

**2014**

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# **Business Plan and Budget**

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Presentation to Housing York Inc. Board of Directors  
Presented by Sylvia Patterson, Assistant General Manager

December 5, 2013

# Overview



Who we are



Strategic Plan



2013 Review

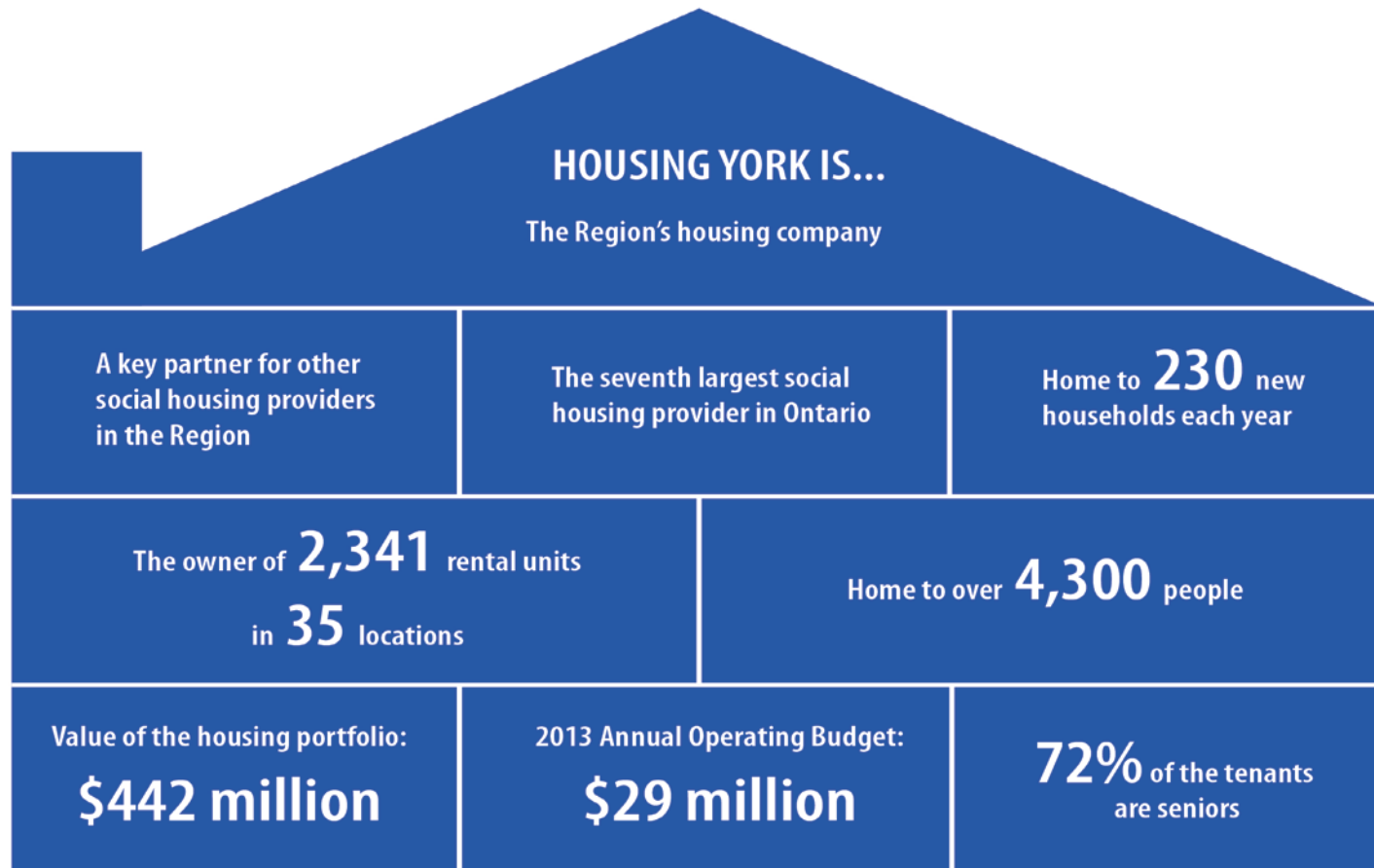


2014 Initiatives

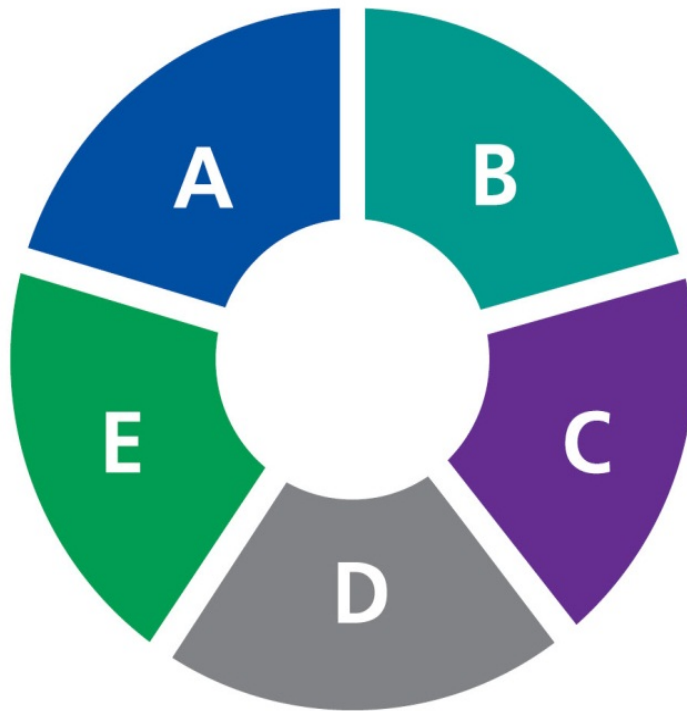


2014 Proposed Budget

# Housing York is the Region's housing corporation



# Housing York Strategic Plan



## **A) Sustain Healthy Communities**

- Enhanced tenant engagement
- Proactive community partnerships
- Enhanced tenant economic opportunities

## **B) Manage Properties Effectively**

- Appropriate income mix
- Strategic portfolio management
- Regeneration and expansion

## **C) Manage Finances Proactively**

- Long-term financial health
