities.
- Provides search and rescue, public order, police liaison team and emergency management and preparedness.

#### **Criminal Investigations**

- Provides specialized investigative services and support including intelligence analytics, financial crimes, missing persons, internet child exploitation, computer forensics, forensics, drugs, intelligence, human trafficking, major crimes, break enter and robbery, biker enforcement unit and sex offence registry/high risk offenders.

#### **Integrated Operations**

- Provides tactical, canine, hostage rescue team, crisis negotiators, explosive demolition, armouring, traffic management, collision reporting centre, crime prevention and firearms.
- Provides alternative response options to calls for service through the Police Community Response Centre.

#### **Emergency Communications**

- Provides communication dispatch services, 911 emergency response call line and Next Generation 911.

#### **Specialized Operations**

- Provides court services, prisoner transportation and property and evidence management control.
- Provides community support including community mobilization, school resource officers, youth-school liaison, senior liaison, crime stoppers, central community response, victim services and youth referrals, volunteers and auxiliaries.

#### **Strategic Operations**

- Provides business planning support, audit, risk management, service delivery research, development and analytics, diversity, inclusion, Aboriginal liaison, special projects, professional standards bureau,

#### **Human Resources**

- Provides training, professional development, recruitment, disability management, health and safety and health and wellness

#### **Finance**

- Provides procurement services including budgeting, equipment and supplies, asset inventory and repair control.
- Provides financial services including payables and receivables.
- Provides fleet and facility services
- Oversees payroll and paid duty.

### **Communications Information Technology**

- Provides network support, mobile data, programmer and technology analyst, digital evidence and radio system infrastructure.

### **Records and Customer Service**

- Provides personnel resources for the operation and maintenance of municipal, provincial and federal police databases and reporting.
- Provides release of information and general disclosure, freedom of information, traffic reports and fingerprints.

### **Process Record Checks**

- Police work closely with a number of City divisions including Finance, Human Resources, Procurement, Legal Services and more recently, Information Technology with an aim to pursue additional partnerships in the area of Fleet Services specifically.

## Greater Sudbury Utilities Inc. (GSU)

Greater Sudbury Utilities Inc. (GSU) is a diversified, community-owned corporation focused on excellence, innovation and growth. The GSU group of companies provides leadership in energy distribution, alternative generation, water heater rental products, and leading-edge telecommunications technologies and services. GSU has one shareholder--The City of Greater Sudbury.

### Affiliated Companies:

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**Greater Sudbury Hydro Inc.** supplies electricity to over 47,500 business and residential customers in the City of Greater Sudbury and Municipality of West Nipissing in the most cost-effective and efficient ways possible while sustaining capital infrastructure. GSII is a licensed electricity distribution company, regulated by the Ontario Energy Board.

**@home Energy** has been renting water heaters for over 65 years to nearly 10,000 customers across Northern Ontario. Top quality high-efficiency water heaters and combi-boilers are rented to both residential and business customers at competitive rates, with emphasis on exceptional service that is Local, Affordable and Dependable.

**Convergen** is an Energy Security company that designs and delivers turn-key “behind-the-meter” energy solutions to MUSH and private sector customers with large energy systems. Convergen also owns and operates a landfill gas generator at the CGS Landfill Site, producing revenue from captured decomposition gasses.

**Agilis Networks** has been the backbone of much enterprise-level networking in many Northern Ontario communities since 1997. With a robust fibre optic network, Agilis Networks is the premier choice for businesses and organizations in need of top-of-the-line reliable telecommunications services, including internet, PBX telephone systems, data and web hosting, email and more.

2019  
**Financial  
Information**

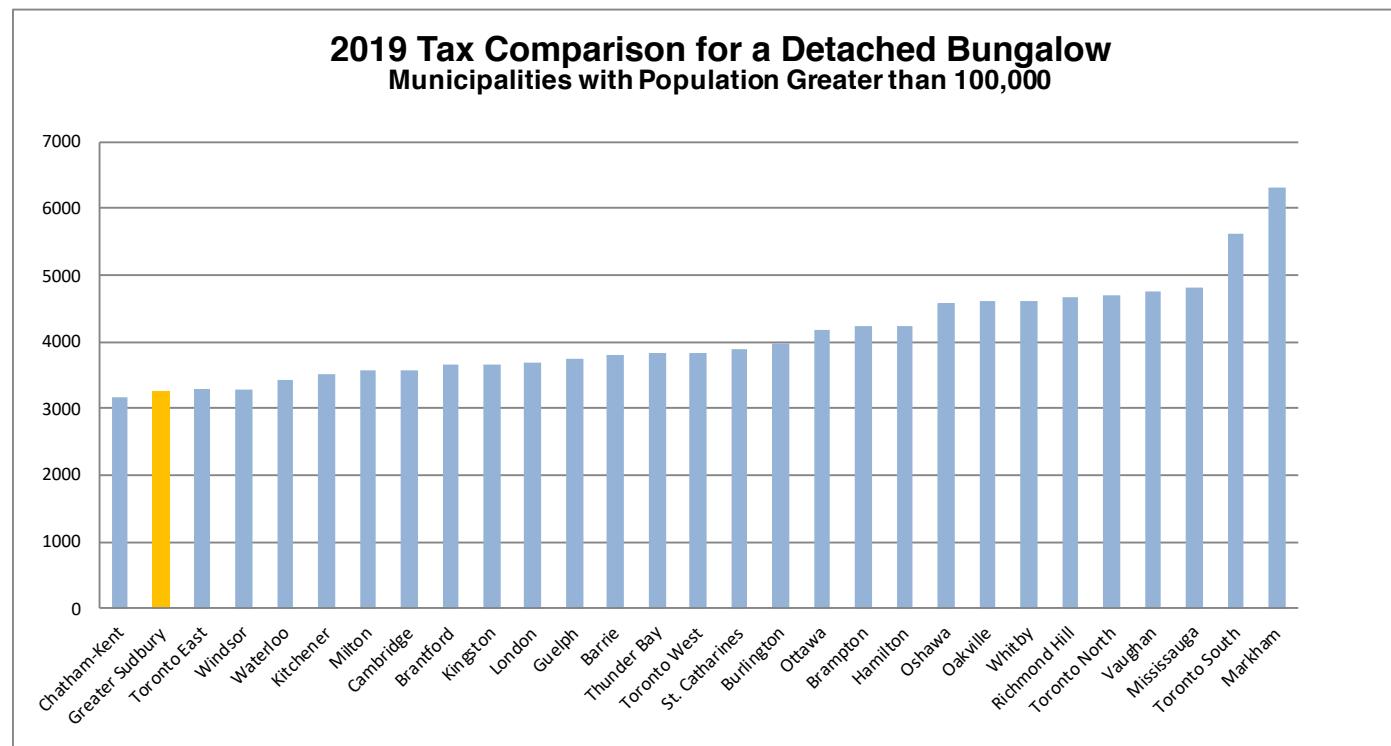
FOR THE YEAR ENDING DECEMBER 31, 2019

## Taxation

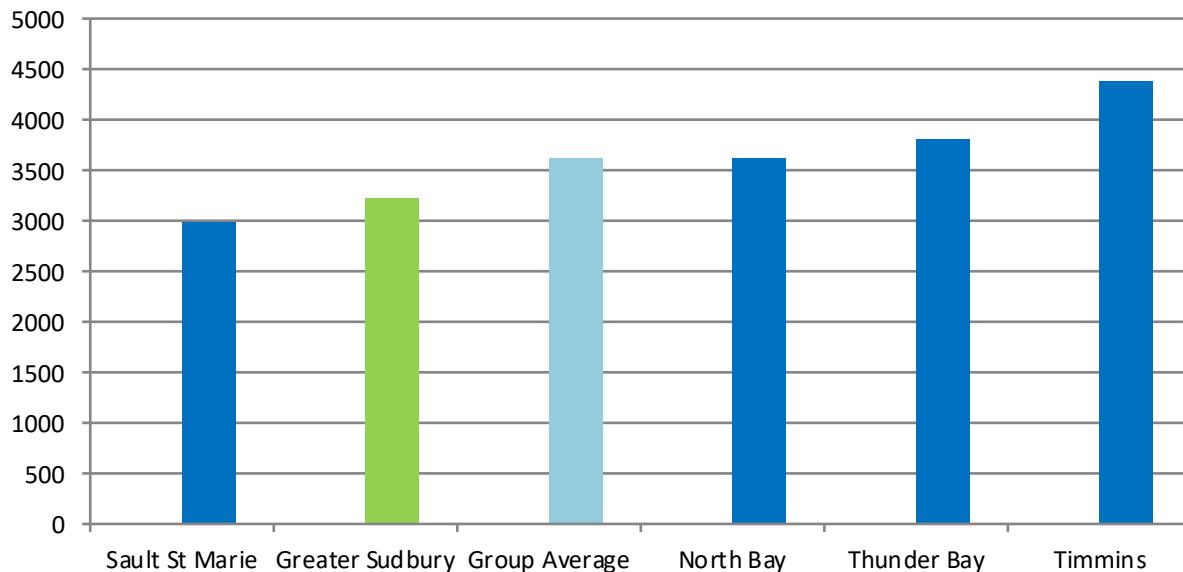
Greater Sudbury's property taxes are among the lowest for a typical bungalow when compared to other cities with over 100,000 population and our northern neighbours.

Assessment growth for any given year is based on the total assessed value of all new properties built, less the value of properties demolished in a given year. This information is received from the Municipal Property Assessment Corporation (MPAC) in December of the prior year and is used in the setting of tax rates at the time of budget approval.

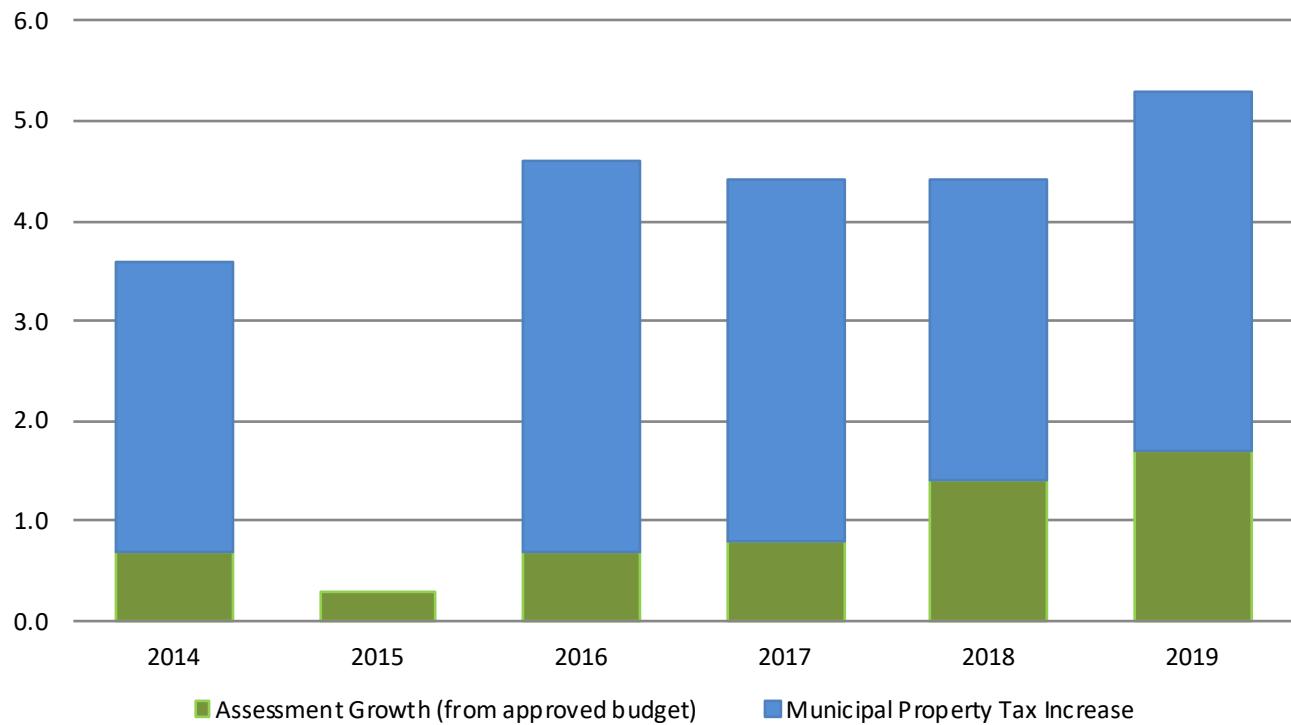
The last four years have reflected somewhat muted assessment growth in the city, although Greater Sudbury remains the only large population centre in northern Ontario that is seeing any growth. With low assessment growth, economic development activities take on greater importance as new taxable assessment helps spread the cost of municipal services over a broader tax base.



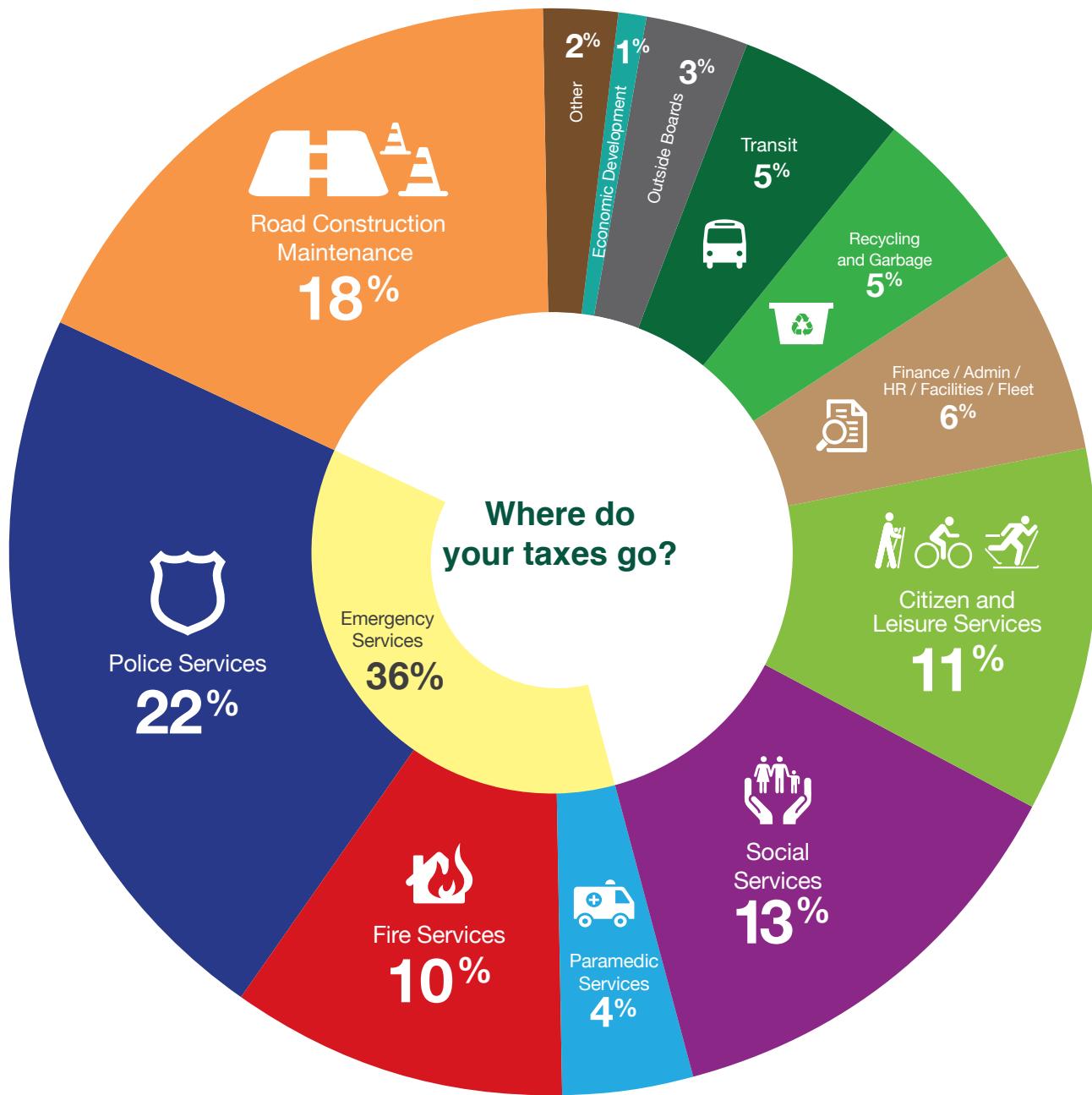
## 2019 Property Taxes for a detached bungalow for Northern Comparators



## Net Operating Budget Increase



## Where do your property taxes go?



# Measuring Performance

The City of Greater Sudbury is committed to continuous improvement, and the best way to make things better is by measuring progress toward goals and objectives. Key performance indicators (KPIs) allow for measurement and comparison across municipalities, thereby building understanding about the delivery of municipal services, and providing context for decision making.

## Performance Dashboards

Monthly dashboards are released to the public to illustrate information about different services. Infographics provide easy-to-understand context and timely information, including comparisons to other similar-sized cities, to offer a perspective on the service experience users can anticipate. Dashboards are featured in our newsletter, City Connect, and available on the website.

## MBNCan

Municipalities share information with each other to help the whole sector improve its performance. To make the most of this, Greater Sudbury is part of a network of municipalities that uses standard data collection and reporting methods to compare service performance and share expertise. Membership in the Municipal Benchmarking Network Canada (MBNCan) provides Greater Sudbury with ready access to staff expertise and experience in other communities. It also provides data we need to help us make meaningful measurements and comparisons. The benchmarking network collects data for 36 program areas and provides comparisons with up to 16 other municipalities across the country. It helps highlight opportunities for improving service performance and demonstrates transparency and accountability to taxpayers.

## BMA Study

Greater Sudbury participates in a yearly study performed by BMA Management Consulting Inc. that analyzes financial performance. The BMA Study assesses Key Financial Indicators that help evaluate our existing financial condition and highlight possible future challenges and opportunities. This includes assessing our Sustainability, Flexibility and Vulnerability, and provides provincial context in terms of overall averages, as well as comparisons across the north. Data is collected from Financial Information Returns filed with the Ministry of Municipal Affairs and tax roll assessments provided to the Municipal Property Assessment Corporation (MPAC). The BMA study provides comparisons of financial information, select user fees, tax policies and rates, sewer and water services, and property taxes.

# **2019 Budget**

The annual operating budget provides the money needed for the City to perform routine operations and provide daily services. Approximately 46 per cent of the operating budget comes from property taxes while the remainder of the budget comes from provincial and federal government, grants and subsidies, user fees and other revenues.

The 2019 Budget described the City's business plans for the year, along with the related costs and revenues and associated with delivering municipal services. These plans reflect the actions and goals established in Council's Strategic Plan, summary budget information and business plans.

The City approved a 3.6 per cent operating budget increase and a user fee increase of 7.4 per cent for water and wastewater. The water and wastewater user rate increase was in accordance with the financial plan for water and wastewater services and ensures long-term sustainability.

City Council approved the 2019 Budget with increased investments in year-round road maintenance, transit, economic development, customer service, the arts and more. Some of these service level changes included:

- Higher transit service levels include expanded Sunday and early morning operating hours;
- Additional summer road maintenance activities including increased funds for arterial and rural roads to enhance quality and safety, and additional spending for winter control services to reflect the importance of this service to the community;
- Extended operating hours for 311 to improve customer service.

Council also approved the financing plan for the development of The Junction, (Library/Art Gallery and the Greater Sudbury Convention/Performance Centre) to promote arts and culture in the community, invest in the downtown, and improve quality of life for residents.

Highlights of the 2019 capital budget include significant investments in roads, recreation and other infrastructure:

- \$50.5 million invested in road construction, including funding for the Maley Drive Extension Project and Municipal Road 35;
- \$4.3 million for recreation assets, including upgrades to the Howard Armstrong Recreation Centre and the Dowling Leisure Centre;
- \$3.2 million for projects at the Azilda and Sudbury landfill sites to enable the City to responsibly dispose and divert waste, and protect the environment around the sites.

# Financial Reporting

## Financial Reporting Achievement

The Government Finance Officers Association (GFOA) established an award program to encourage municipal governments throughout the United States and Canada to publish high quality financial reports and to provide peer recognition and technical guidance for officials preparing these reports.

To be awarded a Canadian Award for Financial Reporting Achievement, a municipal government must publish an easily readable and efficiently organized annual report whose contents conform to program standards.

Such reports go beyond the minimum requirements of generally accepted accounting principles and demonstrate an effort to clearly communicate the municipal government's financial picture, enhance the understanding of financial reporting by municipal governments and address user needs.

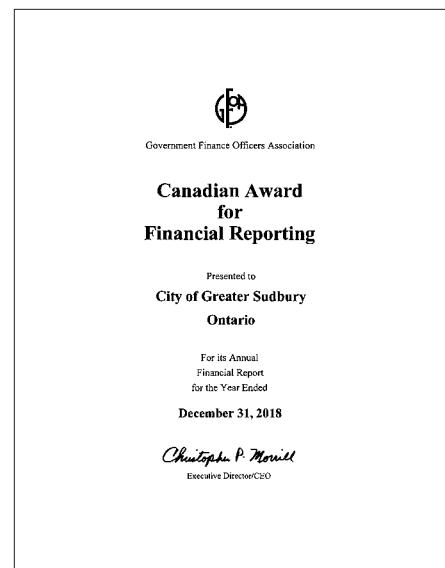
The City of Greater Sudbury has published an annual report since 2012 and has earned this award annually since its initial publication.

