

Residents from Heritage East in the Town of Newmarket



# HOUSING YORK ANNUAL REPORT 2017



## About the 2017 Annual Report

Housing York's Board of Directors endorsed *Achieving New Heights through Innovation and Sustainability: Housing York Inc.'s 2017 to 2020 Plan* in November 2016. The plan sets the course for Housing York's future. This Annual Report highlights some of the actions and innovative milestones undertaken in 2017 to advance the vision of the plan.

# Housing York Inc.'s 2017 to 2020 Plan Strategic Directions



### Strengthen community health

Residents are engaged in their communities and connected to supports that enable them to maintain successful tenancies.



### Build long-term financial sustainability

Housing York is in a strong financial position to meet the housing needs of our residents.



### Provide good governance and strengthen organizational capacity

A workplace that continuously innovates business practices and resident services.



### Effectively manage assets

Residents enjoy well-maintained and sustainable buildings that optimize expected building life cycles and costs.



### Inform and implement Regional housing initiatives

Housing York provides leadership for new housing initiatives for the broader housing sector.

## Housing York's Board of Directors

York Regional Council appoints 11 Board members. Housing York's Board of Directors sets operational policies and oversees management of the corporation.



**York Region Chairman and CEO**  
Wayne Emmerson



**Regional Councillor**  
City of Markham  
Jack Heath  
(Chair)



**Regional Councillor**  
City of Vaughan  
Gino Rosati  
(Vice Chair)



**Mayor**  
Town of Aurora  
Geoffrey Dawe



**Mayor**  
Town of East Gwillimbury  
Virginia Hackson



**Mayor**  
Town of Georgina  
Margaret Quirk



**Regional Councillor**  
City of Markham  
Nirmala Armstrong



**Regional Councillor**  
Town of Richmond Hill  
Brenda Hogg



**Regional Councillor**  
City of Vaughan  
Sunder Singh



**Regional Councillor**  
Town of Richmond Hill  
Vito Spatafora



**Regional Councillor**  
Town of Newmarket  
John Taylor



Vision and mission focus group  
session with Housing York residents



*Our*

**Vision**

*and*

**Mission**

A leader in affordable housing, building inclusive communities that everyone would be proud to call home.

As a responsible and caring landlord, we work with our residents and partners to deliver housing programs and services that are important to our communities.

## New vision and mission statements guide Housing York now and in the future

Creating vision and mission statements help Housing York inform its day-to-day operational decisions and policies while also guiding the implementation of its multi-year plan.

The development of the new vision and mission began in spring 2017 when Housing York's Board of Directors worked together to identify statement priorities. Over the summer, staff and stakeholders drafted and refined the statements. In September, Housing York held a focus group with members of the Tenant Reference Group and the Good Neighbour award nominees to gather feedback and to finalize draft statements for the Board of Director's final approval. The final vision and mission statements were approved in November 2017.



YOUTHink Grand Prize Winner with  
Housing York Board members and staff

## Resident Engagement and YOUTHink Video Contest

Housing York organizes many engagement events throughout the year to connect with residents and to recognize their contributions within the community. Larger events are planned from time to time to bring Housing York communities together. In 2017, Housing York youth were asked to showcase their unique contributions to the community with the YOUTHink video contest campaign.

YOUTHink kicked off in the fall when Housing York's diverse youth were asked to record a short video answering:  
***Who are you? Where did you come from? What are you all about? Where do you want to go?***

To engage youth in the campaign, staff hosted small events and workshops, some with help from local youth and 360°kids volunteers. Housing York received over 30 individual and group submissions that showed passion, brilliance and aspiration in the community, along with demonstrating the teamwork and friendships that keep Housing York's foundation strong.

To celebrate the YOUTHink participants, Housing York hosted an awards ceremony. Participants and their families enjoyed a fun-filled evening with winning videos played on the big screen. Eight finalists went home with great prizes.



The winning videos can be viewed at [york.ca/youthink](http://york.ca/youthink)



YOUTHink participants enjoy the awards ceremony and movie night



The Richmond Hill Hub

**A BALANCED 2017 BUDGET**



Total revenue: **\$37.2 million**  
Total expenses: **\$36.1 million**



Total reserves: **\$14.1 million**

Setting the stage for a smart financial future – a new long-term fiscal plan for Housing York

In 2017, Housing York developed a long-term fiscal plan to:



Maintain financial responsibility



Continue protecting its assets



Create a strong investment policy

The new fiscal plan includes a reserve strategy that ensures Housing York responds to capital and operating needs and outlines how any operating surpluses will be distributed in reserves. The plan also updates the Investment Policy to ensure Housing York invests wisely to maximize its financial resources.

The plan is reviewed and updated regularly to manage Housing York's finances and to stay in good fiscal health.