- Revenue maximization and fiscal management

## **D) Provide User Friendly Services**

- Effective tenant communications
- Accessible quality service
- Culturally appropriate services

## **E) Strengthen Governance and Organizational Capacity**

- Enhanced reporting
- Renewed governance framework
- Appropriate staffing

# 2013 Accomplishments

## Mackenzie Green Richmond Hill



# 2013 Accomplishments

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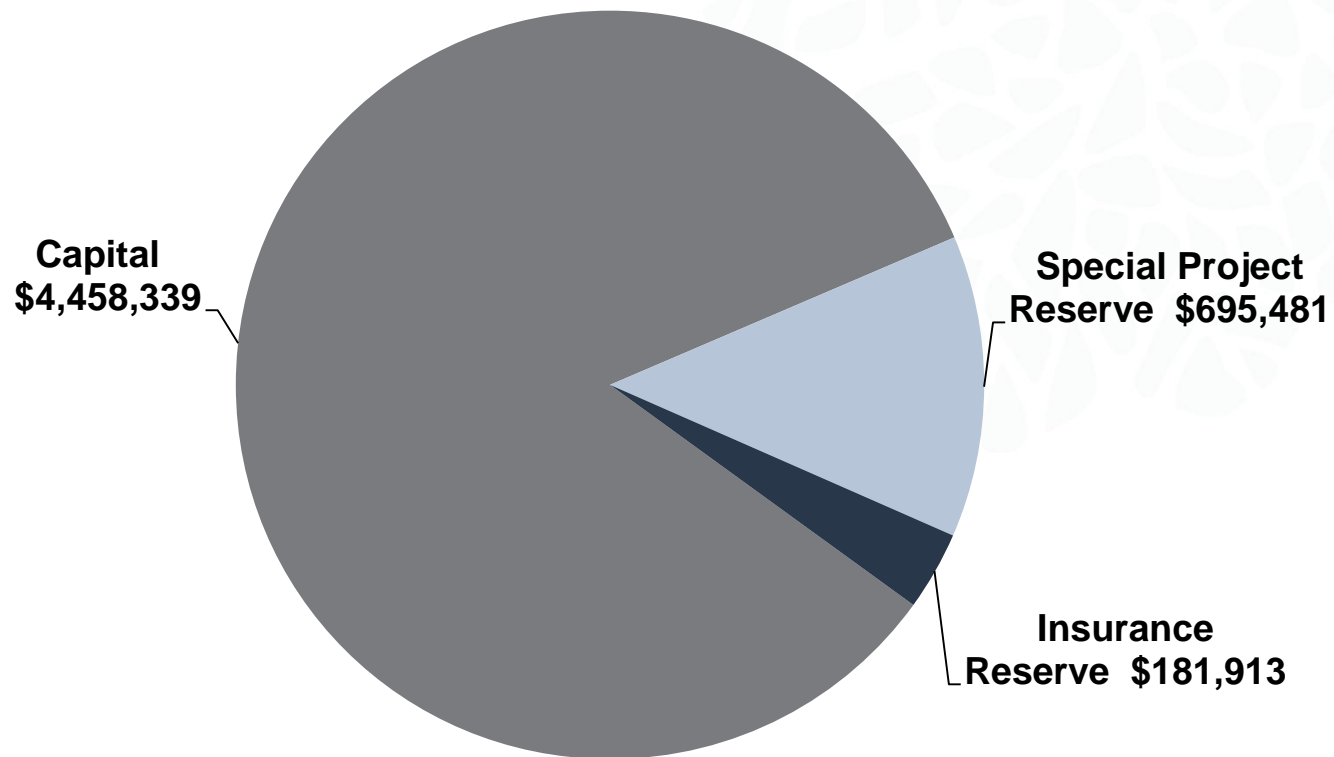
- Opened second office in Richmond Hill
- Completed an organization review to enhance staff support to the corporation
- Implemented Asset Planner technology
- Participated in the development of a Regional Community Health Framework
- Upgrading the Housing York website
- New community partnerships with York Region Food Network, Town of Richmond Hill, and Public Health