## Annual Report and Consolidated Financial Statement

The City of Greater Sudbury's (CGS) management is responsible for all information contained in the Annual Report. This report provides the annual consolidated financial statement for CGS for the year ending December 31, 2019, prepared in accordance with legislation and in accordance with generally accepted accounting principles for public sector entities as defined in the Public Sector Accounting Handbook.

The Consolidated Financial Statements include all organizations that are owned or controlled by the City. Some entities are fully consolidated, which means the financial statements reflect the assets, liabilities, revenues and expenses of the reporting entity. Government enterprises are recorded using the modified equity method which means that the entity's accounting principles are not adjusted to conform to those of the City, and inter-entity transactions and balances are not eliminated.

The budget presented in the 2019 audited financial statements has been restated to conform to the Public Sector Accounting Standards. The standards require that all interfund transfers, capital expenditures, and debt principal repayments be removed, and amortization, employee future benefits and landfill closure and post closure costs be included. Note 19 to the financial statements reconciles the 2019 operating and capital budgets, as approved by Council, adding the approved consolidated board budgets in-year budget adjustments in accordance with the Operating Budget Policy and adjusted for the items noted above.



## **External Auditors**

The City's external auditors are KPMG LLP, Chartered Accountants. The role of the external auditor is to express an opinion on the annual Consolidated Financial Statements based on their audit. The auditors express their opinion in their Independent Auditor's Report that is attached to the Consolidated Financial Statements. Their opinion confirms that the statements are free from material misstatement. The external auditors are also responsible to advise management and Council of any control or operational issues identified during the audit.

## **Audit Committee**

The Audit Committee is mandated to provide oversight to the Auditor General and to the external auditors. The Committee's responsibilities are to review internal and external reports, including the Auditor General's reports and work plans, to approve the external auditors' annual audit plan, and to review the annual audited consolidated financial statements and external audit finding reports.

## **Long-Term Financial Plan**

The City completed a comprehensive Long-Term Financial Plan in 2017, provided updates in 2018 and 2019, and anticipates an update again in 2020.

The Corporate Strategic Plan (2019-2027) includes a requirement to maintain a long-range financial plan that enables the City to anticipate and respond to emerging issues and changes in its operating environment.

The 2017 Long-Term Financial Plan was implemented to better understand the long-term impact of financial decisions made today. This planning helps the City manage resources over the long-term and provides more flexibility for meeting infrastructure requirements while maintaining a manageable level of debt to support ongoing services and fiscal sustainability.

The updated plan covers 10 years, 2020 to 2029, and incorporates projected funding requirements, tax levy increases, and reserve balances under the current financial model. Staff uses this information as a benchmark for operating and capital budgeting and forecasting.

The 2019 update modeled the assumption of upwards of \$200M in debt in order to complete the large projects and future asset investment work.

The following additional financial strategies were highlighted in the 2017 plan and the actions taken to date are noted below:

Long Term Financial Plan Recommendation	Accomplishments
1. Implementation of stormwater management fees.	Work continues with the stormwater sustainable funding study in 2020, working toward the implementation of fees targeted for 2022.
2. Use of alternative tax classes and adjusting property tax ratios.	<p>The commercial and industrial subclass discounts were eliminated in 2018.</p> <p>The commercial and industrial vacancy rebate program will continue to be phased out over 2019, and 2020.</p> <p>Property tax ratios are adjusted to ensure fairness to the residential taxpayer and not inhibit commercial or industrial development.</p>
3. Capital financing: using debt to fund the infrastructure renewal/replacement requirement.	<p>The use of debt was approved in 2018 for reconstruction on Lorne Street, improvements to Municipal Road 35 and the replacement of the Sudbury Community Arena.</p> <p>In 2019 debt was approved for the financing plan for the development of The Junction, (Library/Art Gallery and the Greater Sudbury Convention/Performance Centre) to promote arts and culture in the community, invest in the downtown and improve quality of life for residents. Debt was also approved for bridge refurbishment.</p>
4. Introduction of a capital levy to fund the infrastructure renewal/replacement requirement.	In 2019, staff recommended a 1.5 per cent special capital levy in the form of increased property taxes to be used on the roads infrastructure renewal requirement. This recommendation is consistent with prior years.
5. Infrastructure and service rationalizations: analyzing current service levels of arenas, community centres, playgrounds, roads, municipal fleet and others.	<p>The City is in the process of completing a service level review with final reporting due in 2020.</p> <p>There has been success in selling surplus properties and decreasing the municipal fleet.</p>

The Long-Term Financial Plan incorporates key goals and objectives while being fiscally responsible and sustainable.

## Debt Financing

Council has recently approved increased debt financing for several projects. The information below provides important details and context on how debt financing affects our overall financial position.

The corporation has a debt management policy that limits borrowing so that it represents no more than 10 per cent of annual net revenue, which is well below the provincially-imposed maximum for municipalities of no more than 25 per cent of net revenue. The main principles of the Debt Management Policy state debt should be affordable, sustainable and structured so that those who benefit from the asset pay for the debt. The policy also sets out the principles that debt financing should only be considered for:

- new, non-reoccurring infrastructure renewal requirements;
- self-supporting programs and facilities;
- projects where the cost of deferring expenditures exceeds debt servicing costs;
- debt with terms no longer than the anticipated life of the funded asset.

The City's previous reliance on its own source of funding for capital investment has also impacted debt levels. While the issuance of debt can provide increased capital funding, the amount owing, plus the related interest, must be paid off in future years from operating funds. Debt is a trade-off between increased fiscal flexibility in the short-term, versus reduced fiscal flexibility over the term of the repayment. While interest costs will add to the total bill, the rapid escalation of construction costs over the past few years indicates debt financing should lower overall costs in certain circumstances. Although interest rates have fluctuated recently, they remain near historic lows and the City will access debt markets while rates remain low.

The table below details current outstanding debt and long-term financing commitments. These obligations total \$70.3 million and require repayments of \$11 million per year.

Project Name	Term (Start Date – End Date)	Total Principal Amount Borrowed/ Committed	Total Outstanding as of Dec 31, 2019	2020 External Debt Payment
<b>External Debt (000's)</b>				
199 Larch St	2003-2023	17,261	4,306	1,456
Pioneer Manor	2004-2024	10,000	3,578	818
Purchase of Falconbridge wells from Glencore (Xstrata)	2009-2025	2,000	807	181
Purchase of Onaping wells from Glencore (Xstrata)	2010-2029	2,175	1,292	173
1160 Lorne St	2015-2035	14,000	11,511	940
Biosolids Plant	2015-2035	46,781	39,111	3,456
Capital Lease Obligation	2016-2023	675	409	139
<b>Total External Debt</b>		<b>92,892</b>	<b>61,014</b>	<b>7,163</b>
<b>Long Term Financing Commitments (000's)</b>				
Health Sciences North - Capital Campaign	2001-2023	26,700	3,700	1,000
Health Sciences North - PET Scanner	2016-2025	1,000	600	100
Maison McCulloch Hospice	2018-2022	750	450	150
Place des Arts	2018-2022	5,000	4,500	2,500
<b>Total External Debt and Financing Commitments</b>		<b>126,342</b>	<b>70,264</b>	<b>10,913</b>

Over the last three years, Council has approved a number of projects to be paid for using external debt financing. The approved amount and forecast annual payments follow:

<b>Project</b>	<b>Long-Term Borrowing</b>	<b>Annual Payment</b>	<b>Budget Year Approved</b>
Place des Arts	\$5.0 million	\$350,000	2017
Event Centre	\$90.0 million	\$5.2 million	2018
Municipal Road 35	\$30.8 million	\$1.9 million	2018
Lorne Street	\$7.7 million	\$560,000	2018
Playground Revitalization	\$2.3 million	\$150,000	2018
Bridges and Culverts, Replacement and Rehabilitation	\$6.9 million	\$433,000	2019
The Junction	\$68.0 million	\$3.95 million	2019
<b>Total</b>	<b>\$210.7 million</b>	<b>\$12.5 million</b>	

The 2020 Budget includes debt to be issued for numerous infrastructure renewal projects including the continuation of bridge refurbishment and the rehabilitation and reconstruction of arterial, collector and local roads. The debt for these projects totals \$35 million and would require \$1.8 million of debt repayments per year when complete. Under current debt limits, borrowing capacity will be \$400 million after funding for these projects has been obtained.

The current debt per capita is much lower than other municipalities with a population over 100,000. Due to continuing low interest rates, Council approved the recommendation to secure all previously approved debt at current low interest rates and was completed Q1 2020 in the amount of \$200 million.

## Asset Renewal and Fiscal Sustainability

With historic focus on minimizing property taxes that prompted the deferral of a variety of needed asset renewal investments, the City has a significant level of capital asset and infrastructure renewal requirements. This includes the renewal and replacement of roads, water and wastewater mains, equipment and facilities.

The risk of service interruption can be managed with asset management plans and an investment strategy for asset replacement that, over time, reduces the likelihood of asset failure.

The City's Asset Management Plan (2016), was produced by KPMG in conjunction with City staff. The plan reflects an approximate level of the financial requirements associated with maintaining City assets in a good state of repair. The asset management plan identifies a 10-year infrastructure need of \$3.1 billion that includes an immediate infrastructure renewal requirement of \$1.9 billion.

On December 13, 2017 the Province approved *O. Reg. 558/17: Asset Management Planning for Municipal Infrastructure* under the *Infrastructure for Jobs and Prosperities Act, 2015*. The City has been working to develop asset management plans for all infrastructure assets that comply with legislation. This includes describing the asset's expected performance level based on technical data. The implementation of asset management planning will address the unmet infrastructure needs that increase the risk of service interruptions due to asset failure, or lower quality service provision due to poor quality assets.

Additionally, annual maintenance costs are increasing as infrastructure continues to age past its useful life. The asset management plan provides strategies to manage these ongoing pressures with life-cycle analysis and a risk framework prepared to identify, understand and manage the risk of service interruption or failure.

The City is responsible for the maintenance and operation of the cost of assets amounting to \$3.1 billion. These assets are critical for the delivery of service levels expected by the residents of Greater Sudbury.

The City, like most Canadian municipalities, must overcome multiple challenges in managing assets including:

- Aging infrastructure;
- Expectations of higher levels of service with minimal financial impact;
- Increasingly demanding and complicated legislation with environmental requirements;
- Mitigation of the increased risk involved with the execution of service delivery.
- Consequently, the City is moving to implement a focused and calculated approach to address these challenges through the development of detailed asset management plans to meet the requirements of *O. Reg. 588/17*.

TABLE 1: STEPS AND MILESTONES (LEGISLATED)

Milestone	Date Required
1. Enterprise Asset Management Policy	July 1, 2019
2. Asset Management Plan (Phase 1) for core infrastructure assets (roads, bridges and culverts, water, wastewater and stormwater management) that discusses current levels of service and the cost of maintaining those services.	July 1, 2021
3. Asset Management Plan (Phase 2) for all remaining municipal infrastructure assets that discusses current levels of service and the cost of maintaining those services.	July 1, 2023
4. Asset Management Plan (Phase 3) for all municipal infrastructure assets that builds upon the requirements achieved in 2023. Additional requirements include proposed levels of service, the activities required to achieve the proposed levels of service and a financial plan to fund the activities.	July 1, 2024
5. Annual review of asset management progress following implementation of the Phase 3 Asset Management Plan.	July 1 (annually)
6. Asset Management Policy and Plan updates.	Every 5 years
7. Internal and External Transparency: Policies and plans shall be provided to the Ministry of Infrastructure or any persons, as requested, and will be posted to the City website.	Once completed

The steps and milestones to be implemented by all municipalities as described within the legislation are summarized in Table 1. Further details for the primary steps and milestones follow.

1. The City's Enterprise Asset Management Policy meets the legislative requirements. The purpose of the policy is to provide guidance applicable to the whole organization and all of its services to minimize the risk of service interruption or increased cost due to asset failure while supporting the consistent delivery of expected service levels. The policy provides a framework to achieve the City's goals and plans with the introduction of critical asset management guiding principles.
2. The primary milestone within O.Reg. 588/17 is the development, implementation and review of the Asset Management Plan. As a minimum, the first iteration of the City's Asset Management Plan will include core infrastructure assets such as roads, bridges and culverts, water, wastewater, and stormwater management per the legislation.
3. Following the completion of the asset management plan for core infrastructure, the City will continue to incorporate all municipal infrastructure assets such as fleet, parks, solid waste and buildings and facilities.
4. Phase 3 of the plan will include additional clarity on proposed levels of service, inventory/lifecycle management, as well as a financial strategy which incorporates solutions to address any funding shortfall, a financial strategy to service growth and a risk analysis.

Asset management will provide the City with a framework for consistent, calculated, reliable and transparent decision making. The City of Greater Sudbury will ensure its municipal infrastructure systems are supported by plans and financing decisions that demonstrate effective service support and appropriate regard for managing lifecycle costs.

## Employee Engagement and Retention

A city is dependent on the skills and loyalty of its municipal workforce. A great employee experience drives a great citizen experience.

15 per cent of the City's workforce is eligible to retire in the next five years. Many of these are longer service employees filling key managerial and technical roles. Proactive strategies to improve recruitment, retention and development of employees with the necessary skills will be critical to maintaining service levels in the coming years. To begin to address this risk, the City has implemented various initiatives across the organization aimed at talent management and development, including training to develop future leaders and succession management. In addition, the City is taking a proactive approach to preparing its workforce for the future. Staff finalized a Human Capital Plan in 2019 to ensure the City has the right people with the right skills in place to achieve future strategic priorities.

There are four focus areas for the Human Capital Plan:

### **Effective Leadership:**

- Bolster ability for current and emerging leaders to enable a positive workplace culture and to deliver exceptional services to the community.

### **Workforce Capacity:**

- Incorporate more innovative tools to manage the City's recruitment process.
- Address policies to adopt a more employee-centric approach to increase retention and engagement.
- Continue the evolution of professional development systems for employees.

### **Diverse, Healthy, and Respectful Workplace:**

- Enhance supports for psychological health and safety.
- Diversify the City's recruitment audience to attract a more culturally diverse population.

### **Innovation:**

- Integrate innovation and risk management capability to various HR systems to enhance culture of innovation.

## **Risk**

There are a number of risks that, if realized, could affect the City's ability to sustain current service levels.

### **Asset Condition**

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Although the Asset Management Plan has been presented, there is still an absence of thorough asset condition information on the majority of the City's assets. There is a risk that one or more assets could deteriorate or even fail, resulting in a reduction of service to citizens. The development of strong asset condition information, and plans to address asset weaknesses, is a priority in the coming years.

### **Base Metal Prices**

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Base metals prices gained overall in 2019, compared to the 2018 average. The price of nickel, the mineral on which Greater Sudbury's economy was built, has recently been trading at a lower commodity price than the average of 2019. Based on World Bank data, the following highlights are to be mentioned:

- The 2018 average represents a price of \$5.96/lb;
- The 2019 average represents a price of \$6.31/lb.
- The outlook for nickel largely remains unpredictable for 2020; however, forecasts continue to show promise and predict a price of \$7.14/lb. by 2025 and \$8.18 by 2030.

### **Assessment Growth and Economic Development**

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The last five years have reflected somewhat muted assessment growth in the city. The cost to provide services to residents continues to increase. With low assessment growth, economic development activities take on greater importance as new taxable assessment helps spread the cost of municipal services over a broader tax base. Economic growth through new private sector investments is needed to help sustain the City's very affordable taxation levels.

### **Ontario Municipal Partnership Fund (OMPF)**

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In the last five years, the City of Greater Sudbury has seen a reduction in its Ontario Municipal Partnership Fund annual funding of \$7.1 million from \$28.4 million to \$21.3 million. Given the recent trend with provincial funding, the City is at risk of receiving a reduced OMPF allocation, which may result in more pressure on rate payers. To offset this reduction, service adjustments or increased revenues from other sources may be required.

### **Project Delivery**

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The scale of the capital plan is significant and continues to fluctuate. The available staffing resources to deliver the capital plan has seen minimal change year over year. Additional costs may be incurred if projects are not completed based on the timelines estimated in the capital plan.

## Interest Rates

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The City has approved several significant projects to be funded through the use of debt, including The Junction and the bridges and culverts replacement and rehabilitation program, among others. Interest rate fluctuations and potential increases create uncertainty. Staff continues to monitor interest rates and is waiting for the appropriate time to secure debt to reduce the risk of market fluctuations.

The City's current public debt rating of AA stable is viewed as a sign of financial stability.

## Provincial Funding

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Staff is monitoring changes in funding announced by the Ontario Government due to the concerns with the size of the forecasted provincial deficit. The 2020 Budget includes the impact of the provincial government's plan to eliminate the projected deficit. These pressures affect public health, child care and land ambulance service as of January 1, to name a few. However, earlier in 2019, the Province announced up to \$7.35 million (Audit and Accountability Fund) for audits to help large municipalities find savings in their budgets.

Funding of up to \$300,000 has been approved from the Province's fund, which the City is using toward the Core Services Review.

## **Enterprise Risk Management**

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It is important to acknowledge that every activity carries some degree of risk in which municipalities are continually exposed. To best support Council and staff in identifying, recognizing, evaluating and mitigating risks, the City has developed an Enterprise Risk Management (ERM) policy.

The policy, which includes the development of an ERM framework, ensures that managing risks is a routine part of decision-making. The framework includes the tools required for decision makers to proactively manage risk, that could have adverse impacts on the City's strategic processes or goals.

In addition to the policy, an implementation approach has been developed under the leadership of the Executive Director of Strategic Initiatives, Communications and Citizen Services. Implementing the corporation's ERM policy includes the introduction of new workflows and analysis into the corporation's Continuous Management Cycle. The new ERM administration includes:

- A governance framework, including accountability reporting
  - An Enterprise Risk Steering Committee has been developed
  - A multidisciplinary Enterprise Risk Advisory Committee has started work on the items noted below and work will continue in 2020
- Identifying Council's risk tolerance
- A method for defining and measuring/assessing/reporting risks
- A Corporate Risk Register that, among other details, focuses on the corporation's key risks

## **Growth Management and Economic Development**

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Within this economic context, Greater Sudbury's employment and population is expected to grow modestly over the next 20 years. This growth will be driven by labour force turnover and ongoing economic development efforts. At the same time, the population will continue to age. It is expected that this aging and trend toward smaller housing types will generate demand for new housing.

Given the city's relatively low growth, the City of Greater Sudbury must find ways to manage costs and improve revenue growth.

The City has undertaken an update of its population, household and employment growth projections to the year 2046 based on data from the 2016 Census. The City of Greater Sudbury Outlook for Growth to 2046 report will be used to inform capital, service level and policy planning. The major findings of these projections are:

- The City stands out as the only major urban area in northern Ontario with a growing population. By contrast, Thunder Bay, Sault Ste. Marie, Timmins and North Bay have either experienced no increase or a declining population since 2001.
- Greater Sudbury is expected to grow over the next 30 years by between 6,900 to 15,000 people, 6,000 to 8,400 households and 6,400 to 11,000 jobs under modest and high growth scenarios.
- Mining continues to be the most important economic factor affecting the growth outlook for Greater Sudbury. It creates variability with respect to the city's economic outlook, and over the longer term can be influenced by resources outside Greater Sudbury, such as the Ring of Fire west of the James Bay.
- Greater Sudbury acts as a regional service centre for nearby municipalities including North Bay and Sault Ste. Marie, and provides a draw with additional amenities. This regional service function provides some stability to the long-term growth outlook.
- The age structure of the population will have a wide range of influence on how Greater Sudbury grows, specifically regarding housing demand.

## Reserves and Reserve Funds

In 2019, the City's overall reserve balance decreased to \$139 million compared to approximately \$150 million in 2018, mainly due to investments in capital projects of \$19 million.

12 of the City's 21 reserves with minimum limits did not meet their minimum, while 9 met or exceeded their minimum limits.

Overall, the City reserve balance is considered low compared to other municipalities and best practices. Administration continues to monitor and manage reserves in accordance with the Reserve and Reserve Fund Policy as well as the Reserves, Reserve Funds and Trust Fund By-Law 2020-56 (Reserve Bylaw) to ensure reserves continue to support Council priorities and the needs of the City.

### Background

Reserves are monies authorized by Council to be set aside for future capital and operating needs and are a key component of the City's long-term financial strategy. There are 56 reserves (both uncommitted and committed) maintained by the City for four main purposes:

- To support the sustainability of assets by providing for the renewal, major maintenance and replacement of existing capital assets;
- To smooth the financial impact of unplanned cost increases or revenue reductions, or to stabilize fluctuations on property taxation and/or other fees;
- To respond to or capitalize on opportunities that could impact services such as government matching grants, private sector partnerships or other alternative service delivery methods; and
- To fund new capital assets identified in the long-term corporate strategy to address community growth.

Reserves are governed through the Reserves, Reserve Funds and Trust Funds By-Law and the Reserve Policy.

### Discussion

#### 2019 Reserve Balance

In 2019, the City's reserves decreased by 7.3 per cent from approximately \$150 million at the beginning of 2019 to \$139 million at the end of 2019. This decrease represents a net withdrawal of \$11 million from reserves primarily to fund capital projects.

