



2010

Annual Report



The Regional Municipality of York, Ontario, Canada

for the year ended December 31, 2010





2011 Board of Directors and Officers

Bill Fisch, York Region Chairman and CEO

Chair: Jack Heath, Regional Councillor, Town of Markham

Vice Chair: Gino Rosati, Regional Councillor, City of Vaughan

Brenda Hogg, Regional Councillor, Town of Richmond Hill

Joe Li, Regional Councillor, Town of Markham

Vito Spatafora, Regional Councillor, Town of Richmond Hill

John Taylor, Regional Councillor, Town of Newmarket

Bruce Macgregor, President

Lloyd Russell, Treasurer

Denis Kelly, Secretary

Adelina Urbanski, General Manager

Sylvia Patterson, Assistant General Manager

Dean Horner, Senior Counsel

Building Strong Communities

MESSAGE FROM HOUSING YORK INC. (HOUSING YORK)

Housing York's mandate is *Building Strong Communities*. We offer many types of affordable housing options, including townhouses, low rise and high-rise apartments. With a portfolio of 32 buildings in nine municipalities in The Regional Municipality of York, we are the Region's largest social housing provider. We provide almost 2,000 affordable housing units or seniors, families, singles and people with disabilities.

For Housing York, 2010 was the year of capital improvements. With the incremental economic stimulus funds from upper tier governments through the Social Housing Renovation and Retrofit Program (SHRRP), as well as our typical annual capital and energy management initiatives, Housing York spent over \$5.7 million in major repairs and renovations.

The benefits of the capital investments to the Corporation are significant. The lifespan of the capital reserves has been extended. Projects were completed which will reduce the overall utility consumption in buildings, thereby achieving utility savings. Many enhancements were also made to improve accessibility. The benefits to tenants are more direct as they are enjoying new appliances, windows, lighting and bathroom upgrades.

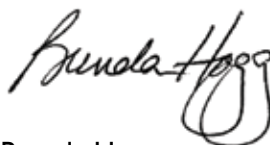
The innovative thinking that goes into all aspects of Housing York business was recognized externally in 2010 when we received:

- Leadership in Energy and Environmental Design (LEED) Canada Gold Award for new construction and major renovation at Tom Taylor Place
- LEED Canada Silver Award for new construction and renovations at Leeder Place Family Shelter
- Ontario Non-Profit Housing Association Going Green Award for Housing York's comprehensive energy reduction program and leadership in environmental stewardship

Leadership plays an important role in Housing York's ongoing success. From a governance perspective we acknowledge and thank the Board of Directors for their vision and support.

The upcoming year looks exciting! We look forward to significant growth and a continuing passion for what we do.

We look forward to another exciting year ahead.



Brenda Hogg
Chair, Housing York Inc.



Bill Fisch
CEO, Housing York Inc.

Housing York

CORPORATE GOVERNANCE

Housing York is a municipal housing provider pursuant to the *Social Housing Reform Act, 2000* (SHRA) and is responsible for owning and operating affordable residential rental housing. It is a non-profit organization incorporated under the *Ontario Business Corporations Act*. The Regional Municipality of York is responsible for managing Housing York and is the sole shareholder of the Corporation.

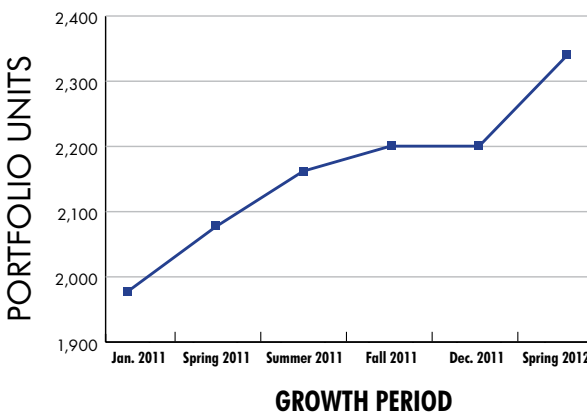
Number of Housing Units By Municipality

	2010	NEW - 2011
AURORA	163	
EAST GWILLIMBURY	36	
GEORGINA	315	
KING	53	39
MARKHAM	100	101
NEWMARKET	666	
RICHMOND HILL	487	
VAUGHAN	106	84
WHITCHURCH-STOUFFVILLE	51	
TOTAL UNITS	1,977	2,201