# 2013 Estimated Results

\$000's	2013 BUDGET	2013 FORECAST
<b>Revenue</b>		
Tenant Rents	\$18,641	\$18,510
Region of York Subsidy	9,321	8,823
<b>Total Revenue</b>	<b>\$27,962</b>	<b>\$27,336</b>
Operating Expenditures	26,236	25,139
Public Housing Capital	1,419	1,329
<b>Total Operating Expenses</b>	<b>\$27,655</b>	<b>\$26,468</b>
<b>Surplus Before Strategic Projects</b>	<b>\$ 307</b>	<b>\$ 868</b>
Strategic Projects	\$ 155	\$ 125
<b>Surplus After Strategic Projects</b>	<b>\$ 152</b>	<b>\$ 743</b>
<b>Capital Funded from Reserves</b>	<b>\$ 2,268</b>	<b>\$ 2,268</b>

# Estimated Reserve Balances December 31, 2013





# 2014 Areas of Focus

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1. Implementing Strategic Initiatives
2. Portfolio Growth

# Strategic Initiatives

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- Develop a tenant engagement strategy
- Develop an e-communications strategy to support communications with residents
- Pilot a summer employment program for Housing York youth residents
- Continue to partner across the non-profit sector to reduce operating costs and enhance services through bulk purchasing