**\$139 million**

A decrease of \$11 million

**12**

of the 21 reserves did not meet their minimums

**9**

of the 21 reserves met or exceeded their minimum limits

**7.3%**

decrease in reserve balance

Self-sustaining reserves (mainly water and wastewater services and tax rate stabilization uncommitted) account for a portion of reserves (7 per cent), operating reserves account for 18 per cent of the reserve balance while capital reserves represent 75 per cent of the balance.

Furthermore, approximately 60% of the reserve balance has been committed by Council towards specific projects, while the remaining 40% is uncommitted and would be utilized for funding of future capital projects or scope changes to existing projects, corporate or department deficits (arise

when revenues lower than budgeted and/or expenses higher than budgeted), liabilities such as sick leave, WSIB, post-employment benefits or other human resource matters, or other unplanned or unforeseen events such as storm damage and recovery not covered by insurance policies, asset failures, or a pandemic such as COVID-19.

Both the operating and capital reserves are funded through tax revenues while most of the self-sustaining reserves are funded from external user fees and charges as mainly water and wastewater user fees.

The potential allocation of revenues (contributions to reserves) that may be requested as part of the 2021 budget would help the organization to increase important reserves to fund any future deficits or significant liabilities so it may be avoided on future property tax levy increases. In addition, it would gradually increase balances in the reserves to the minimum amounts and to address the infrastructure deficit.

#### **2019 Reserve Balance in Comparison to Reserve Limits**

In early 2020, Council accepted a Reserve Policy as well as changes to the Reserve Fund By-Law that incorporates minimum levels for some reserve funds. At the end of 2019, 12 of the City's 21 reserves (with recommended minimums) were below the minimum range and 9 were at or above. There are 35 reserves that are not recommended to have a minimum level. Of the 12 reserves that did not meet minimum limits, it is mainly attributable to the lack of historical funding set aside for capital replacements of assets. There is a plan to address this in future budget years by including estimated contributions to reserve funds for Tax Rate, Winter Control and Capital General for Council's consideration. However, due to the COVID pandemic that started in March 2020, there may be additional pressures on the balance of reserves as well as future contributions to the reserves to address gradual increasing of the balances to minimum amounts.

The 12 reserves below their minimum limit include:

- Tax Rate Stabilization – \$7.7 million below its minimum of \$8.7 million
- Holding Account – General – \$1.9 million below its minimum of \$4 million
- CGS Post-Employment Benefits – \$2.7 million below its minimum of \$3.5 million
- WSIB Schedule 2 – \$5.4 million below its minimum of \$6.6 million
- Insurance – \$1.9 million below its minimum of \$2.9 million
- Parking – \$0.5 million below its minimum of \$0.5 million
- Winter Road Control – \$6.6 million below its minimum of \$6.6 million
- 199 Larch Street – \$2.2 million below its minimum of \$3 million
- Fleet Equipment & Vehicles – \$3.3 million below its minimum of \$3.5 million
- Capital Financing – General – \$46.7 million below its minimum of \$51 million
- Wastewater – \$17.5 million below its minimum of \$23.5 million
- Water – \$17.1 million below its minimum of \$21.5 million

The 9 reserves at or above their minimum limit include:

- Holding Account – Water – \$0.2 million above its minimum of \$1.5 million
- Holding Account – Wastewater – \$1.1 million above its minimum of \$1.5 million
- CGS Sick Leave – \$0.7 million above its minimum of \$3.5 million
- HR Management – \$1.2 million above its minimum of \$3 million
- HR Management Committed – \$0.2 million above its minimum of \$2 million
- WSIB Schedule 2 Committed – at its minimum limit of \$3 million
- Social Housing – \$0.1 million above its minimum of \$7 million
- Health Community Initiatives – \$9,000 above its minimum of \$9,000
- Equipment & Vehicle Replacement-Parks – \$0.1 million above its minimum of \$0.1 million

## Projected Reserve Balance

Looking beyond 2019, reserves are being projected to decrease by \$26 million to \$113 million at the end of 2020 due to the approvals from the 2020 Budget as well as estimated spending of previously approved commitments in various reserve funds. This is expected to decrease further in relation to future capital needs and replacements as well as any future operating deficits that may occur.

Reserves and Reserve Funds are part of good management that allow for funds to be spent judiciously over time or to ensure service levels are maintained and not immediately impacted by a potential downturn in the economy. The City of Greater Sudbury reserves and reserve fund balances continue to be a key component of our strong credit rating.



decrease in reserves  
being projected by \$26 million to  
\$113 million at the end of 2020

## How is the City doing?

Total Reserve and Reserve Funds as a % of Total Expenses

## What is it?

This ratio represents the percent of annual total expenses that the City's reserves can cover.

## What is our number vs. the benchmark?

Current: 22.7% (2018 – 25.7%, 2017 – 26.1%)

Benchmark: On average, municipalities range between 10% - 20 %, with a ratio greater than 20% indicating a stronger than average ability to meet unforeseen increases in expenses. For the City, approximately 60% of the reserve balance has been committed for various capital projects. The balances are decreased as actual spending occurs, so this ratio will continue to decrease to below 10%, unless additional funds are contributed in future years. ([www.mfoa.on.ca/MFOA/WebDocs/SM\\_Del\\_1.pdf](http://www.mfoa.on.ca/MFOA/WebDocs/SM_Del_1.pdf))



## Our benchmark

**22.7%**  
2019

**25.7%**  
2018

**26.1%**  
2017

municipalities range between  
10% - 20 %

### Why does it matter?

In the event of unforeseen or unanticipated economic changes, the City appears to be well positioned to pay for total expenses, if required to cancel or postpone previously approved projects.

### Reserves and Reserve Funds Overview

Although Reserves and Reserve Funds are not formally reported directly in the financial statements, they are key in the financial management and operations of the City. Reserves and Reserve Fund balances are consolidated within the Accumulated Surplus position on the Consolidated Statement of Operations and the breakdown as shown in Note 18 in the audited financial statements. Reserves and Reserve Funds are established by Council. These funds are set aside to help offset future capital needs, obligations, pressures and costs. They are drawn upon to finance specific purpose capital and operating expenditures as designated by Council to minimize tax rate fluctuations due to unanticipated expenditure and revenue shortfalls and to fund ongoing programs (such as insurance and employee benefits). Reserves and Reserve Fund balances at the end of 2019 totaled \$139 million (2018 \$150 million), a decrease of \$11 million from the prior year. The Reserves and Reserve Fund totals do not include development charges and senior government grants that are reported as deferred revenue-obligatory reserve funds on the Statement of Financial Position and breakdown as shown on Note 9 in the audited financial statements.

#### Reserves

Reserves, which are discretionary in nature, are generally used to offset major fluctuations in operating costs/revenues or to fund future contingent liabilities. Total Reserves in 2019 were \$13 million (2018 \$6.5 million), an increase of \$6.2 million.

#### Reserve Funds

Reserve Funds are non-discretionary, segregated and restricted to meet specific identified purposes for the municipality. Total Reserve Funds in 2019 were \$125.7 million (2018 \$143.2 million), a decrease of \$17.5 million from the prior year. The Reserve and Reserve Funds will help the City meet projected expenditure needs in the coming years. However, draws on Reserve and Reserve Funds in future years to support our growing capital infrastructure and maintenance needs will reduce these balances and therefore reduce the total accumulated surplus.



**\$13 million**

total reserves in 2019  
(2018 \$6.5 million)



**\$125.7 million**

total reserve funds in 2019  
(2018 \$143.2 million)

## Reserves and Reserve Funds

(In thousands of dollars)

Reserves and Reserve Funds (\$000's)	2019	2018		
	Uncommitted	Committed	Uncommitted	Committed
Reserves				
Tax Rate Stabilization	977	2,728	1,658	2,212
Organizational Development Reserve	239	-	341	-
Holding Account - General	2,125	-	-	-
Holding Account - Water/Wastewater	4,281	-	-	-
Consolidated Entities	2,608	-	2,308	-
<b>Total Reserves</b>	<b>10,230</b>	<b>2,728</b>	<b>4,307</b>	<b>2,212</b>
Reserve Funds				
Human Resource Costs	12,139	5,246	14,307	6,895
Election	1,421	-	1,274	-
Insurance	983	-	839	-
Parking	20	657	467	259
Other	1,738	1,588	2,791	147
Social Housing	7,136	1,200	7,824	300
Economic Development	4,016	380	3,875	511
Winter Road Control	-	-	-	-
Police Services	195	-	209	-
Capital Reserve Fund - Fleet/Equipment	409	2,924	2,179	534
Capital Reserve Fund - Police	1,613	6,168	3,380	3,555
Capital Reserve Fund - General	4,296	29,395	22,203	22,637
Capital Reserve Fund - W/WW	10,356	30,287	25,505	20,369
Capital Reserve Fund - EMS	2,129	1,422	2,707	466
<b>Total Reserve Funds</b>	<b>46,452</b>	<b>79,267</b>	<b>87,559</b>	<b>55,673</b>
<b>Total Reserves and Reserve Funds</b>	<b>56,682</b>	<b>81,995</b>	<b>91,866</b>	<b>57,885</b>

## Development Charges

Development Charges are fees collected from developers before a building permit is issued to help pay for infrastructure costs needed for new development such as roads, transit, water and wastewater, and emergency services. The fee is applied to new development, redevelopment or expansions for residential and non-residential buildings.

Development charges provide municipalities with a tool to help fund the infrastructure needed to serve new growth. Most municipalities in Ontario use development charges to ensure that the cost of providing the infrastructure to service new development is not carried by existing residents and businesses in the form of higher property taxes. This means developers pay a portion of capital costs associated with new growth and development, while taxpayers fund capital infrastructure.

Growth-related capital costs are costs that result from the expansion of services to meet the needs of new development and overall increase in the population, households and employment. These capital costs are reduced by provincial and federal grants and other sources of funding (plus deductions required by the Development Charges Act) to determine development charges.

In the current by-law, Development Charges are levied on the following municipal services: water, wastewater, roads, police, general government, libraries, fire, recreation, emergency services and transit.

Generally, the City finances the growth-related portion of capital projects. At the end of each year, the capital projects are reviewed, and the growth-related portion of the capital costs are identified. Actual development charges collected during the year are then applied to fund any growth-related portion of the project.

In 2019, projects partially funded by DCs include the Maley Drive Extension, Municipal Road 35, Second Avenue in Sudbury, Countryside Storm Water Pond and Channel, various water and wastewater plant upgrades, a second ice pad at Gerry McCrory Countryside Sports Complex and the expansion of the South Branch Library.

The Development Charges By-law expires every five years. The most recent renewal came in June 2019. At that time, City Council approved the lowering of development charges for non-residential buildings (industrial, commercial and institutional) by 50 per cent. Other updates to the by-law include:

- A new rate for single-family and semi-detached dwellings, less than 1,000 square feet;
- A 50 per cent reduction for multi-unit residential buildings along nodes or corridors with a 100 metre set back from the corridor; and
- Exemptions for hospices and non-profit long-term care homes which do not pay property taxes.

# Credit Rating

In 2018 and 2019, the municipality received an AA debt rating from S&P Global Ratings (S&P) with a stable outlook. A debt rating is intended to represent an evaluation of the credit risk of a debtor, anticipating their ability to repay debt. The AA rating indicates the City has a very strong capacity to pay interest and repay principal loans.

In reviewing the City's financial position and projected debt levels, S&P noted the following in the Rating Score Snapshot:

S&P Key Rating Factors	S&P Assessment of Greater Sudbury's Financial Position
Institutional Framework	Very predictable and well-balanced
Economy	Strong
Financial Management	Strong
Budgetary Flexibility	Strong
Budgetary Performance	Strong
Liquidity	Exceptional
Debt Burden	Very low
Contingent Liabilities	Low

This rating anticipates tax-supported debt burden will remain modest and that financial management practices will remain strong. It also anticipates plans and administration remain stable, political direction reflects current or consistent policies, and key staff positions do not experience turnover. In determining an appropriate rating, S&P took several factors into consideration, including the City's plan to issue debt to fund capital projects to reduce the infrastructure funding requirement, current economic conditions, such as significant exposure to the mining industry and the volatility in base metal prices, as well as other subjective factors.

## Budget Process

The municipal operating and capital budgets are prepared annually. City Council is also responsible for funding its share of three outside boards' budgets: Greater Sudbury Police Service, Public Health Sudbury & Districts, and Conservation Sudbury (Nickel District Conservation Authority).

The first stage of the budget process includes receiving directions from Council regarding its expectations for service levels and the level of taxation it is willing to consider. An analysis of workload requirements and anticipated service levels for each division, in accordance with Council's budget directions, identifies resource requirements. Financial information is prepared in accordance with the Base Budget Preparation Policy to support preliminary reviews that identify inflationary pressures, such as wage adjustments in accordance with collective bargaining agreements, contract cost changes and material price increases.

A review of provincially-mandated programs and service contracts, costs to service growth, and prior year Council decisions and commitments is also conducted. In order to propose service level changes, operating departments prepare comprehensive business cases.

Council provides final approval of the operating and capital budgets. Budgets are monitored by departments in accordance with the Operating Budget and Capital Budget policies. These policies provide fiscal control and accountability. On a quarterly basis, the Finance and Administration Committee of Council reviews variance reports including a year-end projection of operating revenues and expenditures. Furthermore, the Finance and Administration Committee reviews a Capital Variance Report for completed projects.

## Capital Prioritization Process

The objective of the capital budgeting process is to recommend a plan that addresses the City's highest priority needs based on a rational, enterprise-wide review of risk, service priorities, spending choices and financing options. Capital budget priorities are identified based on an understanding of service priorities and reflect our best available, and still evolving, data about asset condition, service performance, strategic objectives and financing choices. The end result is a capital plan that is reliable (we deliver on the service promises in the projects) and executable (we have the resources to deliver the projects on time and on budget).

In order to achieve this principle, an enterprise-wide tool was created to rate capital projects with the following criteria, in line with the principles in the Enterprise Asset Management Policy:

1. Strategic Priority (including link to strategic plan, integration and qualitative return on investment)
2. Leveraging Funding Opportunities (estimated certainty of funding)
3. Risk Management (including legislative requirements and health and safety)
4. Asset Renewal/Restoration (including life cycle costing and environmental return on investment)

A multi-disciplinary team was created to review capital budget project proposals and recommend relative priority rankings for all projects to the Executive Leadership Team (ELT). The members of the team took an enterprise-wide view of the recommended projects. The team presented the results to ELT, and the basis for the 2019 Capital Budget was formed.

# Water/Wastewater Budget

Unlike the municipal tax levy, which is applied to all properties in the City to support a variety of services provided to the community, Water/Wastewater Services are paid for by roughly 48,000 residential and non-residential customers.

In 2011, a 10-year water/wastewater financial plan was approved by Council and recommended an annual rate increase of 7.4 per cent to achieve financial sustainability. Council approved the 7.4 per cent rate increase for the years 2016 through 2019 inclusive.

The plan was updated and approved by Council in June 2019. The revised long-range financial plan covers the period 2020 to 2039 and it recommends an annual rate increase of 4.8 per cent over the next 20 years to achieve financial sustainability. Council approved a 4.8 per cent rate increase for 2020. In accordance with legislation, the plan must be updated prior to the City applying for renewals to its drinking water licences in the fall of 2024. The City has three main components to the water/wastewater billing structure that fund expenditures:

## Variable Water Rate

The City establishes a rate per cubic metre of water used. All water customers pay the same amount for every cubic metre (1,000 litres of water). Since a customer only pays for the volume of water they use, this portion of the rate is referred to as the variable water rate.

## Fixed Water Charge

Water budgets contain fixed costs that do not change in direct proportion to water consumption. The cost to treat and distribute municipal water remains relatively constant, regardless of the volume actually consumed by residents. The fixed water charge provides the City with a stable source of annual funding to offset these fixed costs. The fixed water charge is set for a residential meter (5/8 and 3/4 inch meter) and is increased for each larger size meter in accordance with the ratios established by the American Water Works Association.

## Wastewater Surcharge

The wastewater surcharge is a charge applied to offset the cost associated with the water discharged as it leaves your home or business. Costs include the operation and maintenance of wastewater infrastructure such as the sewer system and treatment plants that handle wastewater outflow from properties. Wastewater outflow is directly related to the amount of water discharged into the sewer system and treatment plants, which is why the surcharge is calculated as a percentage of the total water rate charged. This rate structure is consistent with most Ontario municipalities.

## **User Fees**

User fees are charged by municipalities to recover direct costs for services provided to a specific user or group of users, including tourists and non-residents. These include recreation program fees, facility rental fees and more. They reflect unit prices for a service that is deemed to be unique to a given user group and are not appropriate for recovery solely from the municipal tax levy. User fees ensure tax fairness and equity based on an understanding of who benefits from the services being delivered. Therefore, the cost to provide these services is partially recovered from the user. Fully funding these services through the tax levy would result in a significant increase to property taxes for individuals who may never enjoy certain services.

# Financial Condition

The Public Sector Accounting Board (PSAB) has a Statement of Recommended Practice, which offers guidance to public sector entities in support of discussions about their financial condition.

A city's financial condition reflects its financial health in the context of the overall economic and financial environment, as well as its ability to meet service commitments to the public and financial obligations to creditors, employees and others. PSAB's recommendations define a government's financial condition using the elements of sustainability, flexibility and vulnerability.

See the Glossary for a description of the calculation of all financial condition indicators.

## Sustainability

Sustainability is the ability of a municipality to maintain existing service levels and meet existing requirements without increasing its relative debt or property tax levels.

The financial position per capita can vary on a year-over-year basis, but this ratio has historically remained much stronger than the average and municipal median of all municipalities in the BMA Study. This ratio provides an indication of the affordability of future municipal spending. The asset consumption ratio shows that the City's assets are not being replaced as quickly as comparators. This ratio seeks to highlight the aged condition of the stock of physical assets. The ratio of financial assets to liabilities at 1.66 is higher than the recommended range of 0.75 to 1.5, and much higher than the comparators. This presents the possibility that we are more liquid than our competitors or the level of debt is not as high. Either scenario results in the opportunity to secure more debt and still remain within the recommended range of the Long-Term Financial Plan. Another ratio that creates a similar interpretation is the ratio of debt to revenue, which is quite low compared to other municipalities.

The debt per household is not an estimate of how much each household must contribute to debt repayment. It is simply a way of describing debt relative to the size of the community. The long-range financial plan includes repayment of all debt in its forecasts. Although we do not have an exact comparison to similar municipalities, the Association of Municipal Clerks and Treasurers of Ontario (AMCTO) presented a debt-per-household amount of approximately \$1,500 (June 2018) for municipalities with stable population growth.

It should be noted that many of these ratios will change to be more in line with the municipal median due to the debt approved in prior budgets and proposed in the 2020 Budget. The Long-Term Financial Plan includes further use of debt to address infrastructure renewal/replacement requirements. These plans, if followed, would bring the City in line with asset consumption ratios seen in comparable municipalities. Without additional debt, assets will continue to age, the risk of service interruptions will grow and the cost of maintaining those assets will increase.

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

## Flexibility

Flexibility is the ability of a municipality to increase its financial resources to address additional commitments and changes to service levels. This is done by increasing property tax revenues, increasing reserve balances or by taking on additional debt.

When analyzing the flexibility indicators, the two major factors to consider are reserves and debt. Compared to other municipalities, discretionary reserve funds are lower than the average, which indicates we do not have as much flexibility as the comparators to use reserve funds to immediately address unanticipated expenditures. The City has a much lower debt per capita and other debt ratios than the municipal median comparator municipalities. Our ability to react to unanticipated expenditures, take on new capital spending and change service levels is quite strong if we are willing to issue new debt or raise more revenue. This indicates there is capacity for increased borrowing, which was noted in the Long-Term Financial Plan and by S&P Global when it issued its credit rating analysis. The opposite can be said if reserves are recommended as the main funding source. Debt, particularly combined with funding opportunities from senior levels of government, is a viable, partial solution to the asset condition issues.

		2019	2018	2017	2016	2015
Flexibility Indicators	Typical Range					
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

Vulnerability is the degree to which the City is susceptible to changes in funding sources outside of its control. There is a risk in relying too heavily on funding sources, which can be reduced or eliminated without notice.

The municipality receives several funding grants from senior levels of government, including Ontario Municipal Partnership Fund allocations, Provincial and Federal gas taxes, and funding agreements with numerous ministries (health and long-term care, education, community and social services etc.).

Over a number of years, the City's reliance on federal and provincial funding has remained consistent as shown by minor fluctuations in government transfers to total revenue. This reliance increased in 2017 due to new programs in social housing and significant investments in infrastructure projects such as the Maley Drive Extension and Clean Water and Wastewater initiatives. In 2019, this trend reverted back as funding for large, one time projects was no longer available. It may be perceived that a higher ratio indicates higher vulnerability; however, we may see increased ratios due to new funding for specific capital projects. The City will continue to maximize grant revenue whenever possible to help address the infrastructure requirements. Taking advantage of these opportunities is reflected in the indicators below.