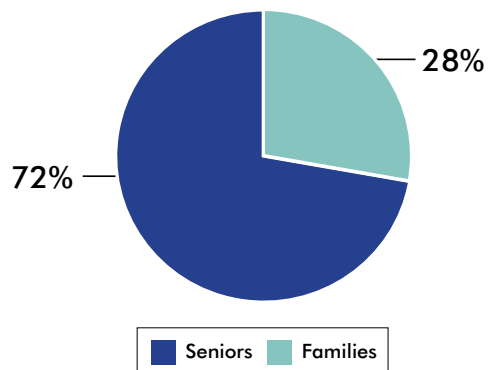
The Board of Directors, which is made up of elected Mayors and Regional Councillors, is responsible for Housing York governance. The Officers are made up of senior Regional staff.

Housing York’s Board of Directors meet a minimum of five times per year. The Board receives various reports which form the basis for Housing York’s strategic and policy direction. All financial reports, such as the budget and business plan, mid-year forecast and annual financial statements, as well as various operational statistics and corporate performance indicators, are approved by the Board.

Planning for Growth



Tenant Mix





2010 OPERATIONAL HIGHLIGHTS

Housing York completed a record number of major repair and renovation projects as a result of grant funding under the Social Housing Repair and Renovation Program (SHRRP), including:

- Completed the third year of energy retrofits at five more property locations, reaching 60 per cent of program completion
- Designed new buildings focusing on efficiencies and designs that support healthy communities
- Enhanced engagement with tenant communities, managing challenging and disruptive construction and renovation projects
- Enhanced Housing York's website with a new look and more robust information
- Implemented property management and financial software as part of a major technology upgrade

2010 FINANCIAL HIGHLIGHTS

- Realized \$94,984 operating surplus despite budget pressures across all expense areas
- Established a retained earnings account for new buildings to increase financial flexibility with an inaugural contribution of \$54,618
- Delivered a \$5.7 million major repair/replacement, energy management and SHRRP program
- Established two new internal reserves totalling \$784,952 for specific multi-year projects expected to finish in 2011
- Repaid \$15,000 or 10 per cent of our energy management loan from utility savings that have been realized following energy retrofits

"As providers of assisted living services for seniors in Housing York buildings, we have found our partners in Housing have always been cooperative and supportive as we worked together through challenging situations and planned projects."

Alternative Community Living Program

2010 Focus

Housing York focused on three main areas of business:

- Building strong tenant community relationships
- Managing its building assets
- Maintaining strong corporate performance

Delivering service and programs that integrate the three areas of focus is one of the reasons Housing York has been recognized in the social housing sector.

TENANTS AND COMMUNITIES

Housing York listens to its tenants and keeps them engaged through consistent customer service and communication. Here are some examples:

- Expanded tenant content in newsletters, introducing more community stories and education features
- Updated website information to include information for applicants and links to many social service agencies that could help both applicants and tenants
- Standardized all non-legal tenant communication to make it easier to read and understand
- Implemented pro-active service satisfaction surveys to gauge maintenance repairs performance
- Completed a signage audit to identify locations where improvements would provide better customer service
- Continued consultation with tenants through property meetings and the Tenant Reference Group for feedback to improve services and plans



“Being part of the Tenant Reference Group has been a good experience. I am aware of what is happening and have the opportunity to share any concerns so they can be dealt with.”

Tenant Reference Group Member, Richmond Hill

“My sister’s health was declining and safety at home was a concern, especially in the bathroom. By the time we arrived home from the hospital, a modified toilet to meet her personal needs was already installed. We are really impressed with the quick action taken by our property manager.”

