



Housing York Inc. 2017 Business Plan and Budget

Presentation to
Housing York Inc. Board of Directors

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December 1, 2016

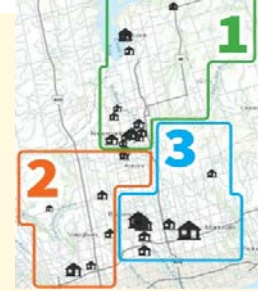
2016 Key Accomplishments



Richmond Hill Hub



Tenant Engagement



Operational Efficiencies



Asset Management



2017-2020 HYI Plan

Achieving New Heights: Housing York 2017-2020 Plan



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.



Effectively manage assets

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



Provide good governance and strengthen organizational capacity

A workplace that continuously innovates to improve business practices and resident services.



Inform and implement Regional housing initiatives

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

Key Drivers



Portfolio growth



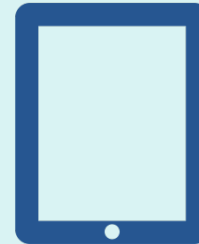
Portfolio investment
through capital repairs



Increasing operational
costs



Rising tenant support
service needs



Enhanced efficiencies
through technology

2017 Actions for Housing York



Strengthen Community Health

Community Health Report Card

Partnership framework



Financial Sustainability

Reserve fund strategy

Research on implications related to profit for purpose



Effectively Manage Assets

Report on energy efficiencies

Building condition assessments

\$6.5 million capital improvement projects



Good Governance

Mission and vision statements

Risk management framework



Inform & Implement Initiatives

Information for eligibility-related policies

Refined alternative rent subsidy models

2017 Budget and Financial Outlook

	2016 Budget (\$000)	2017 Budget (\$000)	Year-Over-Year Change	2018 Outlook (\$000)
Tenant rents	22,357	23,196	3.8%	23,453
Operating subsidy – York Region	10,022	10,366	3.4%	10,568
Provincial Reform Capital Subsidy – York Region	2,701	3,373	24.9%	2,633
Total Revenue	35,080	36,935	5.3%	36,654
Operating Expenses	34,635	36,299	4.8%	36,062
IT Project	-	173	-	-
Total Expenses	34,635	36,472	5.3%	36,654
Operating Surplus	445	463	4.0%	592
Retained earnings	3,628	4,091	12.8%	4,683
Capital Reserves	5,421	6,358	17.3%	7,536