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

# 2019 Financial Results

The Annual Report includes the Consolidated Financial Statements of the City of Greater Sudbury for the year ended December 31, 2019. These financial statements have been prepared by Finance in accordance with Generally Accepted Accounting Principles as established by the Public Sector Accounting Board and have been audited by KPMG, LLP. The Independent Auditor's Report expresses an unqualified audit opinion.

## Highlights

The Consolidated Financial Statements include the following entities which are owned or controlled by the City.

**Fully consolidated entities include:**

- Greater Sudbury Housing Corporation
- Greater Sudbury Police Services Board
- Downtown Sudbury Business Improvement Area
- Flour Mill Business Improvement Area
- Greater Sudbury Public Library Board

**In addition, the City invests in two Government Business Enterprises (GBEs):**

- Greater Sudbury Airport Community Development Corporation
- Greater Sudbury Utilities Inc.

**Key financial highlights for 2019 are as follows:**

- The 2019 Consolidated Statement of Financial Position reports net financial assets of \$211 million, an increase of \$8 million from \$203 million in 2018.
- The City's accumulated surplus increased from \$1.733 billion in 2018 to \$1.777 billion at December 31, 2019. Over 85 per cent of the accumulated surplus is comprised of equity in tangible capital assets which represents the service capacity available for future periods.
- The City's reserves and reserve funds (which are included in the accumulated surplus) decreased by \$11 million from \$150 million in 2018 to \$139 million in 2019 mainly due to investing in capital projects.
- The 2019 Consolidated Statement of Operations and Accumulated Surplus indicated an annual surplus of \$43 million compared to \$40 million in 2018.
- Revenues increased by \$31 million from 2018. Council approved a property tax increase of 3.6 per cent, a water rate increase of 7.4 per cent and 3 per cent increase to user fees which is reflective in the increase in taxation and user revenues for 2019.
- Expenses increased by \$28 million from 2018. Of this amount, \$17 million related to transportation services, \$7 million for environmental services and \$4 million related to protection services.

## Focus on Infrastructure Renewal

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The capital budget and spending represents investments in infrastructure assets owned by the City. These assets include roads, buildings, water and wastewater pipes, equipment and vehicles used by staff to provide services to residents, and facilities used by residents to enjoy the services provided by the municipality.

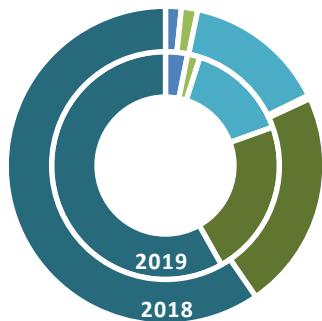
Below are the key infrastructure renewal projects approved in the 2019 Capital Budget:

Capital Investment Budget	2019
	Budget
Bridges & Culverts Replacement & Rehabilitation	\$15.5 M
Arterial / Collector Roads Rehabilitation & Resurfacing	\$6.9 M
Watermain Priority Replacement & Rehabilitation	\$6.7 M
Lift Station Upgrades	\$5.5 M
Annual Recurring Road Programs & Projects	\$5.1 M
Road & Water/WW Improvements (Roads only)	\$4.9 M
Surface Treatment	\$3.8 M
City Fleet Vehicles and Equipment Replacements	\$3.3 M
Well Building Repairs & Upgrades	\$3.3 M
Local Roads Rehabilitation & Resurfacing	\$2.3 M
Sewer Priority Replacement & Rehabilitation	\$2.0 M

During 2019, there continued to be infrastructure renewal on projects approved in budgets prior to and in 2019 such as:

Capital Investment Spend	2019
	Spend
Maley Drive	\$22.0 M
MR 35	\$11.3 M
Surface Treatment	\$5.2M
Asphalt Patching	\$4.0 M
Dominion Drive (Road)	\$3.6 M
Douglas Street Bridge	\$2.8 M
City Fleet Vehicle and Equipment Replacements	\$2.8 M
Various Bridge Repairs	\$2.7 M
Whitson Paquette Drain	\$2.6 M

## Financial Assets



- Cash
- Taxes receivable
- Accounts receivable
- Inventory held for resale
- Investment in GBE
- Investments

## Consolidated Statement of Financial Position

The Consolidated Statement of Financial Position is the municipal equivalent of the private sector's Balance Sheet. Among other details, it reports on two key indicators: net financial assets and accumulated surplus.

### Financial assets summary

Public Sector Accounting Board standards for reporting require the City to distinguish between financial and non-financial assets. Financial assets are assets on hand, which could be used to discharge liabilities or finance future operations. The difference between financial assets and liabilities, or net financial assets, is an indicator of the City's ability to finance future activities and to meet its liabilities and commitments. Non-financial assets represent economic resources that will be employed by the City to deliver programs and provide services in the future.

The City's financial assets are mostly comprised of cash, accounts receivable, investments in Government Business Enterprises (GBE) and investments. Financial assets increased by \$14 million in 2019 to \$525 million compared to \$511 million in 2018.

Investment in GBEs is the City's investment in the Greater Sudbury Airport Community Development Corporation and Greater Sudbury Utilities Inc. The investment has increased from \$114 million in 2018 to \$117 million in 2019 due to a combined annual surplus of \$3 million for 2019.

The City's investments ended the year at \$305 million which is consistent with 2018. The amount held in cash increased by \$8 million compared to 2018. Fluctuations in cash and investments are mostly due to the timing of expenditures relative to the timing of funding payments received resulting in additional cash available to be invested.

	2019	2018	2017	2016	2015	2014
<b>Financial assets (\$000's)</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
Cash	16,439	8,174	6,188	7,044	6,136	17,217
Taxes receivable	9,305	8,532	9,360	7,122	7,355	6,569
Accounts receivable	76,857	73,993	69,426	48,252	51,650	44,495
Inventory held for resale	-	1,802	2,474	3,044	1,335	3,182
Investment in GBE	117,133	114,145	108,150	105,986	95,217	92,940
Investments	305,473	304,800	298,357	323,144	290,917	262,931
<b>TOTAL ASSETS</b>	<b>525,207</b>	<b>511,446</b>	<b>493,955</b>	<b>494,592</b>	<b>452,610</b>	<b>427,334</b>

## Financial liabilities summary

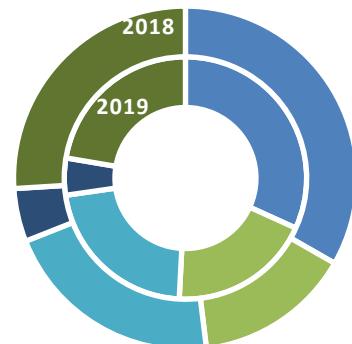
The City's financial liabilities are mostly comprised of accounts payable, employee benefit obligations and long-term liabilities. Financial liabilities have increased by \$6 million from \$309 million in 2018 to \$315 million in 2019.

Accounts payable and accrued liabilities increased by \$2.3 million and fluctuates year to year based on the receipt of invoices and timing of payment and the number and size of projects in the year.

The City receives funds for specific purposes under legislation, regulation or agreements that are internally recorded as Obligatory Reserve Funds. These restricted funds are included in liabilities as "Deferred Revenue" on the Statement of Financial Position. Obligatory Reserve Funds have increased by \$5 million in 2019 from \$50 million in 2018 to \$55 million in 2019. The increase relates to funds such as the Federal Gas Tax, Ontario Community Infrastructure Fund and others, which relate to capital projects for which spending has not yet occurred. Employee benefit obligations have increased by \$4 million from 2018. The largest portion of the increase relates to the Workplace Safety Insurance Board (WSIB) liability as the costs to the City continue to be impacted by Post-Traumatic Stress Disorder (PTSD), chronic stress and presumptive cancer claims.

Long-term liabilities for 2019 total \$70 million, a decrease of \$6 million from 2018. The net change is due to debt principal repayments.

## Financial Liabilities



- Accounts payable and accrued liabilities
- Deferred revenue - obligatory reserve funds and other
- Employee benefit obligations
- Solid waste management facility liability
- Long-term liabilities

	2019	2018	2017	2016	2015	2014
<b>Financial liabilities (\$000's)</b>	\$	\$	\$	\$	\$	\$
Accounts payable and accrued liabilities	<b>99,966</b>	97,656	99,200	93,650	80,635	133,618
Deferred revenue - obligatory reserve funds	<b>55,191</b>	50,418	40,489	43,463	36,644	37,961
Deferred revenue - other	<b>4,669</b>	4,641	3,590	3,366	2,802	4,000
Employee benefit obligations	<b>68,860</b>	65,209	62,523	59,075	56,458	55,758
Solid waste management facility liability	<b>15,535</b>	14,316	14,944	14,429	14,222	13,263
Long-term liabilities	<b>70,264</b>	76,530	77,472	82,597	88,531	32,519
<b>TOTAL LIABILITIES</b>	<b>314,485</b>	<b>308,770</b>	<b>298,218</b>	<b>296,580</b>	<b>279,292</b>	<b>277,119</b>

## Consolidated Statement of Operations and Accumulated Surplus

The Consolidated Statement of Operations and Accumulated Surplus is the municipal equivalent of the private sector's Statement of Income and Retained Earnings. It provides a summary of the revenues, expenses, and surplus for the reporting period, and outlines the changes in accumulated surplus.

It is important to note that a surplus does not indicate there is extra cash to spend. Please refer to the Statement of Cash Flows for additional information regarding changes in the cash balance of the City.

### Revenues



- Grants
- Taxation
- User charges
- Other sources

### Revenues

The City's revenues are used to provide and maintain existing service levels and sustain infrastructure. Revenues are comprised of government transfers, taxation, user charges, investment income, fines and penalties, other revenues and net earnings from Government Business Enterprises (GBE).

Revenues increased by \$31 million from \$623 million in 2018 to \$654 million in 2019.

Taxation for 2019 was \$15 million higher than 2018 primarily due to a tax increase of 3.6 per cent as approved by Council through the annual budget process.

User charges increased by \$5 million from 2018 mostly due to an increase of 3 per cent in accordance with the Miscellaneous User Fee By-law and to the water/wastewater rate of 7.4 per cent as approved by Council through the annual budget process.

GBE contributed \$3 million to the 2019 annual surplus. Greater Sudbury Utilities had a surplus of \$1.6 million and the Sudbury Airport Community Development Corporate had a surplus of \$1.4 million.

Note that 64 per cent (64 per cent in 2018) of the City's revenue is attributed to taxation and user fees which are determined and approved through the annual budget process.

	2019	2018	2017	2016	2015	2014
<b>Revenues (\$000's)</b>	\$	\$	\$	\$	\$	\$
Government Transfers, Provincial	<b>160,598</b>	156,171	148,686	132,062	129,582	123,459
Government Transfers, Federal	<b>25,217</b>	21,170	31,557	4,592	21,573	14,752
Taxation	<b>282,721</b>	267,956	257,561	246,972	237,142	238,467
User Charges	<b>136,412</b>	131,252	124,053	119,971	113,823	116,141
Investment Income	<b>12,489</b>	11,444	10,150	10,063	12,454	11,385
Fines and Penalties	<b>5,979</b>	6,321	7,501	6,012	6,099	5,802
Other	<b>27,664</b>	22,307	23,762	25,440	27,336	25,016
GBE net earnings	<b>2,988</b>	5,995	2,164	10,769	2,277	3,185
<b>TOTAL REVENUES</b>	<b>\$654,068</b>	<b>622,616</b>	<b>605,434</b>	<b>555,881</b>	<b>550,286</b>	<b>538,207</b>

## Expenses

Expenses represent the City's costs to provide a wide range of services to more than 166,000 citizens.

Expenses increased in 2019 by \$28 million from \$583 in 2018 to \$611 million in 2019 to maintain existing service levels.

### Expenses by function

City services are provided by departments and their activities are reported by function in the financial statements as determined by the Ministry of Municipal Affairs.

Protection Services increased by \$4 million from \$104 million to \$108 million of which \$4.4 million related to salary, wages and employee benefits offset by decreases in other expenses.

Transportation Services increased by \$17 million from \$108 million to \$125 million due in part to a \$7 million increase in roads maintenance activities, a \$6 million increase in winter control costs and a \$4 million increase in transit expenses related to transit improvements.

Environmental Services increased by \$7 million from \$92 million to \$99 million due with the largest contribution of \$3 million due to new contracts for solid waste disposal.

Social and Family Services increased by \$3 million from \$117 million to \$120 million due to a \$1.8 million increase in general assistance cost, a \$1.8 million increase in assistance to aged persons (Pioneer Manor), and a \$0.3 million decrease in child care costs.

Recreation and Cultural Services decreased by \$4 million from \$51 million to \$47 million, due in most part to the one-time increase in 2018 from a \$5 million grant to Place des Arts.

### Expenses by category

Expenses are also broken down by major expense categories: salaries, wages and benefits, materials, contract services, grants and transfer payments, amortization and other.

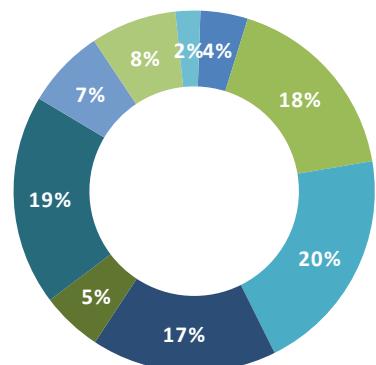
Salaries, wages and benefits have increased \$13 million due to employee benefit obligation adjustments, labour pay adjustments and increased benefit costs.

Materials increased by \$12 million with the largest increases of \$7.4 million in roads maintenance and winter control activities and \$3.7 million for environmental services.

Contract services increased by \$5 million due to road maintenance and winter control activities.

Grants and transfer payments decreased by \$4 million due in most part to the one-time increase in 2018 from a \$5 million grant to Place des Arts.

## Expenses by Function



- General Government
- Protection Services
- Transportation Services
- Environmental Services
- Health Services
- Social and Family Services
- Social Housing

	2019	2018	2017	2016	2015	2014
<b>Expenses by Category (\$000's)</b>	\$	\$	\$	\$	\$	\$
Salaries wages & employee benefits	<b>268,079</b>	255,511	243,678	240,816	231,338	229,598
Materials	<b>110,963</b>	99,398	101,445	81,597	77,462	82,332
Contract Services	<b>99,891</b>	94,830	86,957	98,348	91,006	88,895
Grants and Transfer Payments	<b>51,967</b>	55,507	50,589	43,392	43,647	40,760
Amortization	<b>75,626</b>	73,200	72,028	70,905	69,707	66,228
Other	<b>4,045</b>	4,143	4,179	4,058	3,588	2,360
<b>TOTAL EXPENSES</b>	<b>610,571</b>	<b>582,589</b>	<b>558,876</b>	<b>539,116</b>	<b>516,748</b>	<b>510,174</b>

## Accumulated Surplus

The accumulated surplus is the amount by which all assets, including tangible capital assets, exceed liabilities. An accumulated surplus indicates a government has net resources to provide services in future reporting periods.

The City has an accumulated surplus of \$1.777 billion which is an increase of \$44 million from 2018.

This increase can be attributed to an increased investment in tangible capital assets of approximately \$38 million.

Reserves and reserve funds total \$139 million compared to \$150 million in 2018. It's important to note that a portion of the reserve funds are committed to previous Council-approved capital budget and other projects until spent on the related project. Approximately \$83 million of the total reserve funds are committed.

## Accumulated Surplus



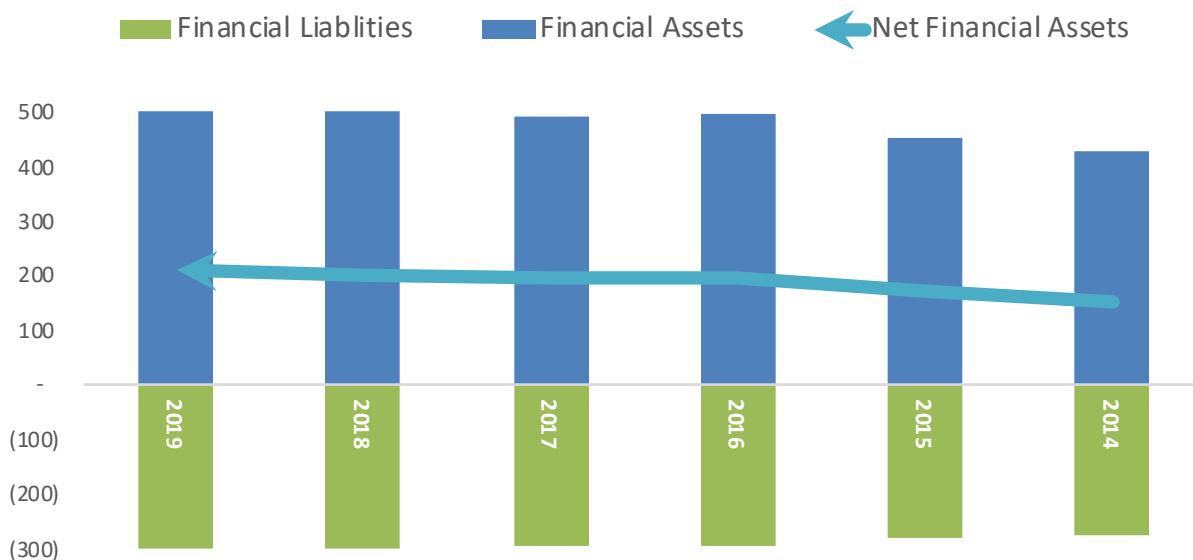
- Invested in Tangible Capital Assets
- Unfunded Liabilities
- Reserves & Reserve Funds
- Invested in Government Business Enterprises
- Committed Capital

## Consolidated Statement of Change in Net Financial Assets

The Consolidated Statement of Change in Net Financial Assets summarizes the change in net financial assets as a result of annual operations, tangible capital asset transactions and changes in other non-financial assets.

The City's net financial asset position is positive indicating that it has the financial resources available to meet cost increases or revenue losses.

### Net Financial Assets



## Consolidated Statement of Cash Flow

The Consolidated Statement of Cash Flow summarizes the City's cash position and changes during the year by describing the source and uses of cash categorized by operating, capital, investing and financing transactions.

The Consolidated Statement of Cash Flow describes how activities were financed during the reporting period and the effect of activities on the cash balance. The City used its cash during the year to acquire tangible capital assets and repay its debt. The City was required to sell investments during the year to meet the cash requirements due to an increase in accounts receivables.

This statement helps inform readers about whether future cash resources are sufficient for sustaining the City's activities.

Ed Stankiewicz, Executive Director of Finance Assets and Fleet

2019  
**Consolidated  
Financial  
Statements**

FOR THE YEAR ENDING DECEMBER 31, 2019

Consolidated Financial Statements

## **CITY OF GREATER SUDBURY**

And Independent Auditors' Report thereon

Year ended December 31, 2019

## **Management's Responsibility for the Consolidated Financial Statements**

The accompanying consolidated financial statements of the City of Greater Sudbury (the "City") are the responsibility of the City's management and have been prepared in compliance with legislation, and in accordance with generally accepted accounting principles for local governments established by the Public Sector Accounting Board of Chartered Professional Accountants of Canada. A summary of the significant accounting policies is described in Note 1 to the consolidated financial statements. The preparation of financial statements necessarily involves the use of estimates based on management's judgment, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

The City's management maintains a system of internal controls designed to provide reasonable assurance that assets are safeguarded, transactions are properly authorized and recorded in compliance with legislative and regulatory requirements, and reliable financial information is available on a timely basis for preparation of the consolidated financial statements. These systems are monitored and evaluated by Management.

Council meets with Management and the external auditors to review the consolidated financial statements and discuss any significant financial reporting or internal control matters prior to their approval of the consolidated financial statements.

The consolidated financial statements have been audited by KPMG LLP, independent external auditors appointed by the City. The accompanying Independent Auditor's Report outlines their responsibilities, the scope of their examination and their opinion on the City's consolidated financial statements.



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Ed Archer  
Chief Administrative Officer



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Ed Stankiewicz  
Executive Director of Finance, Assets  
and Fleet



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 144 Pine Street  
 Sudbury Ontario P3C 1X3  
 Canada  
 Telephone (705) 675-8500  
 Fax (705) 675-7586

## INDEPENDENT AUDITORS' REPORT

To the Members of Council, Inhabitants and Ratepayers of the City of Greater Sudbury

### ***Opinion***

We have audited the accompanying consolidated financial statements of the City of Greater Sudbury," (The City"), which comprise:

- the consolidated statement of financial position as at December 31, 2019
- the consolidated statement of operations and accumulated surplus for the year then ended
- the consolidated statement of changes in net financial assets for the year then ended
- the consolidated statement of cash flows for the year then ended
- and notes to the consolidated 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 consolidated financial position of the City as at December 31, 2019, and its consolidated results of operations and accumulated surplus, its consolidated changes in net financial assets and its consolidated cash flows for the year then ended in accordance with Canadian public sector accounting standards.

### ***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 report.

We are independent of the City 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.

KPMG LLP is a Canadian limited liability partnership and a member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative ("KPMG International"), a Swiss entity.  
 KPMG Canada provides services to KPMG LLP.



### ***Responsibilities of Management and Those Charged with Governance for the Financial Statements***

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the City's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the City or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the City's financial reporting process.

### ***Auditors' Responsibility 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 City'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 City'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 City 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 represents 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.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group Entity to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.



A handwritten signature in black ink that reads "KPMG LLP". The "KPMG" part is in a larger, bold, cursive font, and "LLP" is in a smaller, regular cursive font directly below it, all underlined with a single horizontal line.