# Portfolio Growth

## Lakeside Residences Georgina



97 units

## Belinda's Place Newmarket



28 emergency beds  
9 transitional beds

## Richmond Hill Housing and Community Hub Richmond Hill



202 units

# Key Budget Drivers

**Base costs rise faster than revenues**

**Revenues are  
constrained by  
program  
requirements**

**Market  
pressures are  
increasing  
e.g. insurance and  
utilities**

**The revenue and expense gap is mitigated by the  
subsidy formula and portfolio growth**

# 2014 Total Budget Summary

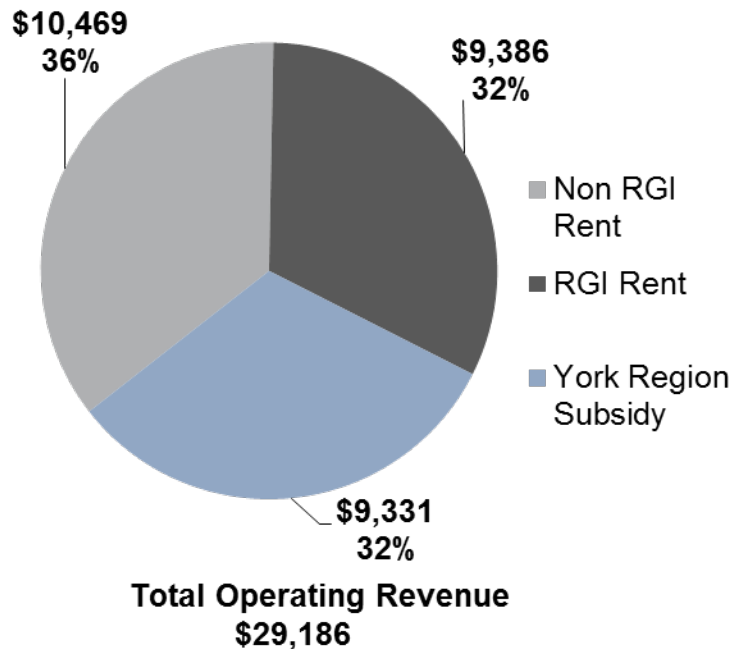
\$000's	2013 Total Budget	2014 Total Budget	Variance Year over Year
<b>Revenue</b>			
Tenant Rents	\$18,641	\$19,855	
Region of York Subsidy	9,321	9,331	
<b>Total Operating Revenue</b>	<b>\$27,962</b>	<b>29,186</b>	<b>4.38%</b>
Operating Expenses	26,236	27,153	
Public Housing Capital	1,419	1,401	
<b>Total Operating Expenses</b>	<b>\$27,655</b>	<b>\$28,554</b>	<b>3.25%</b>
<b>Surplus Before Strategic Projects</b>	<b>\$ 307</b>	<b>\$ 632</b>	
Strategic Projects	\$ 155	\$ 60	
<b>Surplus after Strategic Projects</b>	<b>\$ 152</b>	<b>\$ 572</b>	
<b>Capital funded from Reserves</b>	<b>\$ 2,268</b>	<b>\$ 2,252</b>	

# 2014 Outlook and Total Budget Summary

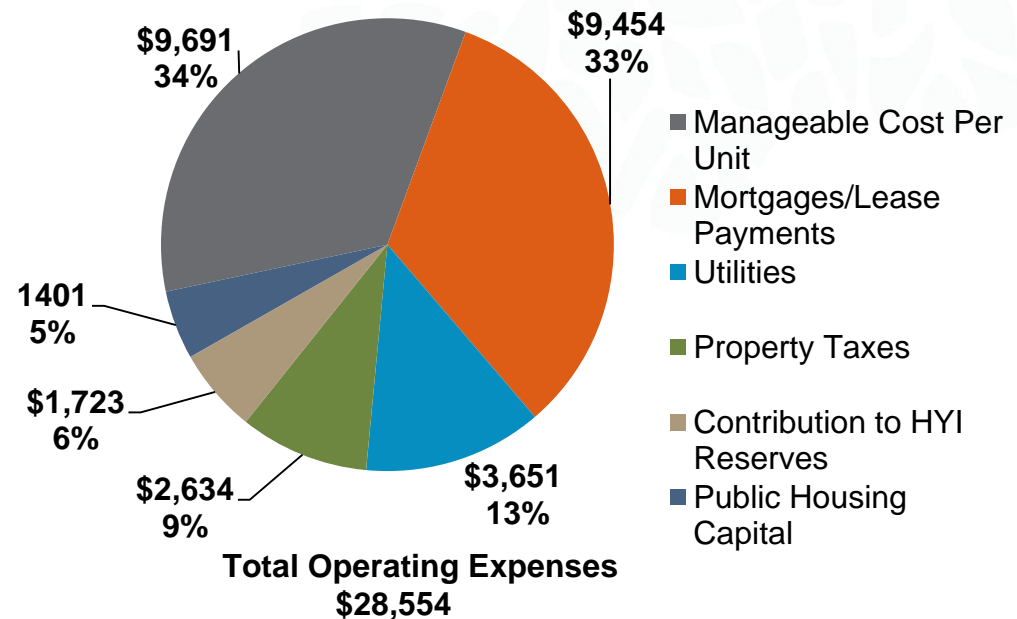
\$000's	2014 Total Outlook	2014 Total Budget	Variance
<b>Revenue</b>			
Tenant Rents	\$20,094	\$19,855	
Region of York Subsidy	9,565	9,331	
<b>Total Operating Revenue</b>	<b>\$29,659</b>	<b>29,186</b>	<b>-1.62%</b>
Operating Expenses	27,671	27,153	
Public Housing Capital	1,422	1,401	
<b>Total Operating Expenses</b>	<b>\$29,093</b>	<b>\$28,554</b>	<b>-1.89%</b>
<b>Surplus Before Strategic Projects</b>	<b>\$ 566</b>	<b>\$ 632</b>	
Strategic Projects	\$ 125	\$ 60	
<b>Surplus after Strategic Projects</b>	<b>\$ 441</b>	<b>\$ 572</b>	
<b>Capital funded from Reserves</b>	<b>\$ 2,209</b>	<b>\$ 2,252</b>	