Tenant, Rose Town Apartments, Richmond Hill

ASSET MANAGEMENT

Housing York resource capacity, foresight and planning ability made it possible to advance several projects from the 10-year capital plan to use stimulus grants:

- Invested a total of \$5.7 million from a variety of funding sources to extend the economic life of our building portfolio
- Reduced consumption of electricity, gas and water across the portfolio by \$292,943, decreasing expenses for both the corporation and tenants who pay their own utility bills
- Re-negotiated a variety of maintenance contracts that reflect a superior level of curbside appeal, security and cleanliness
- Implemented a Communications Installations Policy on Housing York properties
- Reduced greenhouse gases by an additional 125 tonnes through the Energy Management Program, equivalent to taking 25 cars off the road

CORPORATE PERFORMANCE

The new software implemented during the year enhances demographic, financial and management reporting abilities. Here are some examples of improvements made:

- Implemented an online ‘dashboard’ of activity taking place at any time in the Corporation to help get all staff faster portfolio information access
- Established pro forma budgets for buildings scheduled to be delivered in 2011, so that bottom line changes can be made in advance
- Updated the Housing York Purchasing Bylaw
- Change the way contributions were made to the Insurance Reserve to align with recent claims history

Solar Wall Project



Financial Highlights

BALANCE SHEET

	2010	2009
ASSETS		
Current Assets	\$5,557,755	\$4,725,153
Restricted Cash and Investments	9,202,194	8,562,243
Property Holdings	96,259,580	99,771,574
Energy Management Strategy	135,000	-
	\$111,019,529	\$113,058,970
LIABILITIES AND EQUITY		
Current Liabilities	\$10,281,788	\$21,670,087
Mortgages and Loans Payable	86,298,582	77,533,794
EQUITY:		
Reserve Fund for Capital Equipment Replacement	4,557,967	4,706,347
Other Reserves	8,309,225	7,506,520
Retained Earnings	1,571,968	1,642,222
	14,439,159	13,855,089
	\$111,019,529	\$113,058,970

The 2010 financial highlights are from Housing York's audited financial statements. To obtain a copy, please contact Bill Hughes at 905-830-4444 ext. 1600 or toll free 1-877-464-9675. You may also visit our website at www.york.ca/hyi



STATEMENT OF REVENUE, EXPENSES AND RETAINED EARNINGS

	2010 Actual	2009 Actual
REVENUE		
Rents and Other Operating Income	\$13,848,593	\$13,706,942
York Subsidy	7,517,939	6,749,744
Federal Subsidy	1,319,000	1,319,000
	\$22,685,532	\$21,775,686
EXPENDITURES		
Administration and Maintenance	\$6,760,941	\$6,788,415
Insurance Expense	275,348	207,220
Bad Debts	42,100	82,988
Utilities	2,391,623	2,225,103
Mortgage / Lease Payments	8,394,602	8,501,039
Property Taxes	2,040,469	2,066,566
Shelter Costs	109,698	143,349
Capital	1,743,474	910,843
	\$21,758,255	\$20,925,523
Excess of revenue over expenditures before the undernoted	\$927,277	\$850,163
Contribution to Capital Reserve	744,634	730,875
Excess of Revenue over Expenditures	\$182,643	\$119,288
Non-Program Transactions		
Building Depreciation Expense	(247,897)	(238,550)
Retained Earnings beginning of year	1,642,222	1,818,118
Internal allocations	(5,000)	(56,634)
Retained Earnings end of year	\$1,571,968	\$1,642,222

“Our annual spring cleanup always gets the community out. Housing supports us with supplies and the big garbage bins. We all have a great time. We visit with our neighbours, have a barbecue and clean up our neighbourhood. It gives us all a sense of pride and builds our community.”