Chartered Professional Accountants, Licensed Public Accountants  
Sudbury, Canada  
July 7, 2020

# CITY OF GREATER SUDBURY

Consolidated Statement of Financial Position  
(in thousands of dollars)

December 31, 2019, with comparative information for 2018

	2019	2018
<b>Financial assets</b>		
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
	<u>525,207</u>	<u>511,446</u>
<b>Financial liabilities</b>		
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
	<u>314,485</u>	<u>308,770</u>
Net financial assets	210,722	202,676
<b>Non-financial assets</b>		
Tangible capital assets (note 14)	1,555,109	1,521,076
Inventory of supplies	5,482	4,523
Prepaid expenses	5,524	5,065
	<u>1,566,115</u>	<u>1,530,664</u>
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

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

# CITY OF GREATER SUDBURY

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

Year ended December 31, 2019, with comparative information for 2018

	2019 Budget	2019 Actual	2018 Actual
	(note 19)		
<b>Revenue:</b>			
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 <u>net earnings (note 5(b))</u>	<u>3,526</u>	<u>2,988</u>	<u>5,995</u>
Total revenue	659,041	654,068	622,616
<b>Expenses:</b>			
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
Accumulated surplus, beginning of year	1,733,340	1,733,340	1,693,313
Accumulated surplus, end of year	<u>\$ 1,802,443</u>	<u>\$ 1,776,837</u>	<u>\$ 1,733,340</u>

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

# CITY OF GREATER SUDBURY

Consolidated Statement of Change in Net Financial Assets  
(in thousands of dollars)

Year ended December 31, 2019, with comparative information for 2018

	2019 Budget	2019 Actual	2018 Actual
	(note 19)		
Annual surplus	\$ 69,103	\$ 43,497	\$ 40,027
Acquisition of tangible capital assets	(123,165)	(112,158)	(106,977)
Amortization of tangible capital assets	72,012	75,626	73,201
Loss on sale of tangible capital assets	-	1,918	1,565
Proceeds on sale of tangible capital assets	-	580	17
	17,950	9,463	7,833
Use of inventory	-	(958)	(549)
Prepaid expenses	-	(459)	(345)
	17,950	8,046	6,939
Change in net financial assets			
Net financial assets, beginning of year	202,676	202,676	195,737
Net financial assets, end of year	\$ 220,626	\$ 210,722	\$ 202,676

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

**CITY OF GREATER SUDBURY**

Consolidated Statement of Cash Flows  
(in thousands of dollars)

Year ended December 31, 2019, with comparative information for 2018

	2019	2018
<b>Cash provided by (used in):</b>		
Operating activities:		
Annual surplus	\$ 43,497	\$ 40,027
Items not involving cash:		
Amortization of tangible capital assets	75,626	73,201
Loss on sale of tangible capital assets	1,918	1,565
Inventory held for resale reclassified to tangible capital assets	(1,218)	-
Developer contributions of tangible capital assets	(7,120)	(2,124)
Change in employee benefit obligations	3,651	2,686
Change in solid waste management liabilities	1,219	(628)
Equity income in Government Business Enterprises	<u>(2,988)</u>	<u>(5,995)</u>
	114,585	108,732
Change in non-cash assets and liabilities:		
(Increase) in accounts and taxes receivable	(3,636)	(3,739)
Decrease in inventory held for resale	1,802	671
(Increase) in inventory of supplies	(958)	(549)
(Increase) in prepaid expenses	(459)	(345)
Increase (decrease) in accounts payable and accrued liabilities	2,310	(1,544)
Increase in deferred revenue - obligatory reserve funds	4,773	9,929
Increase in deferred revenue - other	27	1,052
Net change in cash from operating activities	118,444	114,207
Financing activities:		
Long-term debt issued	-	5,760
Debt principal repayments	(4,367)	(4,171)
Financial obligations payments	(1,760)	(3,050)
Capital lease issued	-	625
Capital lease payments	<u>(139)</u>	<u>(107)</u>
Net change in cash from financing activities	(6,266)	(943)
Capital activities:		
Proceeds on sale of tangible capital assets	580	17
Cash used to acquire tangible capital assets	<u>(103,819)</u>	<u>(104,853)</u>
Net change in cash from capital activities	(103,239)	(104,836)
Investing activities:		
Purchase of investments	(674)	(6,442)
Net change in cash	<u>8,265</u>	<u>1,986</u>
Cash, beginning of year	8,174	6,188
Cash, end of year	<u>\$ 16,439</u>	<u>\$ 8,174</u>
<b>Supplementary information:</b>		
Interest received	\$ 7,458	\$ 6,822
Interest paid	<u>\$ 2,639</u>	<u>\$ 2,835</u>

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

# THE CITY OF GREATER SUDBURY

Notes to Consolidated Financial Statements

Year ended December 31, 2019

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The City of Greater Sudbury is a municipality in the Province of Ontario, Canada. It conducts its operations guided by the provisions of provincial statutes including the Municipal Act, 2001, Provincial Offences Act and other legislation.

## 1. Significant accounting policies

The consolidated financial statements of the City of Greater Sudbury (the “City”) are prepared by management in accordance with Canadian generally accepted accounting principles established by the Public Sector Accounting Board (PSAB) of the Chartered Professional Accountants of Canada. The accrual basis of accounting records revenue as it is earned and measurable. Expenses are recognized as they are incurred and measurable based upon receipt of goods or services and/or the legal obligation to pay.

### (a) Reporting entity

#### (i) Consolidated entities

These consolidated financial statements reflect the assets, liabilities, revenues and expenses of the reporting entity. The reporting entity is comprised of all organizations, committees and local boards accountable for the administration of their financial affairs and resources to the City and which are owned or controlled by the City. These boards, organizations and entities include:

Greater Sudbury Housing Corporation  
Greater Sudbury Police Services Board  
Downtown Sudbury  
Flour Mill Business Improvement Area  
Greater Sudbury Public Library Board

All interdepartmental and inter-organizational assets and liabilities and revenue and expenses have been eliminated.

#### (ii) Related entities

These consolidated financial statements do not reflect the assets, liabilities, sources of financing, expenses and the activities of the following boards, organizations and entities which are not under the control of Council:

Nickel District Conservation Authority  
Board of Health Sudbury & Districts  
The City of Greater Sudbury Community Development Corporation

# THE CITY OF GREATER SUDBURY

Notes to Consolidated Financial Statements  
(in thousands of dollars)

Year ended December 31, 2019

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## 1. Significant accounting policies (continued)

### (a) Reporting entity (continued)

#### (ii) Related entities (continued)

The following contributions were made by the City to these entities:

	2019	2018
Nickel District Conservation Authority	\$ 954	\$ 867
Board of Health Sudbury & Districts	6,318	6,136
The City of Greater Sudbury Community Development Corporation	1,576	1,564
	<hr/> \$ 8,848	<hr/> \$ 8,567

#### (iii) Investment in Government Business Enterprises

Government Business Enterprises (GBE) include the Greater Sudbury Utilities Inc./Services Publics du Grand Sudbury Inc. (GSU), and the Sudbury Airport Community Development Corporation (SACDC), and are accounted for by the modified equity method.

Under the modified equity method, the business enterprise's accounting principles are not adjusted to conform with those of the City and inter-organization transactions and balances are not eliminated.

#### (iv) Accounting for school board transactions

The taxation, other revenues, expenses, assets and liabilities of Le Conseil Scolaire de District Catholique du Nouvel-Ontario, Sudbury Catholic District School Board, Rainbow District School Board and Conseil Scolaire Du District Du Grand Nord De L'Ontario are not reflected in these consolidated financial statements.

### (b) Revenue recognition

#### Government transfers

Government transfers are transfers from senior levels of government that are not the result of an exchange transaction and are not expected to be repaid in the future. Government transfers without eligibility criteria or stipulations are recognized as revenue when the transfer is authorized. A transfer with eligibility criteria is recognized as revenue when the transfer is authorized and all eligibility criteria have been met. A transfer with or without eligibility criteria but with stipulations is recognized as revenue in the period the transfer is authorized and all eligibility criteria have been met, except where and to the extent that the transfer gives rise to an obligation that meets the definition of a liability for the City.

# THE CITY OF GREATER SUDBURY

Notes to Consolidated Financial Statements  
(in thousands of dollars)

Year ended December 31, 2019

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## 1. Significant accounting policies (continued)

### (b) Revenue recognition (continued)

#### Taxation and related revenues

Annually, the City bills and collects property tax revenues for municipal purposes as well as provincial education taxes on behalf of the Province of Ontario (the “Province”) for education purposes. The authority to levy and collect property taxes is established under the Municipal Act, 2001, the Assessment Act, the Education Act, and other legislation.

The amount of the total annual municipal property tax levy is determined each year through Council’s approval of the annual operating budget. Municipal tax rates are set annually by Council for each class or type of property, in accordance with legislation and Council approved policies, in order to raise the revenues required to meet operating budget requirements. Education tax rates are established by the Province each year in order to fund the cost of education on a Province wide basis.

Property assessments, on which property taxes are based, are established by the Municipal Property Assessment Corporation (MPAC), a not-for-profit corporation funded by all of Ontario’s Municipalities. The current value assessment (CVA) of a property represents an estimated market value of a property as of a fixed date. Assessed values for all properties within the municipality are provided to the City in the returned assessment roll in December of each year.

The amount of property tax levied on an individual property is the product of the CVA of the property (assessed by MPAC), the municipal tax rate for the class (approved by Council) and the education rates (approved by the Province), together with any adjustments that reflect Council approved mitigation or other tax policy measures, rebate programs, etc.

Property taxes are billed by the City twice annually. The interim billing, issued in February is based on approximately 50% of the total property taxes in the previous year, and provides for the cash requirements of the City for the initial part of the year. Final bills are issued in June.

Taxation revenues are recorded at the time tax billings are issued. Additional property tax revenue can be added throughout the year, related to new properties that become occupied, or that become subject to property tax, after the return of the annual assessment roll used for billing purposes. The City may receive supplementary assessment rolls over the course of the year from MPAC, identifying new or omitted assessments. Property taxes for these supplementary and/or omitted amounts are then billed according to the approved tax rate for the property class and on the supplementary/omitted due dates approved by Council.

# THE CITY OF GREATER SUDBURY

Notes to Consolidated Financial Statements  
(in thousands of dollars)

Year ended December 31, 2019

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## 1. Significant accounting policies (continued)

### (b) Revenue recognition (continued)

#### Taxation and related revenues (continued)

Taxation revenues in any year may also be reduced by reductions in assessment values resulting from assessment and/or property tax appeals. Each year, an amount is identified within the annual operating budget and accrued in the consolidated financial statements to cover the estimated amount of revenue loss attributable to assessment appeals, tax appeals or other deficiencies in tax revenues (i.e. uncollectible amounts, write offs, etc.).

In the City of Greater Sudbury, annual property tax increases for properties within the commercial, industrial and multi-residential tax classes have been subject to limitations on the maximum allowable year-over-year increase since 1998, in order to mitigate dramatic tax increases due to changes in assessed values.

#### User charges

User charges relate to various programs, and fees imposed based on specific activities, such as: transit fees, leisure services, water, wastewater and solid waste. Revenue is recognized when the activity is performed or when the services are rendered.

#### Fines and penalties

Fines and penalties revenue is primarily generated from the Provincial Offences Administration (POA) office.

The POA is a procedural law for administering and prosecuting provincial offences, including those committed under the Highway Traffic Act, Compulsory Automobile Insurance Act, Trespass to Property Act, Liquor License Act, Municipal By-Laws and minor federal offences. The POA governs all aspects of legal process from serving notice to a defendant, to conducting trials, including sentencing and appeals.

Balances arising from operation of the POA office have been consolidated with these consolidated financial statements. The City cannot reliably estimate the collections of this revenue, accordingly, revenue is recognized on the cash basis.

#### Other revenue

Other revenues are recognized in the year that the events giving rise to the revenues occur and the revenues are earned. Amounts received which relate to revenues that will be earned in a subsequent year, are deferred and reported as liabilities.

# THE CITY OF GREATER SUDBURY

Notes to Consolidated Financial Statements  
(in thousands of dollars)

Year ended December 31, 2019

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## 1. Significant accounting policies (continued)

### (c) Investments and investment income

Investments are recorded at cost less any amounts written off to reflect a permanent decline in value.

Investment income is reported as revenue in the period earned. Investment income earned on reserve funds that are set aside for specific purposes by legislation, regulation or agreement, is added to the fund balance and forms part of the respective deferred revenue balances.

### (d) Inventory held for resale

Inventory held for is recorded at the lower of cost and net realizable value. Cost includes amounts for improvements to prepare the land for sale or servicing.

### (e) Pensions and employee benefits

The City makes contributions to the Ontario Municipal Employees' Retirement System plan (OMERS), a multi-employer pension plan, on behalf of most of its employees. The plan is a defined benefit plan that specifies the amount of the retirement benefit to be received by the employees based on length of service and rates of pay. Employees and employers contribute jointly to the plan.

Because OMERS is a multi-employer pension plan, the City does not recognize any share of the pension plan deficit, as this is a joint responsibility of all Ontario municipalities and their employees. Employer's contributions for current and past service are included as an expense on the consolidated statement of operations and accumulated surplus.

The amount contributed to OMERS and expensed in 2019 was \$17,536 (2018 - \$16,830). As of December 31, 2019 the OMERS plan, with approximately 500,000 members, has a funding surplus of \$1,531,000 (2018 – deficit \$2,790,000).

Vacation entitlements are accrued for as entitlements are earned.

Sick leave benefits are accrued when they are vested and subject to pay out when an eligible employee leaves the City's employ.

Other post-employment benefits are accrued in accordance with the projected benefit method prorated on service and management's best estimate of salary escalation and retirement ages of employees. The discount rate used to determine the accrued benefit obligation was determined with reference to the City's cost of borrowing at the measurement date taking into account the cash flows that match the timing and amount of expected benefit payments.

Actuarial gains (losses) on the accrued benefit obligation arise from the difference between actual and expected experiences and from changes in actuarial assumptions used to determine the accrued benefit obligation. These gains (losses) are amortized over the average remaining service period of active employees.

# THE CITY OF GREATER SUDBURY

Notes to Consolidated Financial Statements  
(in thousands of dollars)

Year ended December 31, 2019

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## 1. Significant accounting policies (continued)

### (f) Deferred revenue - obligatory reserve funds

The City receives certain sub-divider contributions and other revenues under the authority of federal and provincial legislation and City by-laws. These funds, by their nature, are restricted in their use and, until applied to specific expenses, are recorded as deferred revenue. Amounts applied to qualifying expenses are recorded as revenue in the fiscal period they are expended.

### (g) Deferred revenue – other

The City receives certain amounts pursuant to funding agreements that may only be used in the conduct of certain programs or in the delivery of specific services and transactions. These amounts are recorded as deferred revenue and are recognized as revenue in the fiscal year the eligibility criteria has been met (i.e. related expenses are incurred, services are performed) except when stipulations are present and to the extent that the transfer give rise to an obligation that meets the definition of a liability.

### (h) Non-financial assets

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

#### (i) Tangible capital assets

Tangible capital assets (TCA) are recorded at cost which includes amounts that are directly attributable to the acquisition, construction, development or betterment of the asset. The cost, less residual value, of the tangible capital assets, excluding land and landfill sites, are amortized on a straight-line basis over their estimated useful lives as follows:

Asset	Useful Life – Years
<hr/>	
General capital:	
Landfill and land improvements	15-75 years
Buildings	15-60 years
Machinery, furniture and equipment	2-50 years
Vehicles	2-20 years
Infrastructure:	
Land improvements	25-100 years
Plants and facilities	5-80 years
Roads infrastructure	10-75 years
Water and wastewater infrastructure	15-100 years

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# THE CITY OF GREATER SUDBURY

Notes to Consolidated Financial Statements  
(in thousands of dollars)

Year ended December 31, 2019

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## 1. Significant accounting policies (continued)

### (h) Non-financial assets (continued)

#### (i) Tangible capital assets (continued)

Landfill sites are amortized using the units of production method based upon the capacity used during the year.

Half of the annual amortization is recorded as amortization expense in the year of acquisition or construction and in the year of disposal. Assets under construction are not amortized until the asset is put into service.

#### (ii) Contributions of tangible capital assets

Tangible capital assets received as contributions are recorded at their fair value at the date of receipt and are also recorded as revenue.

#### (iii) Capital interest

Interest is capitalized whenever external debt is issued to finance the construction of tangible capital assets.

#### (iv) Leased tangible capital assets

Leases which transfer substantially all of the benefits and risks incidental to ownership of property are accounted for as leased tangible capital assets. All other leases are accounted for as operating leases and the related payments are charged to expenses as incurred.

#### (v) Inventory

Inventories of supplies held for consumption are recorded at the lower of cost and replacement cost.

#### (vi) Tangible capital assets disclosed at nominal values

Where an estimate of fair value could not be made or where there was no future benefit related to the asset, the tangible capital asset was recognized at a nominal value. Land, buildings and machinery, furniture and equipment are the categories where nominal values were assigned.

#### (vii) Works of art and historical treasures

The City manages and controls various works of art and non-operational historical cultural assets including buildings, artifacts, paintings and sculptures located at City sites and public display areas. These assets are not recorded as tangible capital assets and are not amortized.

#### (i) Landfill closure and post closure liability

The costs to close existing landfill sites and to maintain closed solid waste landfill sites are based on estimated future expenditures in perpetuity in current dollars, adjusted for estimated inflation. The estimated liability for active sites is recognized as the landfills site capacity is used. These costs are reported as a liability on the consolidated statement of financial position.

# THE CITY OF GREATER SUDBURY

Notes to Consolidated Financial Statements  
(in thousands of dollars)

Year ended December 31, 2019

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## 1. Significant accounting policies (continued)

### (j) Use of estimates

The preparation of financial statements in conformity with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the dates of the financial statements and the reported amounts of revenue and expenses during the reporting periods.

Significant items subject to such estimates and assumptions include valuation allowances for taxes receivable, accounts receivable and post-employment benefits. These estimates are reviewed periodically, and, as adjustments become necessary, they are reported in earnings in the year in which they become known.

Actual results could differ from these estimates.

### (k) Adoption of new accounting standards

Section PS 3430, Restructuring Transactions is effective for fiscal years beginning on or after April 1, 2018. This Section establishes standards on how to account for and report restructuring transactions by both transferors and recipients of assets and/or liabilities, together with related program or operating responsibilities. Restructurings can be initiated by the entities involved or imposed by a higher level of government through legislation or by the controlling government. The adoption of these accounting standards did not result in an accounting policy change for the City, nor did it result in any adjustments to the Financial Statements.

## 2. Accounting standards issued but not yet adopted

Section PS 1201, Financial Statement Presentation, PS 3041, Portfolio Investments, PS 3280, Asset Retirement Obligations, PS 3450, Financial Instruments, are effective for fiscal years beginning on or after April 1, 2021. While early adoption is permitted, all four of the standards must be adopted in the same year except for PS 3280. PS 1201 Financial Statement Presentation includes the addition of a new statement outlining re-measurement gains and losses. PS 3041, Portfolio Investments provides guidance on how to account for and report portfolio investments. PS 3280 Asset Retirement Obligations addresses the reporting of legal obligations associated with the retirement of tangible capital assets. PS 3450, Financial Instruments provides guidance on the recognition, measurement, presentation and disclosure of financial instruments including derivative instruments. The City has not yet adopted these standards or determined the effect on the consolidated financial statements.

Section PS 2601 Foreign Currency Translation is effective for fiscal years beginning on or after April 1, 2021. This section includes guidance on deferral and amortization of unrealized gains and losses, hedge accounting and separation of realized and unrealized foreign exchange gains and losses. The City has not yet adopted these standards or determined the effect on the consolidated financial statements.

# THE CITY OF GREATER SUDBURY

Notes to Consolidated Financial Statements  
(in thousands of dollars)

Year ended December 31, 2019

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## **2. Accounting standards issued but not yet adopted (continued)**

Section PS 3400, Revenue is effective for fiscal years beginning on or after April 1, 2022, early adoption is permitted. This section establishes standards on how to account for and report on revenue. Specifically, it differentiates between revenue arising from transactions that include performance obligations and transactions that do not have performance obligations. The City has not yet adopted this standard or determined the effect on the consolidated financial statements.

## **3. Taxes receivable**

	2019	2018
Current taxes and grants in lieu of taxes	\$ 7,686	\$ 7,642
Taxes in arrears	7,584	7,575
	15,270	15,217
Less: allowance for doubtful accounts	(5,965)	(6,685)
Net taxes receivable	\$ 9,305	\$ 8,532

## **4. Accounts receivable**

	2019	2018
Government of Canada	\$ 16,830	\$ 19,130
Province of Ontario	13,144	13,166
Other receivables	47,746	42,494
	77,720	74,790
Less: allowance for doubtful accounts	(863)	(797)
Net accounts receivable	\$ 76,857	\$ 73,993

# THE CITY OF GREATER SUDBURY

Notes to Consolidated Financial Statements  
(in thousands of dollars)

Year ended December 31, 2019

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## 5. Investment in Government Business Enterprises

The SACDC and GSU are 100% owned and controlled by the City. These corporations are business enterprises of the City and are accounted for on a modified equity basis in these consolidated financial statements.