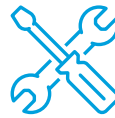


## Effectively managing our assets

Residents at Keswick Gardens in the Town of Georgina



**\$5.9 million** spent to administer and complete capital upgrades to increase safety, accessibility, value and lifespan of our buildings



Over **100 capital projects** completed in 2017 including roof replacements, standby generators, parking lot rehabilitation and lighting enhancements



Energy management initiatives have resulted in more than **\$140,000 in annual energy savings** and an annual reduction of **266 tonnes** of greenhouse gas emissions

## York Region's newest affordable housing construction project

In early 2017, residents from the original 275 Woodbridge Avenue and Woodbridge Lane buildings in the City of Vaughan were relocated to nearby housing to make way for the redevelopment of a 162 unit, mixed-use building. Since then, York Region has completed:



**BEGINNING OF 2017**

Demolitions of the original buildings



**MID-2017**

Site work and excavation



**END OF 2017 - 2018**

Concrete garage flooring and some structure built

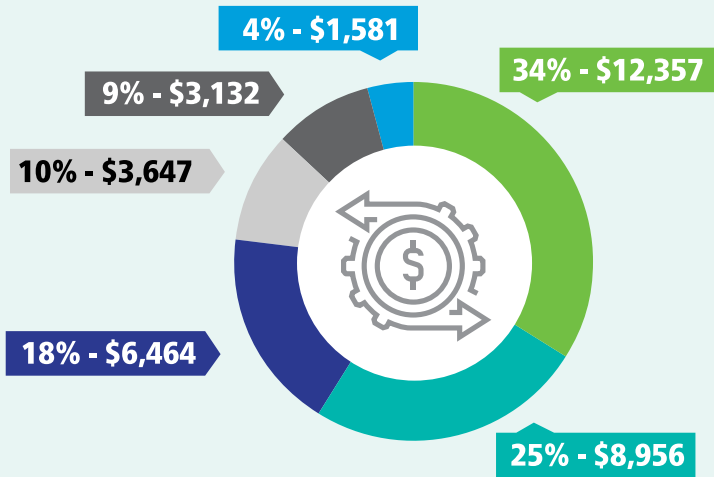
To be completed in 2019, the new building will be called **Woodbridge Lane** based on the cultural and historical relevance to the Woodbridge community.



# 2017 FINANCIAL HIGHLIGHTS

## WHERE THE MONEY GOES

### 2017 Operating expenses - \$'000's

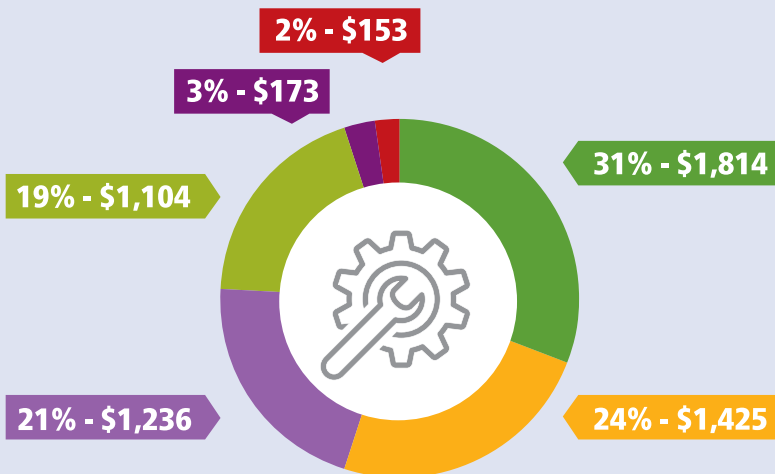


- Maintenance and administration
- Mortgage payments
- Contribution to Capital Reserves
- Utilities
- Property taxes
- Public Housing Capital

**Total operating expenses \$36,137**

## CAPITAL WORK

### 2017 Capital expenses - \$'000's



- Interior building repairs
- Exterior building repairs (such as windows, doors and roof)
- Heating, ventilation, air conditioning, mechanical and electrical
- Site upgrades and grounds
- Elevators
- Equipment and furnishings (such as appliances and furniture)

**Total capital expenses \$5,905**

## About Housing York

As the largest housing provider in York Region, Housing York is home to more than 4,000 residents who reside in nearly 2,600 units throughout 35 communities.

## Housing York communities by municipality



**Highrise**



**Lowrise**



**Townhouse**



**Emergency housing**



**New development**

## HOUSING SERVICES

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Newmarket, Ontario L3Y 8X7  
1-877-464-9675 ext. 72700

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[york.ca/hyi](http://york.ca/hyi)

Accessible formats and communication supports are available upon request