# 2014 Operating Budget

## 2014 Revenue Sources \$000's



## 2014 Operating Expenses \$000's

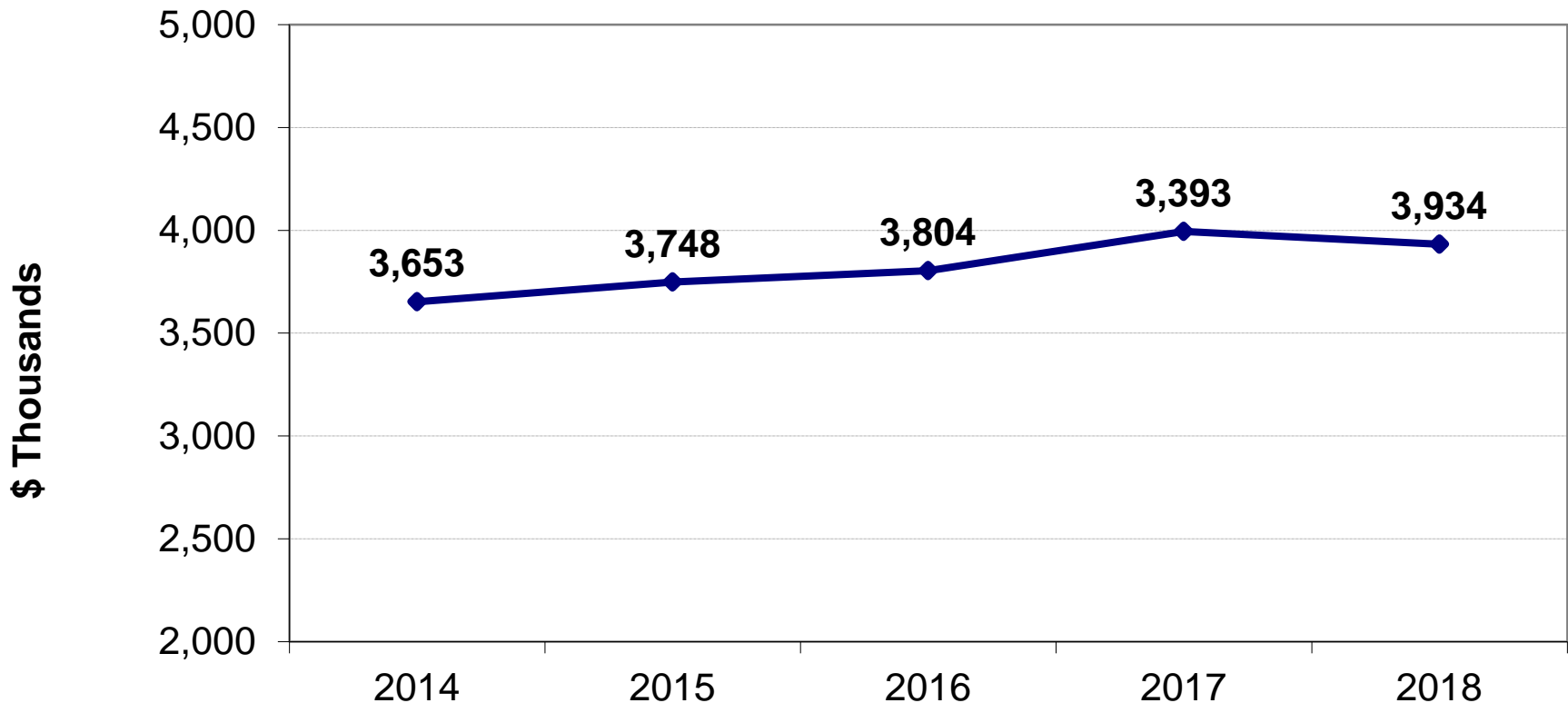


\* Manageable Cost Per Unit equals Maintenance & Administration, Insurance and Bad Debts