(a) The investment in Government Business Enterprises consists of the following:

	SACDC	GSU	2019 Total	2018 Total
Balance, beginning of year	\$ 14,761	\$ 99,384	\$ 114,145	\$ 108,150
City's share of operating income for the year	1,378	1,610	2,988	5,995
Balance, end of year	\$ 16,139	\$ 100,994	\$ 117,133	\$ 114,145

The investment of \$100,994 in GSU includes a promissory note receivable of \$52,340 (2018 - \$52,340) which is unsecured and bears interest at a rate of 7.25% per annum. The note is repayable in full upon six months written notice from the City.

### (b) Supplementary Information

The following tables provide condensed supplementary financial information for the year ended December 31, 2019:

#### Financial Position

	SACDC	GSU	2019 Total	2018 Total
Current assets	\$ 1,087	\$ 32,613	\$ 33,700	\$ 25,668
Capital assets	29,030	119,807	148,837	144,564
Other assets	—	17,051	17,051	14,794
Total assets	30,117	169,471	199,588	185,026
Current liabilities	299	22,015	22,314	12,702
Note payable to the City of Greater Sudbury	3,297	52,340	55,637	57,332
Long-term liabilities	10,382	46,463	56,845	53,187
Total liabilities	13,978	120,818	134,796	123,221
Net assets	\$ 16,139	\$ 48,653	\$ 64,792	\$ 61,805

The \$3,297 (2018 -\$4,992) note payable to the City from SACDC accrues interest at the City's average monthly rate of return on investments plus 1% and has no specified terms of repayment.

# THE CITY OF GREATER SUDBURY

Notes to Consolidated Financial Statements  
(in thousands of dollars)

Year ended December 31, 2019

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## 5. Investment in Government Business Enterprises (continued)

### b) Supplementary Information (continued)

By-Law 2017-16 authorized an increased loan to the Sudbury Airport Community Development Corporation to \$7,500. The By-Law provides flexibility to temporarily exceed the \$7,500 limit for bridge financing in order to complete subsidized projects. As at December 31, 2019, the City is in compliance with the requirements of By-Law 2017-16.

	SACDC	GSU	2019 Total	2018 Total
Revenue	\$ 9,663	\$ 147,231	\$ 156,894	\$ 150,604
Expenses	(8,168)	(142,432)	(150,600)	(141,021)
Interest paid to the City of Greater Sudbury	(115)	(3,795)	(3,910)	(3,853)
Other	–	2,345	2,345	(926)
Other comprehensive income	(2)	(1,739)	(1,741)	1,191
<b>Net income</b>	<b>\$ 1,378</b>	<b>\$ 1,610</b>	<b>\$ 2,988</b>	<b>\$ 5,995</b>
 Budgeted net income	 \$ 1,798	 \$ 1,728	 \$ 3,526	 \$ 2,565

### (c) Related Party Transactions

Related party transactions between the City and its government business enterprises are as follows:

- (i) At December 31, 2019, the City has the following amounts included in the consolidated statement of financial position:

A receivable of \$1,580 (2018 - \$683) for water billings collected by GSU on behalf of the City.

A payable of \$29 (2018 - \$29) for electricity and water bill payments collected by the City on behalf of GSU.

- (ii) Revenues included in the Consolidated Statement of Operations and Accumulated Surplus of the City are:

	2019	2018
Property taxes	\$ 472	\$ 466
Interest on promissory note receivable	3,911	3,853
	<b>\$ 4,383</b>	<b>\$ 4,319</b>

# THE CITY OF GREATER SUDBURY

Notes to Consolidated Financial Statements  
(in thousands of dollars)

Year ended December 31, 2019

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## 5. Investment in Government Business Enterprises (continued)

### c) Related Party Transactions (continued)

(iii) Expenses included in the Consolidated Statement of Operations and Accumulated Surplus of the City are:

	2019	2018
Billing and collection services for water and wastewater	\$ 1,679	\$ 1,467
Streetlighting maintenance services	611	448
Streetlighting infrastructure	331	213
Electricity	7,740	6,782
Telecommunications	521	601
	<hr/> \$ 10,882	<hr/> \$ 9,511

Transactions with related parties are in the normal course of operations and are recorded at the exchange amount, which is the amount agreed to by the related parties. It is management's opinion that the exchange amount represents fair market value for these services.

## 6. Investments

	2019 interest rates	2019		2018	
		Market	Cost	Market	Cost
Short-term investments	(1.61% to 3.90%)	\$ 185,662	\$ 184,945	\$ 172,054	\$ 171,564
Long-term investments	(0.00% to 3.97%)	127,315	120,528	134,410	133,236
		<hr/> \$ 312,977	<hr/> \$ 305,473	<hr/> \$ 306,464	<hr/> \$ 304,800

The investments consisting of term deposits, treasury bills, high interest savings accounts and bonds earn rates of return ranging from 0.00% to 3.90% per annum and are recorded at cost adjusted for amortization of discounts and premiums. Maturity dates on long term investments range from 2021 to 2037 (2018 – 2020 to 2035).

By-Law 2013-179 adopted the Investment Policy which allows up to \$150,000 to be invested in long-term instruments (greater than one year). The remainder of the portfolio is restricted to short-term investments (one year and shorter). At December 31, 2019, the City is in compliance with the requirements of By-Law 2013-179.

# THE CITY OF GREATER SUDBURY

Notes to Consolidated Financial Statements  
(in thousands of dollars)

Year ended December 31, 2019

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## 7. Accounts payable and accrued liabilities

Accounts payable and accrued liabilities consist of the following:

	2019	2018
Government of Canada	\$ 1,706	\$ 2,779
Province of Ontario	1,990	2,827
Other payables	96,270	92,050
<b>Total accounts payable and accrued liabilities</b>	<b>\$ 99,966</b>	<b>\$ 97,656</b>

## 8. Bank indebtedness

The City has an unsecured demand revolving credit facility in the amount of \$10,000 (2018 - \$10,000) bearing interest at the bank's prime rate less 0.5% for Bankers' Acceptance and 0.9% on loans with an effective rate of 1.95% (2018 – 3.45%) per annum. No amounts were drawn against the facility as at December 31, 2019 and 2018.

## 9. Deferred revenue - obligatory reserve funds

Deferred revenue - obligatory reserve funds consist of the following:

	Externally		Revenue earned	December 31, 2019
	December 31, 2018	restricted inflows		
Gasoline Tax - Federal	\$ 16,921	\$ 20,732	\$ (16,502)	\$ 21,151
Gasoline Tax - Provincial	–	2,674	(2,674)	–
Ontario Community Infrastructure Fund	6,411	9,481	(8,359)	7,533
Children's Services – Transition Mitigation Funding	6,296	–	–	6,296
Enabling Accessibility Fund	–	500	–	500
Development Charges Act	2,065	2,911	(2,873)	2,103
Recreational Land (Planning Act)	833	143	54	1,030
Subwatershed Provincial Fund		382	(382)	–
Sub-Divider Contributions	8,967	464	(432)	8,999
Building Permit Revenues (Bill 124)	6,958	176	(532)	6,602
Ontario Municipal Commuter Cycling Provincial Grant	1,050	27	(185)	892
Social Housing Apartment Improvement Program (SHAIP)	381	648	(1,029)	–
Municipal Accommodation Tax (MAT)	363	–	(363)	–
Ontario's Main Street Revitalization Initiatives	173	5	(93)	85
	<b>\$ 50,418</b>	<b>\$ 38,143</b>	<b>\$ (33,370)</b>	<b>\$ 55,191</b>

# THE CITY OF GREATER SUDBURY

Notes to Consolidated Financial Statements  
(in thousands of dollars)

Year ended December 31, 2019

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## 10. Deferred revenue – other

Deferred revenue - other consist of the following:

	December 31, 2018		Externally restricted inflows		Revenue earned	December 31, 2019	
Federal government	\$ 204		\$ 13		\$ (134)	\$ 83	
Provincial government	3,592		6,183		(6,377)	3,398	
Municipal government	–		28		–	28	
Other	612		1,100		(885)	827	
Consolidated entities	233		333		(233)	333	
	\$ 4,641		\$ 7,657		\$ (7,629)	\$ 4,669	

## 11. Employee benefit obligations

Employee benefit obligations consist of the following:

	2019	2018
Future payments required for:		
WSIB obligations	\$ 8,931	\$ 6,508
Accumulated sick leave benefits	6,258	6,818
Other post-employment benefits	35,515	34,445
Liability for Stop Loss Insurance	972	1,005
Vacation pay	17,184	16,433
	\$ 68,860	\$ 65,209

The City has established reserve funds in the amount of \$10,988 (2018 - \$13,963) to mitigate the future impact of these obligations.

The City is a Schedule 2 employer under the provisions of the Workplace Safety and Insurance Board Act (WSIB), and as such, remits payments to the WSIB as required to fund disability payments.

Accumulated sick leave benefits accrue to certain employees of the City and are paid out either on approved retirement or upon termination or death.

Other post-employment benefits represent the City's share of the cost to provide certain employees with extended benefits upon early retirement.

Liability for stop loss insurance represents future payments for claims relating to catastrophic losses that occurred during the insured period and has exceeded or will exceed the City's deductible.

# THE CITY OF GREATER SUDBURY

Notes to Consolidated Financial Statements  
(in thousands of dollars)

Year ended December 31, 2019

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## 11. Employee benefit obligations (continued)

The following table sets out the results as determined by the actuarial valuations completed for the year ended December 31, 2019 for each of the plans.

	WSIB	Sick Leave	Employment Benefits	Other Post-Employment Benefits	2019 Total	2018 Total
<b>Accrued benefit liability,</b>						
Beginning of year	\$ 13,286	\$ 6,312	\$ 34,445	\$ 54,043	\$ 52,619	
Benefit cost	3,048	291	1,663	5,002	4,454	
Interest cost	728	229	1,353	2,310	1,913	
Benefit payments	(3,403)	(711)	(2,477)	(6,591)	(5,829)	
<u>Actuarial gain (loss)</u>	<u>4,918</u>	<u>(521)</u>	<u>647</u>	<u>5,044</u>	<u>2,911</u>	
<b>Accrued benefit liability,</b>						
End of year	18,577	5,600	35,631	59,808	56,068	
Unamortized actuarial gain (loss)	(9,646)	658	(2,142)	(11,130)	(8,297)	
	<b>\$ 8,931</b>	<b>\$ 6,258</b>	<b>\$ 33,489</b>	<b>\$ 48,678</b>	<b>\$ 47,771</b>	

The total employee benefits expense include the following components:

	WSIB	Sick Leave	Employment Benefits	Other Post-Employment Benefits	2019 Total	2018 Total
<b>Current period benefit cost</b>						
Current period benefit cost	\$ 4,020	\$ 291	\$ 1,663	\$ 5,974	\$ 5,459	
Prior period cost of plan amendment incurred during the year	–	(115)	–	(115)	–	
Amortization of actuarial gain (loss)	2,050	(254)	1,353	3,149	1,739	
Interest expense	728	229	531	1,488	1,913	
<b>Total employee benefit expense</b>	<b>\$ 6,798</b>	<b>\$ 151</b>	<b>\$ 3,547</b>	<b>\$ 10,496</b>	<b>\$ 9,111</b>	

# THE CITY OF GREATER SUDBURY

Notes to Consolidated Financial Statements  
(in thousands of dollars)

Year ended December 31, 2019

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## 11. Employee benefit obligations (continued)

The actuarial valuations of the plans were based upon a number of assumptions about future events, which reflect management's best estimates. The following represents the more significant assumptions made:

	WSIB	Sick Leave	Other Post-Employment Benefits
Expected inflation rate	2.0%	2.0%	2.0%
Expected level of salary increases	N/A	3.1%	3.1%
Discount rate	3.60%	3.60%	3.75%

For other post-employment benefits, as at December 31, 2019, the initial health care trend rate is 7.6% (2018 – 7.6 %) and the ultimate trend rate is 4.5% (2018 – 4.5%) which is expected to be reached in 2029 (2018 – 2029).

## 12. Solid waste management facility liability

The Environmental Protection Act sets out the regulatory requirements to properly close and maintain all active and inactive landfill sites. Under environmental law, there is a requirement for closure and post-closure care of solid waste landfill sites. This requirement is to be provided for over the estimated remaining life of the landfill site based on usage.

Solid waste closure and post-closure care requirements have been defined in accordance with industry standards and include final covering and landscaping of the landfill, pumping of ground water and leachates from the site, and ongoing environmental monitoring, site inspection and maintenance. The reported liability, which is prepared by an engineering firm, is based on estimates and assumptions with respect to events extending over a twenty-five year period using the best information available to management. Future events may result in significant changes to the estimated total expenses; capacity used or total capacity, useful life and the estimated liability, and would be recognized prospectively, as a change in estimate, when applicable.

The City has three active and three inactive landfill sites. Estimated total expenses for these six sites represent the sum of the discounted future cash flows for closure and post-closure care activities discounted using an average borrowing rate of 3.85% (2018 – 4.0%) minus an inflation rate of 2.19% (2018 - 2.34%) (10-year average of CPI from 2009 to 2019). The estimated total landfill closure and post-closure care expenses are calculated to be \$25,181 (2018 - \$23,265). The estimated liability for the active sites is recognized as the landfill site's capacity is used. At December 31, 2019, an amount of \$15,535 (2018 - \$14,316) with respect to landfill closure and post-closure liabilities has been accrued.

# THE CITY OF GREATER SUDBURY

Notes to Consolidated Financial Statements  
(in thousands of dollars)

Year ended December 31, 2019

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## 12. Solid waste management facility liability (continued)

### Active sites

The estimated remaining capacity of the Sudbury landfill site is 45% (3,472,763 cubic meters) (2018 - 45%) of its total estimated capacity and its estimated remaining life is 35 years (2018 - 34 years), after which the period for post-closure care is estimated to be 25 years.

The estimated remaining capacity of the Valley East landfill site is 35% (584,097 cubic meters) (2018 - 36%) of its total estimated capacity and its estimated remaining life is 25 years (2018 - 25 years), after which the period for post-closure care is estimated to be 25 years.

The estimated remaining capacity of the Rayside-Balfour landfill site is 46% (685,689 cubic meters) (2018 - 46%) of its total estimated capacity and its estimated remaining life is 31 years (2018 - 32 years), after which the period for post-closure care is estimated to be 25 years.

### Inactive sites

The City has identified three (2018 – three) inactive landfill sites for which it retains responsibility for all costs relating to closure and post-closure care.

Post-closure care activities for landfill sites are expected to occur in perpetuity and will involve surface and ground water monitoring, maintenance of drainage structures, monitoring leachate and landfill gas, and maintenance of the landfill cover.

The estimated liability for the care of inactive landfill sites is the present value of future cash flows associated with closure and post-closure costs discounted using the City's average long-term borrowing rate of 3.85% (2018 – 4.0%). The estimated present value of future expenditures for post-closure care is \$2,122 (2018 - \$2,057).

# THE CITY OF GREATER SUDBURY

Notes to Consolidated Financial Statements  
(in thousands of dollars)

Year ended December 31, 2019

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## 13. Long-term liabilities

(a) Long-term liabilities consist of the following:

	2019	2018
Debentures (i)	\$ 44,883	\$ 48,506
Other loans (ii)	15,722	16,466
Capital lease obligations (iii)	409	548
Accrued financial obligations (iv)	9,250	11,010
	<hr/> \$ 70,264	<hr/> \$ 76,530

- (i) The debentures bear interest at rates of 3.10% to 5.734%, repayable in aggregate blended monthly payments of \$441, maturing from March 2023 to May 2035.
- (ii) The other loans bear interest at rates of 5.47% to 6.162%, repayable in aggregate blended annual payments of \$354 and an aggregated blended monthly payment of \$116, maturing from March 2025 to May 2035.
- (iii) The capital lease obligations bear interest at a rate of 0%, repayable in aggregate blended monthly payments of \$13, maturing from April 2021 to April 2023.
- (iv) Accrued financial obligations consist of the following:

	Last Year of Obligation	2019	2018
Physician Service Agreements	2019	\$ —	\$ 10
Laurentian University (School of Architecture)	2019	—	500
Maison McCulloch Hospice	2022	450	600
Place des Arts	2022	4,500	4,500
Northeastern Ontario Regional Cancer Centre	2023	1,113	1,414
Health Sciences North	2023	2,587	3,286
Health Sciences North (PET Scanner)	2025	600	700
		<hr/> \$ 9,250	<hr/> \$ 11,010

# **THE CITY OF GREATER SUDBURY**

Notes to Consolidated Financial Statements  
(in thousands of dollars)

Year ended December 31, 2019

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## **13. Long-term liabilities (continued)**

- (b) The principal payments on long-term liabilities are due as follows:

2020	\$ 8,462
2021	7,668
2022	6,895
2023	4,952
2024	4,046
Thereafter	38,241
	<hr/>
	\$ 70,264

- (c) The City's long-term liabilities are to be recovered from the following sources:

General municipal revenues	\$ 29,054
Water/wastewater user fees	41,210
	<hr/>
	\$ 70,264

- (d) The City expensed \$2,639 in 2019 (2018 - \$ 2,835) in interest on these borrowings.

# CITY OF GREATER SUDBURY

(in thousands of dollars)

Notes to Consolidated Financial Statements

Year ended December 31, 2019

**14. Tangible capital assets:**

Cost	Balance at December 31, 2018	Additions	Disposals / Transfers	Balance at December 31, 2019
<b>General Capital:</b>				
Land	\$ 78,224	6,967	-	\$ 85,191
Landfill and land improvements	42,514	4,720	-	47,234
Buildings	349,254	17,377	(1,603)	365,028
Machinery, furniture and equipment	121,935	4,993	(4,112)	122,816
Vehicles	79,737	3,401	(2,609)	80,529
<b>Infrastructure:</b>				
Land improvements	31,553	326	-	31,879
Plants and facilities	428,639	7,777	(398)	436,018
Roads infrastructure	1,260,634	107,253	(13,747)	1,354,140
Water and sewer infrastructure	539,498	8,953	(147)	548,304
Assets under construction	90,133	30,501	(80,107)	40,527
<b>Total</b>	<b>\$ 3,022,121</b>	<b>192,268</b>	<b>(102,723)</b>	<b>\$ 3,111,666</b>
Accumulated Amortization	Balance at December 31, 2018	Amortization Expense	Disposals / Transfers	Balance at December 31, 2019
<b>General Capital:</b>				
Land	\$ -	-	-	\$ -
Landfill and land improvements	20,122	1,612	-	21,734
Buildings	179,891	10,401	(1,265)	189,027
Machinery, furniture and equipment	75,955	8,126	(4,000)	80,081
Vehicles	44,437	5,399	(2,530)	47,306
<b>Infrastructure:</b>				
Land improvements	4,098	656	-	4,754
Plants and facilities	220,867	10,425	(377)	230,915
Roads infrastructure	777,324	31,580	(11,806)	797,098
Water and sewer infrastructure	178,351	7,428	(137)	185,642
Assets under construction	-	-	-	-
<b>Total</b>	<b>\$ 1,501,045</b>	<b>75,626</b>	<b>(20,115)</b>	<b>\$ 1,556,556</b>
Net Book Value	Balance at December 31, 2018			Balance at December 31, 2019
<b>General Capital:</b>				
Land	\$ 78,224		\$	85,191
Landfill and land improvements	22,392			25,500
Buildings	169,363			176,001
Machinery, furniture and equipment	45,980			42,735
Vehicles	35,300			33,223
<b>Infrastructure:</b>				
Land improvements	27,455			27,125
Plants and facilities	207,772			205,103
Roads infrastructure	483,310			557,042
Water and sewer infrastructure	361,147			362,662
Assets under construction	90,133			40,527
<b>Total</b>	<b>\$ 1,521,076</b>			<b>\$ 1,555,109</b>

## **CITY OF GREATER SUDBURY**

(in thousands of dollars)

Notes to Consolidated Financial Statements

Year ended December 31, 2019

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### **14. Tangible capital assets (continued):**

	Balance at December 31, 2017		Disposals / Transfers		Balance at December 31, 2018
<b>Cost</b>					
General Capital:					
Land	\$ 76,323	1,902	(1)	\$ 78,224	
Landfill and land improvements	40,338	2,176	-	42,514	
Buildings	344,280	5,366	(392)	349,254	
Machinery, furniture and equipment	117,517	8,478	(4,060)	121,935	
Vehicles	76,142	6,453	(2,858)	79,737	
Infrastructure:					
Land improvements	22,956	8,597	-	31,553	
Plants and facilities	426,201	3,129	(691)	428,639	
Roads infrastructure	1,235,342	29,599	(4,307)	1,260,634	
Water and sewer infrastructure	524,053	15,836	(391)	539,498	
Assets under construction	64,690	50,842	(25,399)	90,133	
<b>Total</b>	<b>\$ 2,927,842</b>	<b>132,378</b>	<b>(38,099)</b>	<b>\$ 3,022,121</b>	
<hr/>					
	Balance at December 31, 2017		Amortization Expense	Disposals / Transfers	Balance at December 31, 2018
Accumulated Amortization					
General Capital:					
Land	\$ -	-	-	\$ -	-
Landfill and land improvements	18,796	1,326	-	20,122	
Buildings	170,019	10,199	(327)	179,891	
Machinery, furniture and equipment	71,487	8,177	(3,709)	75,955	
Vehicles	42,010	5,277	(2,850)	44,437	
Infrastructure:					
Land improvements	3,613	485	-	4,098	
Plants and facilities	211,202	10,231	(566)	220,867	
Roads infrastructure	750,413	30,235	(3,324)	777,324	
Water and sewer infrastructure	171,421	7,271	(341)	178,351	
Assets under construction	-				-
<b>Total</b>	<b>\$ 1,438,961</b>	<b>73,201</b>	<b>(11,117)</b>	<b>\$ 1,501,045</b>	
<hr/>					
	Balance at December 31, 2017			Balance at December 31, 2018	
Net Book Value					
General Capital:					
Land	\$ 76,323		\$ 78,224		
Landfill and land improvements	21,542		22,392		
Buildings	174,261		169,363		
Machinery, furniture and equipment	46,030		45,980		
Vehicles	34,132		35,300		
Infrastructure:					
Land improvements	19,343		27,455		
Plants and facilities	214,999		207,772		
Roads infrastructure	484,929		483,310		
Water and sewer infrastructure	352,632		361,147		
Assets under construction	64,690		90,133		
<b>Total</b>	<b>\$ 1,488,881</b>		<b>\$ 1,521,076</b>		

# THE CITY OF GREATER SUDBURY

Notes to Consolidated Financial Statements  
(in thousands of dollars)

Year ended December 31, 2019

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## 14. Tangible capital assets (continued)

### a) Assets under construction

Assets under construction having a value of \$40,527 (2018- \$90,132) have not been amortized. Amortization of these assets will commence when the asset is put into service.