Tenant, Bray Circle, Newmarket

Major Repairs and Renovation HIGHLIGHTS

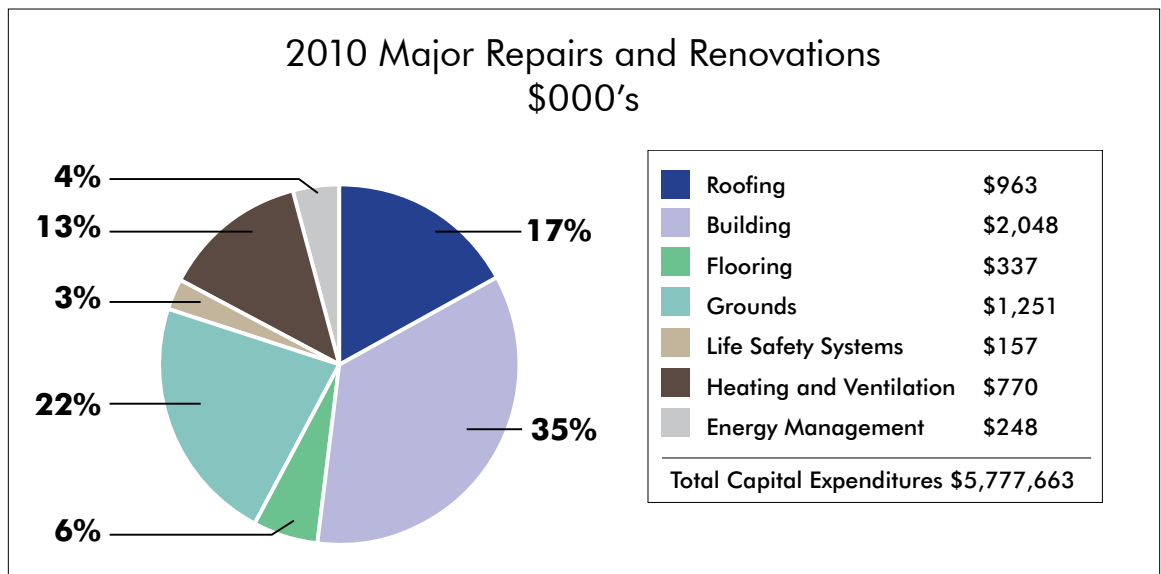
With the infusion of grants from the second year of the Social Housing Repair and Renovation Program, Housing York enjoyed a record year of capital investment in its buildings. Over \$5.7 million was approved, allowing for an exceptional number of capital projects to begin. This is approximately \$2.2 million higher than 2009.

Housing York appreciates the support and patience of tenants during extended periods of interruption during construction and repair.

Major building upgrades typically fell into one of the following categories:

- Bathroom upgrades
- Kitchen upgrades
- Roof replacements
- Heating and ventilation initiatives that improved energy efficiency
- Exterior site improvements such as parking lot and sidewalk replacements
- Energy conservation projects such as lighting, low-flow toilets and solar walls

Through the provisions of the economic stimulus funds provided, the Housing York capital reserves are forecasted to be extended by two years.



Looking Ahead to 2011

PLANNING FOR GROWTH

Work on the first comprehensive strategic plan that will look five years into the future will begin in 2011. This plan will provide Housing York with the opportunity to establish a roadmap for future programs, activities and business planning.

Housing York will increase its portfolio in 2011 by 224 units or 11 per cent due to an acquisition and new construction:

- Thornhill Green in Markham – 101 family townhouses (acquired)
- Mapleglen Residences in Vaughan – 84 senior apartments (new building)
- Kingview Court in King – 39 senior apartments (building expansion)

In the upcoming year, construction will begin for two other buildings. One is a multi-residential building in the Town of Richmond Hill which will provide 140 units for a mixed population of tenants.

Economic stimulus grants will continue to flow until March 2011, enhancing homes for many tenants and extending the life of various building components. The program will wind down with completion of the final projects expected by the end of June.

The five-year energy management program will continue. Five more buildings will be retrofitted for energy efficiency. As the program moves into its final two years, there are indications that the cost for the program will be well below original estimates. This is a result of stimulus funding aimed specifically at renewable energy initiatives.

Technology upgrades will be completed in 2011 to make other initiatives possible, with potential to include online maintenance information for site staff.

Kingview Court





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www.york.ca/hyi