# 2014 – 2018

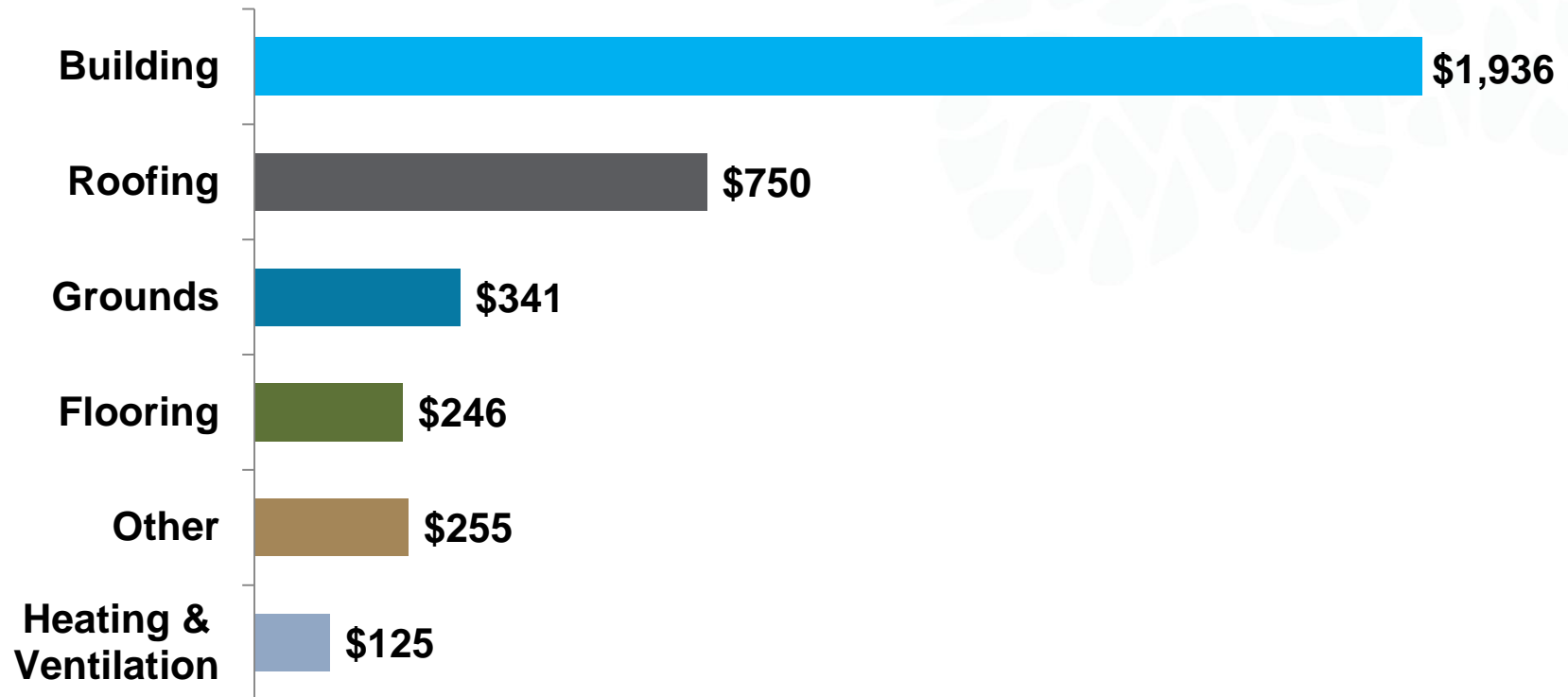
## Major Repairs/Replacement



# Major Repairs/Replacements

## 2014 Major Repairs (Capital) \$000's

Total Capital Budget \$3,653

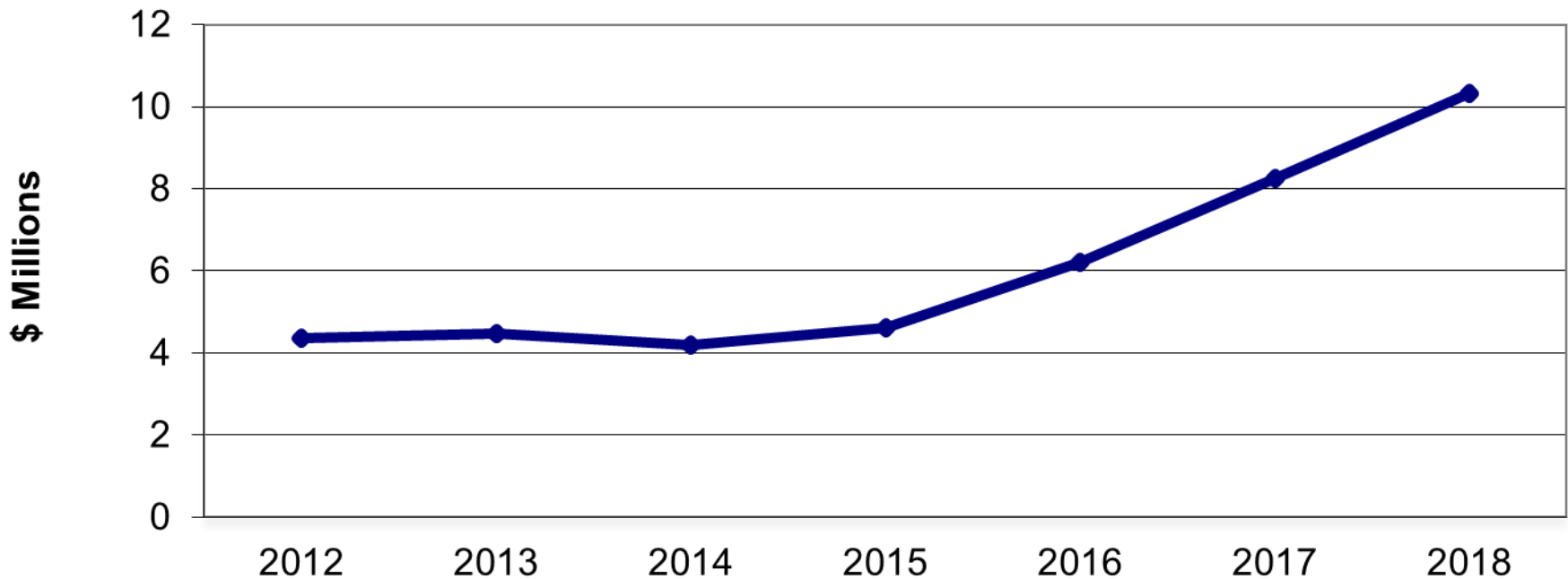


# 2014 Capital Projects > \$100,000

Municipality	Property	Job	Cost
Georgina	North View Court #37	Bathroom Renovation	160
Markham	Trinity Square	Window Upgrade	365
	Trinity Square	Door Upgrade	155
Aurora	Hadley Grange	Parking Lot Replacement	160
King	Nobleview Pines	Town water hook up and septic	150
Newmarket	Fairy Lake Gardens #468	Roof Replacement	200
Richmond Hill	Springbrook Gardens	Kitchen Upgrade	100
	Rose Town	Elevator Machine Room	275
	Rose Town	Cladding/Parapet Masonry	
	Rose Town	Roof Replacement	350
	Dunlop Pines #76	Roof Replacement	200
<b>Total Capital Projects Greater than \$100,000</b>			<b>1,955</b>

# Capital Reserve Outlook

**Capital Reserve Outlook 2012 - 2018**



# Budget Recap

<b>(\$) millions</b>	<b>2014 Total Outlook</b>	<b>2014 Total Proposed Budget</b>	<b>Variance</b>
Total Operating Revenue	\$29,659	\$29,186	-1.62%
Total Operating Expenses	\$29,093	\$28,554	-1.89%
Surplus after Strategic Projects	\$ 441	\$ 572	
Capital funded from Reserves	\$ 2,209	\$ 2,252	

# Business Plan Summary

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- Focus on strategic initiatives and portfolio growth
- Adding two Housing York Communities in 2014

**Housing York continues to be financially healthy**