During the year, the City added \$30,501 (2018 - \$50,840) to assets under construction and transferred \$80,017 (2018 - \$24,804) from assets under construction to tangible capital assets.

### b) Developer contributions of tangible capital assets

Contributed capital assets have been recognized at fair market value at the date of contribution. The value of contributed assets received during the year is \$7,120 (2018 - \$2,124) comprised of the following:

	2019	2018
General Capital		
Land	\$ 4,854	\$ 107
Machinery and equipment	289	319
Land improvements	-	217
Infrastructure		
Land improvements	-	35
Roads network	1,350	983
Water and wastewater network	627	463
Total	<b>\$ 7,120</b>	<b>\$ 2,124</b>

## 15. Operations of school boards

Further to note 1(a) (iv), taxation and other revenues generated from the operations of the school board excluded from reported revenues are comprised of the following:

	2019	2018
Taxation	\$ 52,181	\$ 52,508
Payment in lieu of taxes	137	139
	<b>\$ 52,318</b>	<b>\$ 52,647</b>

# THE CITY OF GREATER SUDBURY

Notes to Consolidated Financial Statements  
(in thousands of dollars)

Year ended December 31, 2019

---

## 16. Contractual rights and contingent assets

(a) Contractual rights are rights to economic resources arising from contracts or agreements that will result in revenues and assets in the future. The City's contractual rights arise because of contracts entered into for lease agreements. The following table summarizes the contractual rights of the City:

2020	\$ 4,143
2021	3,304
2022	3,278
2023	812
	\$ 11,537

(b) Contingent assets

As of December 31, 2019, certain legal actions are pending in favour to the City. An estimate of the contingency cannot be made since the outcome of these matters is interminable. Should any gain result from the resolution of these matters, such gain would be realized to operations in the year of disposition.

## 17. Contractual obligations and commitments

(a) Contracts for capital projects

The balance of capital works uncompleted under contracts in progress at December 31, 2019 amounts to approximately \$55,330 (2018 - \$47,184). The proposed financing of these obligations is \$37,096 (2018 - \$28,715) from surplus funds and \$18,232 (2018 - \$18,469) from external sources.

(b) Contracts for services

The City has entered into contracts with third parties to provide various services to the City. The minimum anticipated payments under these contracts are as follows:

2020	\$ 35,125
2021	23,732
2022	19,434
2023	15,670
2024 and onwards	80,896
	\$ 174,857

# THE CITY OF GREATER SUDBURY

Notes to Consolidated Financial Statements  
(in thousands of dollars)

Year ended December 31, 2019

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## 17. Contractual obligations and commitments (continued)

### (c) Contingent liabilities

As at December 31, 2019, certain legal actions are pending against the City. An estimate of the contingency cannot be made since the outcome of these matters is indeterminable. Should any loss result from the resolution of these matters, such loss would be charged to operations in the year of disposition.

### (d) Liability for contaminated sites

A contaminated site is an unproductive site at which substances occur in concentrations that exceed the maximum acceptable amounts under an environmental standard. A liability for remediation of contaminated sites is recognized when the City is directly responsible or accepts responsibility; it is expected that future economic benefits will be given up; and a reasonable estimate for the amount can be made. As at December 31, 2019 there is no liability recorded in the consolidated financial statements. The City will continue to review contaminated sites on an annual basis and when the criteria for recognition have been met, a liability will be recorded.

## 18. Accumulated surplus

Accumulated surplus consists of the following:

	2019	2018
<b>Surplus:</b>		
Invested in tangible capital assets	\$ 1,493,914	\$ 1,455,357
Invested in government business enterprises	117,133	114,145
Other	539	2,225
<b>Committed capital:</b>		
Capital projects not completed	139,955	120,446
Unfinanced capital projects to be recovered through taxation or user charges	(21,349)	(19,355)
<b>Unfunded:</b>		
Landfill closure costs	(15,535)	(14,316)
Employee benefits	(67,797)	(64,113)
Accrued financial obligations	(8,700)	(10,800)
	<hr/> 1,638,160	<hr/> 1,583,589
<b>Reserves</b>	12,958	6,519
<b>Reserve funds</b>	125,719	143,232
	<hr/> <hr/> \$ 1,776,837	<hr/> <hr/> \$ 1,733,340

# THE CITY OF GREATER SUDBURY

Notes to Consolidated Financial Statements  
(in thousands of dollars)

Year ended December 31, 2019

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## 19. Budget data

Budget data presented in these consolidated financial statements are based on the 2019 operating and capital budgets approved by Council and Local Boards. The chart below reconciles the approved budget with the budget figures as presented in these consolidated financial statements.

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### Revenues

#### Approved budget:

Operating	\$ 580,099
Capital	120,434
Consolidated Boards	22,469
	<hr/>
	723,002

#### Adjustments:

Transfer from reserves to operating	(10,933)
Recognize revenues from obligatory reserve funds	11,467
In year budget adjustments – operating	948
Operating transfer to capital and future years funding	(62,296)
Reclass between revenues and expenses	(1,087)
Reclassification of taxation bad debt expense	(2,060)
	<hr/>
Total revenues	\$ 659,041

### Expenses

#### Approved budget:

Operating	\$ 580,099
Capital	120,434
Consolidated Boards (A)	18,943
	<hr/>
	719,476

#### Adjustments:

Amortization of tangible capital assets	72,012
Transfer to reserves and capital	(84,700)
Reduction due to tangible capital assets	(123,165)
Post-employment benefit expense	2,686
Landfill closure and post-closure expense	(628)
In year budget adjustments – operating	948
In year budget adjustments – capital	114
Reclassification of taxation bad debt expense	(1,087)
Debt principal repayments	(2,060)
Reclass between revenues and expenses	(9,733)
Operating expenses budgeted in capital expensed in current year	16,075
	<hr/>

Total revenues	\$ 589,938
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Annual surplus	\$ 69,103
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# THE CITY OF GREATER SUDBURY

Notes to Consolidated Financial Statements  
(in thousands of dollars)

Year ended December 31, 2019

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## 19. Budget data (continued)

Budget figures have been reclassified for purposes of these consolidated financial statements to comply with Public Sector Accounting Board reporting requirements and are not audited.

(A) The approved budgets of the Consolidated Boards include amortization. Their budgets also provide figures for the acquisition of tangible capital assets.

## 20. Taxation

Taxation consists of:

	2019 Budget	2019 Actual	2018 Actual
Municipal tax levy	\$ 274,538	\$ 274,570	\$ 260,764
Supplementary taxation	2,300	2,112	2,463
Payment in lieu of property taxes	7,904	7,928	7,744
Local improvements	42	42	42
	284,784	284,652	271,013
Rebates and tax concessions	(2,060)	(1,931)	(3,057)
Net municipal taxation	\$ 282,724	\$ 282,721	\$ 297,956

## 21. Other revenues

Other revenues consist of:

	2019 Budget	2019 Actual	2018 Actual
Gaming and casino revenues	\$ 2,175	\$ 2,078	\$ 2,153
Loss on sale of land and tangible capital assets	–	(1,918)	(1,566)
Donated tangible capital assets	–	7,120	2,124
Donations	212	74	101
Development charges earned	–	2,873	4,286
Sub-divider contributions	963	1,327	1,142
Miscellaneous recoveries/revenues	24,244	16,110	14,067
	\$ 27,594	\$ 27,664	\$ 22,307

## 22. Trust funds

Trust funds amounting to \$17,246 (2018 - \$17,553) administered by the City are not included in the consolidated financial statement of financial position nor have their operations been included in the consolidated statement of operations and accumulated surplus.

# **THE CITY OF GREATER SUDBURY**

Notes to Consolidated Financial Statements  
(in thousands of dollars)

Year ended December 31, 2019

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## **23. Comparative figures**

Certain comparative figures have been reclassified to conform with the financial statement presentation adopted in the current year. These changes have no effect on the annual surplus previously reported in the prior year.

## **24. Segmented disclosure**

The City is a diversified municipal government institution that provides a wide range of services to more than 166,000 citizens. Services include water, roads, fire, police, emergency medical services, waste management, public transit, recreation programs, economic development, land use planning and health and social services. For management reporting purposes the Government's operations and activities are organized and reported by Fund. Funds were created for the purpose of recording specific activities to attain certain objectives in accordance with special regulations, restrictions or limitations.

City services are provided by departments and their activities are reported in these funds. Certain departments have been separately disclosed in the segmented information, along with the services they provide, and are as follows:

### **General Government**

General Government consists of Office of the Mayor, Council expenses, Administrative Services (including Clerks, Elections, Communications, Legal and Information Technology Services), Human Resources, Auditor General and Finance Departments. Areas within the General Government respond to the needs of external and internal clients by providing high quality, supportive and responsive services. This area supports the operating departments in implementing priorities of Council and provides strategic leadership on issues, relating to governance, strategic planning and service delivery.

### **Transportation Services**

This area is responsible for management of Roadways including traffic and winter control, Transit services, and the administration and operation of City-owned parking lots. This section also provides employee services to the SACDC.

### **Protection Services**

This section consists of Fire, Police, contribution to the Nickel District Conservation Authority, Animal Control, Building Services, Emergency measures and management of Provincial Offences Act. Police Services ensures the safety of the lives and property of citizens; preserves peace and order; prevents crimes from occurring; detect offenders and enforce the law. Fire Services is responsible to provide fire suppression service; fire prevention programs; training and education related to prevention, detection and extinguishment of fires. The Building Services Division processes permit applications and ensure compliance with the Ontario Building Code and with By-Laws enacted by Council.

# THE CITY OF GREATER SUDBURY

Notes to Consolidated Financial Statements  
(in thousands of dollars)

Year ended December 31, 2019

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## 24. Segmented disclosure (continued)

### Environmental Services

In addition to the management of Waterworks, Sanitary and Storm Sewer systems, this area is responsible for Waste Collection, Waste Disposal and Recycling facilities and programs. This section is responsible for providing clean, potable water meeting all regulatory requirements and responsible for repairing breaks and leaks in the water and sewer system. This section produces quality effluents meeting regulatory requirements and minimizing environmental degradation.

### Health and Social Services

This section consists of Ambulance Services, Social Services including Housing Services, Childcare, Assistance to Aged Persons, Cemetery Services as well as the City's contribution to the Health Unit and Hospital. The Social Services division is responsible for the administration and delivery of the Ontario Works Act. Ontario Works is an employment based, provincially mandated program, cost-shared with the Ministry of Community and Social Services. To enable low-income families to pursue employment and educational opportunities, Children Services deliver child care services and assist with costs of child care via the provision of subsidies. Pioneer Manor is a Long-Term Care facility providing 24-hour care and services to 433 residents. Housing Services reflects the cost of administering and delivering social housing programs downloaded from the Province.

### Recreation and Cultural Services

This section provides public services that contribute to neighbourhood development and sustainability through the provision of recreation and leisure services such as fitness and aquatic programs and provides management of arenas and leisure facilities. This section also contributes to the information needs of the City's citizens through the provision of library and cultural services and by preserving local history and managing archived data.

### Planning and Development Services

The goal of this section is to offer coordinated development services in order to maximize economic development opportunities. The Planning and Development Division ensures that the City of Greater Sudbury is planned and developed in accordance with the Ontario Planning Act, Provincial policies and good planning principles so that Sudbury is an enjoyable and beautiful community to live, work, play and shop. This section also provides leadership in matters relating to landscape restoration, ecosystem health, biological integrity, energy conservation, air and lake water quality.

Certain allocation methodologies are employed in the preparation of segmented financial information. Taxation, certain government grants and other revenue are apportioned to services based on a percentage of operations.

## CITY OF GREATER SUDBURY

Notes to Consolidated Financial Statements  
(in thousands of dollars)

Year ended December 31, 2019

### 24. Segmented disclosure (continued)

	General Government	Protection Services	Transportation Services	Environmental Services	Health and Social Services	Recreation and Cultural Services	Planning and Development	Government Business Enterprises	2019 Total	2018 Total
<b>Revenue:</b>										
Transfer payments	\$ 22,526	4,609	42,914	575	113,883	528	780	-	185,815	177,341
Taxation	24,907	88,639	57,543	18,399	52,091	29,481	11,661	-	282,721	267,956
User charges	5,963	5,522	10,975	83,749	20,279	9,196	728	-	136,412	131,252
Other	18,523	3,600	6,244	7,654	2,704	4,724	2,683	2,988	49,120	46,067
	71,919	102,370	117,676	110,377	188,957	43,929	15,852	2,988	654,068	622,616
<b>Expenses:</b>										
Salaries, wages and benefits	29,922	86,834	36,071	20,750	65,467	21,866	7,169	-	268,079	255,511
Materials	8,040	9,414	31,839	22,714	23,384	13,287	2,285	-	110,963	99,398
Contract services	5,853	1,656	17,731	29,887	42,565	1,767	432	-	99,891	94,830
Grants and transfer payments	1,555	977	14	66	46,418	1,656	1,281	-	51,967	55,507
Amortization of tangible capital assets	1,191	4,509	37,051	19,769	7,528	5,172	406	-	75,626	73,200
Other	686	308	497	1,920	256	332	46	-	4,045	4,143
Allocation of shared expenses	(19,799)	4,237	2,307	4,084	5,997	2,727	447	-	-	-
	27,448	107,935	125,510	99,190	191,615	46,807	12,066	-	610,571	582,589
<b>Annual surplus (deficit)</b>	<b>\$ 44,471</b>	<b>(5,565)</b>	<b>(7,834)</b>	<b>11,187</b>	<b>(2,658)</b>	<b>(2,878)</b>	<b>3,786</b>	<b>2,988 \$</b>	<b>43,497</b>	<b>40,027</b>

# THE CITY OF GREATER SUDBURY

Notes to Consolidated Financial Statements  
(in thousands of dollars)

Year ended December 31, 2019

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## 25. Supplementary financial information

### Schedule of Revenues and Expenses – Library

	2019	2018
<b>Revenues</b>		
Government transfers (note 1)	\$ 403	\$ 443
Fines and fees	131	143
Other	15	41
	549	627
<b>Expenses</b>		
Salaries, wages and benefits	4,802	4,768
Materials and contract services	1,732	1,710
	6,534	6,478
<b>Deficiency of revenues over expenses</b>	<b>\$ (5,985)</b>	<b>\$ (5,851)</b>

1. The government transfer are comprised of the following:

Provincial				
Ministry of Tourism and Culture - operating	\$ 403	\$ 438		
Ministry of Community & Social Services	—	5		
	\$ 403	\$ 443		

# THE CITY OF GREATER SUDBURY

Notes to Consolidated Financial Statements  
(in thousands of dollars)

Year ended December 31, 2019

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## 26. Subsequent event

- (a) Subsequent to December 31, 2019, the COVID-19 outbreak was declared a pandemic by the World Health Organization and has had a significant financial, market and social dislocation impact. In connection with the pandemic, the City declared a state of emergency on April 6, 2020 which remains in effect until such time as the Province lifts the State of Emergency.

At the time of approval of these financial statements, the City has experienced the following indicators of financial implications and undertaken the following activities in relation to the COVID-19 pandemic;

- The closure of a number of indoor and outdoor facilities to the general public;
- Revisions to the delivery of a number of municipal services in order to contribute toward social distancing. In certain instances, the delivery of municipal services has been temporarily suspended during the state of emergency;
- The implementation of working from home requirements for certain municipal employees;
- Work force reductions for temporary and part-time employees; and
- In certain instances, the City has deferred payment timeframes and has waived interest charges, penalties and other fees.

As a result of these measures, the City has experienced a decrease in operating revenues during the subsequent period, as well as an increase in operating costs.

At this time these factors present uncertainty over future cash flows, may cause significant changes to the assets or liabilities and may have a significant impact on future operations. An estimate of the financial effect is not practicable at this time.

- (b) Subsequent to year-end, City Council authorized the issuance of 30-year sinking fund debentures in the principal amount of \$200 million, the proceeds of which will be used to fund certain capital projects. The debentures bear interest at a rate of 2.416%, payable semi-annually. The principal amount of the debentures will be payable upon the maturity in March 2050. On an annual basis, the City will contribute \$4.2 million to a sinking fund, with the City's sinking fund contributions and associated investment income used to repay the debentures at maturity.

Financial Statements of

# **CITY OF GREATER SUDBURY TRUST FUNDS**

And Independent Auditors' Report thereon

Year ended December 31, 2019



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

## INDEPENDENT AUDITORS' REPORT

To the Members of Council, Inhabitants and Ratepayers of the  
City of Greater Sudbury

### *Opinion*

We have audited the financial statements of The City of Greater Sudbury Trust Funds (the Entity), which comprise:

- the statement of financial position as at December 31, 2019
- the statement of changes in fund balances for the year then ended
- and notes 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 City of Greater Sudbury Trust Funds as at December 31, 2019, and its results of operations for the year then ended in accordance with Canadian public sector accounting standards.

### *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 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.

KPMG LLP is a Canadian limited liability partnership and a member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative ("KPMG International"), a Swiss entity. KPMG Canada provides services to KPMG LLP.



***Responsibilities of Management and Those Charged with Governance for the Financial Statements***

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

***Auditors' Responsibility 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 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 represents 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.

A handwritten signature in black ink that reads "KPMG LLP". A thin horizontal line is drawn underneath the signature.

Chartered Professional Accountants, Licensed Public Accountants

Sudbury, Canada

July 7, 2020

# CITY OF GREATER SUDBURY TRUST FUNDS

## Statement of Financial Position

December 31, 2019, with comparative information for 2018  
(in thousands of dollars)

	Home for The Aged Residents' Fund	Subdividers' Deposits	Miscellaneous	Fednor Project - Business Planning Initiative (note 4)	Cemetery Pre-Need	Cemetery Care and Maintenance	Total 2019	Total 2018
<b>Assets</b>								
Cash	\$ 179	1,110	-	-	-	-	1,289	1,326
Due from City of Greater Sudbury (note 3)	-	5,804	97	-	1,343	8,713	15,957	16,227
Loans receivable	-	-	-	117	-	-	117	117
Allowance for doubtful loans	-	-	-	(117)	-	-	(117)	(117)
	\$ 179	6,914	97	-	1,343	8,713	17,246	17,553
<b>Liabilities and Fund Balances</b>								
Accounts payable	\$ 63	-	-	-	-	-	63	82
Fund balances	116	6,914	97	-	1,343	8,713	17,183	17,471
Subsequent event (note 5)								
	\$ 179	6,914	97	-	1,343	8,713	17,246	17,553

See accompanying notes to financial statements.

# CITY OF GREATER SUDBURY TRUST FUNDS

## Statement of Changes in Fund Balances

Year ended December 31, 2019, with comparative information for 2018  
(in thousands of dollars)

	Home for The Aged Residents' Fund	Subdividers' Deposits	Miscellaneous	Cemetery Pre-Need	Cemetery Care and Maintenance	Total 2019	Total 2018
<b>Revenue:</b>							
Plot sales	\$ 1,122	-	-	-	93	302	434
Receipts from or on behalf of others	-	25	-	-	-	1,122	1,336
Interest earned	-	306	-	-	37	412	369
<u>Subdividers' deposits</u>	<u>1,122</u>	<u>331</u>	<u>-</u>	<u>-</u>	<u>130</u>	<u>559</u>	<u>1,677</u>
						2,142	3,816
<b>Expenses:</b>							
Disbursements to or on behalf of residents	1,118	-	-	-	-	1,118	1,288
Refunds	-	779	1	-	-	780	509
Transfer to City of Greater Sudbury	-	-	-	182	350	532	388
	1,118	779	1	182	350	2,430	2,185
<u>Change in fund balances in year</u>	<u>4</u>	<u>(448)</u>	<u>(1)</u>	<u>(52)</u>	<u>209</u>	<u>(288)</u>	<u>1,631</u>
Fund balances, beginning of year	112	7,362	98	-	1,395	8,504	17,471
Fund balances, end of year	\$ 116	6,914	97	-	1,343	8,713	17,183
							17,471

See accompanying notes to financial statements.