2017 Operating Revenue and Unit Mix

2017 Revenue Mix \$000s

37% - \$13,739
York Region Subsidy

26% - \$9,743
Subsidized
Rents

37% - 13,453
Market Rent

80%
of units

20%
of units



Total Operating Revenue \$36,935

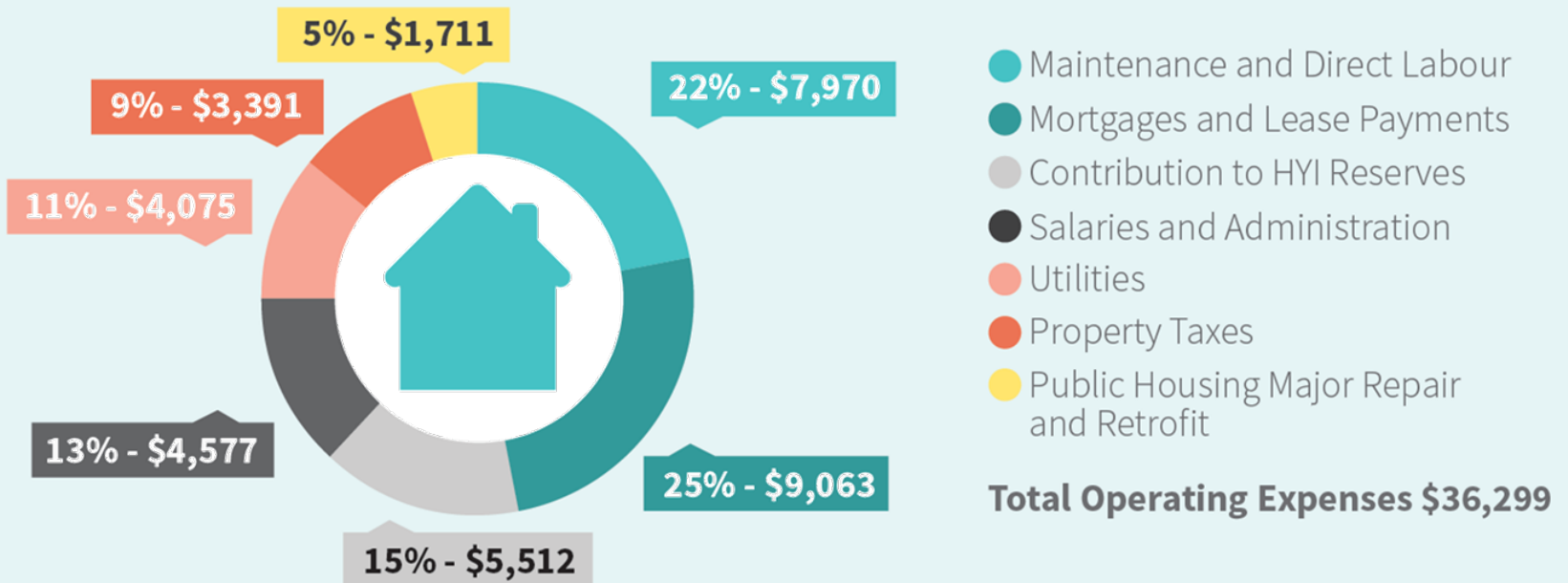
2017 Unit Mix



20% Market Units – 513
80% Subsidized Units – 2,087

2017 Operating Expenses

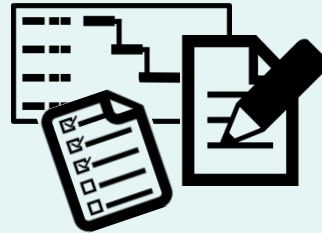
2017 Operating Expenses - \$000's



Property Management Software Upgrade



Improved customer service



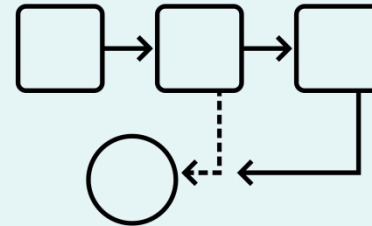
Improved tools for staff



Mobile access on multiple devices



Improved reporting capabilities



Streamlined business processes

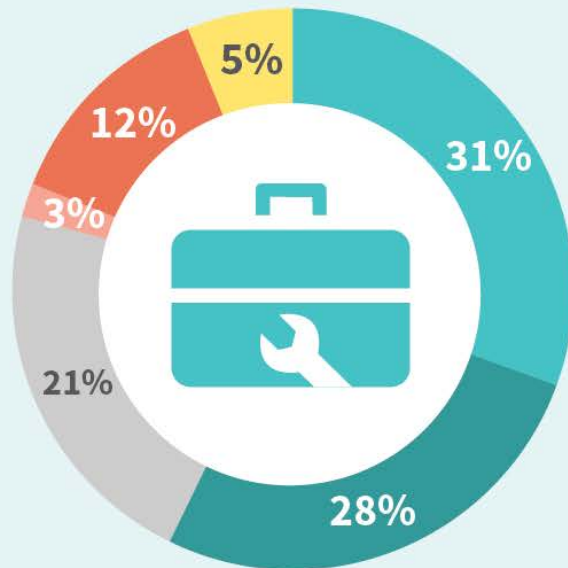
Property Management Software Upgrade

Yardi Upgrade Costs (\$)

	2016	2017	2018
Maintaining current Yardi system	82,000	83,640	85,313
Yardi upgrades	-	105,435	107,144
Total Annual Cost	82,000	189,075	192,457
One-Time Implementation Costs	-	172,600	-
Total Cost	82,000	361,675	192,457

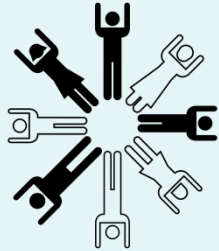
2017 Capital Expenditures

\$6.5 Million Housing York Inc.'s Capital Expenditures for 2017 (Percentage of Overall Budget)

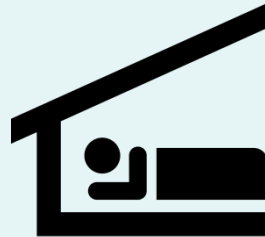


- Exterior Building Repairs
- Interior Building Repairs
- HVAC, Mechanical, Electrical
- Equipment and Furnishings
- Site Upgrades and Grounds
- Flooring Budget

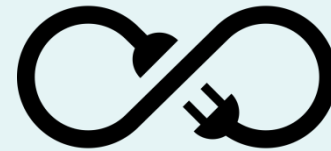
A Peek at 2018



Resident diversity and inclusion strategy



Emergency housing program framework



Energy management plan



Performance management framework



Tiered rent model evaluation

Continued Portfolio Growth

Proposed Woodbridge Redevelopment
2017-2019 | City of Vaughan



Proposed Woodbridge Redevelopment | City of Vaughan

Future Development
2019-2021? | Location to be determined

Proposed Unionville Development
2018 - 2020 | City of Markham



Summary and Conclusion

- Reliable, efficient management of approximately 2,600 units for over 4,000 tenants
- Strengthen community health through partnerships and continued tenant engagement
- Continued investment in asset management through \$6.5 million in capital upgrades and energy program
- Enhance long-term financial sustainability through reserve fund strategy and profit for purpose research
- Good governance through development of mission and vision with the Board of Directors