# CITY OF GREATER SUDBURY

## TRUST FUNDS

### Statement of Cash Flows

Year ended December 31, 2019, with comparative information for 2018  
(in thousands of dollars)

	2019	2018
Cash provided by (used in):		
Operating activities:		
Annual surplus (deficit)	\$ (288)	1,631
Changes in non-cash working capital items:		
Decrease (increase) in due from the City of Greater Sudbury	270	(1,620)
Increase (decrease) in accounts payable	(19)	10
Increase (decrease) in cash during the year	(37)	21
Cash, beginning of year	1,326	1,305
<b>Cash, end of year</b>	<b>\$ 1,289</b>	<b>1,326</b>

See accompanying notes to financial statements.

# CITY OF GREATER SUDBURY

## TRUST FUNDS

Notes to Financial Statements

Year ended December 31, 2019  
(in thousands of dollars)

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The City of Greater Sudbury Trust Funds (the "Funds") consists of various trust funds administered by the City of Greater Sudbury (the "City").

The Funds are not subject to income taxes under Section 149 (1) of the Income Tax Act (Canada).

### 1. Basis of presentation:

These financial statements have been prepared in accordance with Canadian generally accepted accounting principles for local governments established by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada.

These financial statements include trust funds administered by the City as well as those within organizations that are accountable for the administration of their financial affairs and resources to City Council and are owned or controlled by the City. The Fund's financial statements are the responsibility of management and have been prepared in accordance with the accounting policy set out below.

### 2. Significant accounting policies:

#### (a) Revenue recognition:

Revenues from all sources are reported as revenue in the period in which they are earned.

#### (b) Financial instruments:

Financial assets and liabilities are recorded at fair value on initial recognition. They are then subsequently recorded at cost or amortized cost, unless management has elected to carry the instruments at fair value. The Funds has not elected to carry any such financial assets or liabilities at fair value.

Financial assets are assessed for impairment on an annual basis at the end of the fiscal year if there are indicators of impairment. If there is an indicator of impairment, the Funds determines if there is a significant adverse change in the expected amount or timing of future cash flows from the financial asset. If there is a significant adverse change in the expected cash flows, the carrying value of the financial asset is reduced to the highest of the present value of the expected cash flows, the amount that could be realized from selling the financial asset or the amount the Funds expects to realize by exercising its right to any collateral. If events and circumstances reverse in a future period, an impairment loss will be reversed to the extent of the improvement, not exceeding the initial carrying value.

#### (c) Estimates:

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the dates of the financial statements and the reported amounts of revenue and expenses during the reporting periods. Significant items subject to such estimates and assumptions include the valuation allowances for receivables. Actual results could differ from those estimates. These estimates are reviewed periodically, and, as adjustments become necessary, they are reported in earnings in the year in which they become known.

2019  
**Additional  
Information**

FOR THE YEAR ENDING DECEMBER 31, 2019

**Consolidated Statement of Financial Position**  
**(In thousands of dollars)**

	<b>2019</b>	<b>2018</b>	<b>2017</b>	<b>2016</b>	<b>2015</b>
Financial assets	\$	\$	\$	\$	\$
Cash	<b>16,439</b>	8,174	6,188	7,044	6,136
Taxes receivable	<b>9,305</b>	8,532	9,360	7,122	7,355
Accounts receivable	<b>76,857</b>	73,993	69,426	48,252	51,650
Inventory held for resale	-	1,802	2,474	3,044	1,335
Investment in GBE	<b>117,133</b>	114,145	108,150	105,986	95,217
Investments	<b>305,473</b>	304,800	298,357	323,144	290,917
	<b>525,207</b>	511,446	493,955	494,592	452,610
<b>Financial liabilities</b>					
Accounts payable and accrued liabilities	<b>99,966</b>	97,656	99,200	93,650	80,635
Deferred revenue - obligatory reserve funds	<b>55,191</b>	50,418	40,489	43,463	36,644
Deferred revenue - other	<b>4,669</b>	4,641	3,590	3,366	2,802
Employee benefit obligations	<b>68,860</b>	65,209	62,523	59,075	56,458
Solid waste management facility liability	<b>15,535</b>	14,316	14,944	14,429	14,222
Long-term liabilities	<b>70,264</b>	76,530	77,472	82,597	88,531
	<b>314,485</b>	308,770	298,218	296,580	279,292
<b>Net financial assets</b>	<b>210,722</b>	<b>202,676</b>	<b>195,737</b>	<b>198,012</b>	<b>173,318</b>
<b>Non-financial assets</b>					
Tangible capital assets	<b>1,555,109</b>	1,521,076	1,488,881	1,439,235	1,447,939
Other	<b>11,006</b>	9,589	8,696	9,508	8,734
	<b>1,566,115</b>	1,530,665	1,497,577	1,448,743	1,456,673
<b>Accumulated Surplus</b>	<b>1,776,837</b>	<b>1,733,340</b>	<b>1,693,313</b>	<b>1,646,755</b>	<b>1,629,990</b>

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

	2019	2018	2017	2016	2015
<b>Revenues</b>	\$	\$	\$	\$	\$
Government Transfers, Provincial	<b>160,598</b>	156,171	148,686	132,062	129,582
Government Transfers, Federal	<b>25,217</b>	21,170	31,557	4,592	21,573
Taxation	<b>282,721</b>	267,956	257,561	246,972	237,142
User Charges	<b>136,412</b>	131,252	124,053	119,971	113,823
Investment Income	<b>12,489</b>	11,444	10,150	10,063	12,454
Fines and Penalties	<b>5,979</b>	6,321	7,501	6,012	6,099
Other	<b>27,664</b>	22,307	23,762	25,440	27,336
GBE net earnings	<b>2,988</b>	5,995	2,164	10,769	2,277
<b>Total Revenues</b>	<b>654,068</b>	<b>622,616</b>	<b>605,434</b>	<b>555,881</b>	<b>550,286</b>
<b>Expenses by Object</b>					
Salaries wages & employee benefits	<b>268,079</b>	255,511	243,678	240,816	231,338
Materials	<b>110,963</b>	99,398	101,445	81,597	77,462
Contract Services	<b>99,891</b>	94,830	86,957	98,348	91,006
Grants and Transfer Payments	<b>51,967</b>	55,507	50,589	43,392	43,647
Amortization	<b>75,626</b>	73,200	72,028	70,905	69,707
Other	<b>4,045</b>	4,143	4,179	4,058	3,588
<b>Total Expenses</b>	<b>610,571</b>	<b>582,589</b>	<b>558,876</b>	<b>539,116</b>	<b>516,748</b>
<b>Annual Surplus</b>	<b>43,497</b>	<b>40,027</b>	<b>46,558</b>	<b>16,765</b>	<b>33,538</b>
<b>Accumulated Surplus, Beginning of Year</b>	<b>1,733,340</b>	<b>1,693,313</b>	<b>1,646,755</b>	<b>1,629,990</b>	<b>1,596,452</b>
<b>Accumulated Surplus, End of Year</b>	<b>1,776,837</b>	<b>1,733,340</b>	<b>1,693,313</b>	<b>1,646,755</b>	<b>1,629,990</b>

**Analysis of Expenses by Function**  
 (in thousands of dollars)

	2019	2018	2017	2016	2015
General Government	<b>27,448</b>	25,343	23,700	25,269	23,895
Protection Services	<b>107,935</b>	104,245	98,041	94,588	89,388
Transportation Services	<b>125,510</b>	108,320	113,519	110,610	99,526
Environmental Services	<b>99,190</b>	92,411	92,760	87,338	88,107
Health Services	<b>31,912</b>	31,941	30,493	28,713	28,492
Social and Family Services	<b>119,578</b>	116,550	105,405	103,845	99,894
Social Housing	<b>40,125</b>	40,747	39,599	33,912	33,912
Recreation and Cultural Services	<b>46,807</b>	50,705	42,911	42,112	40,685
Planning and Development	<b>12,066</b>	12,327	12,448	12,729	12,849
<b>Total Expenses</b>	<b>610,571</b>	<b>582,589</b>	<b>558,876</b>	<b>539,116</b>	<b>516,748</b>

<b>Reserves and Reserve Funds (In thousands of dollars)</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>	<b>2016</b>	<b>2015</b>
<b>Reserves</b>	\$	\$	\$	\$	\$
Working funds	-	338	625	629	642
Tax rate stabilization	<b>3,705</b>	2,233	4,072	4,884	5,544
General government	<b>2,364</b>	786	742	433	762
Environmental Services	<b>4,281</b>	-	-	-	-
Health, social services and housing	<b>2,299</b>	2,648	3,442	1,706	1,537
Planning and development	<b>309</b>	514	536	855	773
<b>TOTAL RESERVES</b>	<b>12,958</b>	<b>6,519</b>	<b>9,417</b>	<b>8,507</b>	<b>9,258</b>
<b>Reserve Funds</b>					
Equipment Replacement	<b>7,478</b>	4,968	5,359	6,076	5,351
Employee benefit obligations	<b>10,988</b>	13,963	15,150	15,715	15,817
Insurance	<b>984</b>	839	1,714	1,610	1,650
General government	<b>16,736</b>	22,847	21,890	21,711	27,236
Protection services	<b>6,311</b>	6,837	7,423	6,834	6,476
Transportation services	<b>12,566</b>	18,049	24,034	37,630	40,981
Environmental Services	<b>40,681</b>	46,051	32,508	34,057	31,813
Health, social services and housing	<b>12,643</b>	12,335	11,836	11,394	11,515
Recreation and cultural services	<b>997</b>	2,262	2,765	3,288	3,610
Planning and development	<b>16,317</b>	15,072	13,604	13,814	12,298
Other	<b>18</b>	9	-	-	-
<b>TOTAL RESERVE FUNDS</b>	<b>125,719</b>	<b>143,232</b>	<b>136,283</b>	<b>152,129</b>	<b>156,747</b>
<b>TOTAL RESERVE AND RESERVE FUNDS</b>	<b>138,677</b>	<b>149,751</b>	<b>145,700</b>	<b>160,636</b>	<b>166,005</b>

<b>Additional Information (In thousands of dollars)</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>	<b>2016</b>	<b>2015</b>
<b>NET FINANCIAL ASSETS</b>	<b>210,722</b>	<b>202,676</b>	<b>195,737</b>	<b>198,012</b>	<b>173,318</b>
<b>NET DEBT PER CAPITA</b>	<b>435</b>	<b>474</b>	<b>479</b>	<b>510</b>	
<b>LONG-TERM LIABILITIES</b>					
Supported by					
Property taxation	<b>29,054</b>	33,306	32,315	35,587	39,740
Water/wastewater user fees	<b>41,210</b>	43,224	45,157	47,010	48,791
	<b>70,264</b>	<b>76,530</b>	<b>77,472</b>	<b>82,597</b>	<b>88,531</b>

**Additional Information (continued)**

Municipal Statistics	2019	2018	2017	2016	2015
Population	166,000	161,500	161,500	161,500	161,900
Households	75,776	75,612	75,434	75,337	75,158
Employees					
Full time employees	2,032	2,012	1,993	1,990	2,021
Part time hours	848,390	855,580	859,209	830,619	853,720
Crew hours	153,980	160,614	149,762	149,601	180,575
Service Information					
Building Permit Values (in 000's)	281,389	291,624	384,024	254,506	237,362
Average monthly social assistance case load	3,527	3,486	3,474	3,523	3,706
Lane Kilometers of roads	3,561	3,536	3,535	3,625	3,623
Annual volume of treated wastewater (megalitres)	30,668	24,803	30,766	30,368	32,506
Annual volume of treated drinking water (megalitres)	19,597	20,056	18,339	18,766	21,553
Annual disposal of solid waste (tonnes)	99,797	95,825	97,283	101,884	100,723
Annual diversion of solid waste (tonnes)	30,436	31,497	32,223	31,675	33,740
Regular service passenger Transit trips	4,605,502	4,432,000	4,063,000	4,171,000	4,262,000
Tax collection rate	2.9%	2.8%	3.1%	2.4%	2.6%
Property Tax Collection (in 000's)	\$322,059	\$307,611	\$295,671	\$289,203	\$276,665
Taxable Assessment (\$ millions)					
Residential assessment	\$15,137	\$14,835	\$14,419	\$14,368	13,695
Commercial assessment	\$2,251	\$2,101	\$1,983	\$1,937	1,833
Industrial assessment	\$480	\$408	\$706	\$513	490
Benchmark Information					
% of paved lane km where condition is rated good to very good	n/a	39.0%	39.0%	39.0%	51.0%
# of conventional transit passenger trips per person in service area per year	30.8	29.6	27.1	27.9	30.9
# of wastewater main backups per 100 km of waste water main per year	8.5	2.8	2.5	4.4	5.1
% of wastewater estimated to have bypassed treatment	0.8%	0.7%	0.7%	1.1%	0.9%
# of water main breaks per 100 km of water distribution pipe per year	6.4	9.8	9.3	9.0	19.4
% of residential solid waste diverted for recycling	n/a	45.0%	44.5%	43.3%	44.0%
Top Employers					
Health Sciences North	3,900				
Vale	3,800				
Government of Canada – Tax Services	2,500				
City of Greater Sudbury	2,500				
Rainbow District School Board	1,600				

## **Revenue and Expense Categories**

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The following refer to the revenue and expense categories used in the statement of operations, accumulated surplus and related notes.

### **Revenues**

#### **Municipal Tax Levy:**

This category consists of supplementary taxation and payments-in-lieu of taxation received from government agencies.

#### **Government Transfer-Provincial:**

This category consists of grants received from the Province of Ontario for specific functions such as Ontario Works, Housing Services, Children Services, Emergency Medical Services, and the Ontario Municipal Partnership Fund.

#### **Government Transfer-Federal:**

This category consists of grants received from the Federal government for specific functions funded through agencies such as FedNor and Human Resources Development Canada.

#### **User Changes:**

This category consists of fees for use of services including, but not limited to, ice and hall rentals, leisure activities, cemetery fees, library fees, applications for building permits, water/wastewater, and transit.

#### **Investment Income:**

This category accounts for all investment income, interest on Greater Sudbury Utility note, interest on tax arrears, and interest earned on internal capital financing.

#### **Other Revenues:**

This category includes revenues such as the Ontario Lottery and Gaming Corporation and Provincial Offences Act fines collected.

### **Expenses**

#### **Salaries, Wages and Benefits:**

This category consists of compensation for all employees such as salaries, benefits, service pay, overtime, car allowance, and boot and tool allowance.

#### **Materials:**

This category includes items such as office supplies, salt and sand, asphalt, gravel and shop supplies, tax writeoffs, insurance costs, telephone costs, property taxes, and other general expenses.

#### **Contract Services:**

This category consists of items that are outsourced, such as, but not limited to, Housing Services providers, Children Services providers, Ontario Works, roads maintenance contracts, vehicle repairs, hired or rental equipment, and professional services.

#### **Grants and Transfer Payments:**

This category consists of any grants given to community groups and outside boards such as Conservation Sudbury (Nickel District Conservation Authority), Sudbury and District Health Unit, Arts and Culture grants, grants to playgrounds, and transfer payments to Ontario Works recipients.

## Glossary

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**Accruals:**

Revenues or expenditures that have been recognized for that fiscal year, but not received or disbursed until a subsequent fiscal year.

**Assessment:**

This is the property value determined by Municipal Property Assessment Corporation (MPAC).

**Assessment Growth:**

The total assessed value of all new properties built, less the value of properties demolished in a given year. An increase in assessment growth allows the municipality to collect the total property tax amount over more properties.

**Assets:**

Resources owned or held by the City which have monetary value.

**Base Budget:**

Cost of continuing the existing levels of service in the current budget year.

**Benchmarking:**

An exercise whereby one organization's results are compared to those of another comparable organization providing the same or similar services based on similar methods or accounting for costs.

**Budget Document:**

The compilation of the spending plans for the various funds, along with supporting schedules, tables and charts which, in total, comprises the annual revenue and expenditure plan.

**Capital Budget:**

The annual Council approved plan of the City for expenditures and revenues to acquire, construct or rehabilitate capital assets.

**Capital (Debt) Financing:**

Portion of the operating budget required to service the debt assumed by the City from capital expenditures of the current and previous years.

**Capital Improvement Project:**

Non-routine capital expenditures that generally cost more than \$50,000 resulting in the purchase of equipment, construction, renovation or acquisition of land, infrastructure and/ or buildings with an expected useful life of at least five years. Capital improvement projects are designed to prevent the deterioration of the city's existing infrastructure, and respond to and anticipate the future growth of the city.

**Commitments:**

Projected cash flow expenditures beyond the Council approved budget year that require future year cash flow to complete the approved project. In essence, it allows a project tender to be executed in the current year that requires future year cash flows to complete.

**Current Value Assessment:**

A valuation placed upon real estate or other property by the Municipal Property Assessment Corporation as a basis for levying taxes.

**Debt:**

The amount of all obligations for the payment of interest and principal due by certain agreements and by-laws as incurred such as debentures, promissory notes, leases, letters of credit and other financial commitments and guarantees.

**Debt Ratio:**

Total debt divided by total assets. Used by finance and budget staff to assess fiscal health of the organization.

**Encumbrance:**

The formal accounting recognition of commitments to expend resources in the future.

**External Financing:**

Financing from sources external to the City such as provincial or federal funding and grant subsidies.

**Fiscal Year:**

The period designated by the City for the beginning and ending of financial transactions. The fiscal year for the City of Greater Sudbury begins January 1 and ends December 31.

### **Infrastructure:**

Facilities that support the continuance and growth of a community. Examples include roads, water lines, sewers, public buildings, parks.

### **Infrastructure Renewal requirement:**

The need for capital investment/infusion to sustain, replace and/or renew aging infrastructure.

### **Operating Budget:**

The annual Council approved plan of the City for expenditures, revenues, staffing levels and service levels for operations of the City taking place from January 1 to December 31 of each year.

### **Performance Measures:**

Measurement of service performance indicators that reflect the amount of money spent on services and the resulting outcomes at a specific level of services provided.

### **Program Support:**

The allocation of indirect costs such as financial services, human resources and information technology, etc. to departments.

### **Property Tax:**

An individual property assessment multiplied by the property tax rate in a given year.

### **Reserves and Reserve Funds:**

Funds generally set aside for significant future purchases, to replace major capital infrastructure, are accumulated to meet growing liability, or to provide a buffer for significant unanticipated expenditures beyond the control of Council.

### **Revenue:**

Financial resources received from taxes, user fees and other levels of government.

### **Special Capital Levy:**

An amount collected from property taxation that is above the amount currently allocated to fund capital expenditures.

### **Taxation Levy:**

The total property tax levied by a municipality.

### **Tax Rate:**

A rate used to determine the amount of property tax payable. Taxes on individual properties are calculated by multiplying a property's current value assessment (CVA) by the applicable tax rate.

### **Financial Indicators**

#### **Net Financial Position:**

Difference between liabilities and assets.

#### **Own Source Revenue:**

Revenues generated directly by the City of Greater Sudbury.

### **Sustainability**

#### **Financial Position per Capita:**

Net Financial Position divided by the population.

#### **Net Financial Liability:**

Net Financial Position divided by the City's own source revenues.

#### **Asset Consumption Ratio:**

Accumulated amortization expenses over the total gross cost of capital assets. A higher ratio indicates a higher need for replacement.

#### **Ratio of Financial Assets to Liabilities:**

Total amount of financial assets divided by the total amount of liabilities

#### **Ratio of Debt to Revenue:**

Total amount of debt divided by the total amount of revenue

#### **Debt per Household:**

Total amount of debt divided by the total number of households

### **Flexibility**

#### **Tax Discretionary Reserves as a % of Taxation:**

Total amount of tax reserves divided by the total amount of tax revenue collected.

#### **Discretionary Reserves as a % of Own Source Revenues:**

Total value of reserves divided by the amount of own source revenue.

**Total Reserves per Capita:**

Total reserves in relation to population.

**Vulnerability****Taxes Receivable as a per cent of Tax Levied:**

Total amount of taxes receivable divided by the amount of taxes levied.

**Tax Debt Interest as a % of Own Source Revenues:**

Total amount of tax debt interest divided by the City's own source revenue.

**Debt to Reserve Ratio:**

Total amount of outstanding debt over the total reserve and reserve fund balances (excluding obligatory reserve funds).

**Total Debt Charges as a per cent of Own Source Revenues:**

Total amount of debt principal and interest payments divided by the City's own source revenue.

**Total Debt Outstanding per Capita:**

Total amount of debt divided by population.

**Debt Outstanding as a per cent of Own Source Revenues:**

Total amount of outstanding debt divided by the City's own source revenues.

**Ratio of Debt Charges to Total Revenue:**

Total amount of debt charges divided by the total amount of revenue

**Municipal Taxes as a % of Household Income:**

Average residential taxes divided by the average household income

**Rates Covered Ratio:**

Measure of the City's own source revenue divided by the total expenditures.

**Ratio of Government Transfers to Total Revenue:**

Total amount of Federal and Provincial transfers divided by the total amount of revenue.