



DRAFT 2014 Annual Report



The Regional Municipality of York, Ontario, Canada
for the year ended December 31, 2014

Housing York Inc. (Housing York) is a municipal housing provider regulated by the *Housing Services Act, 2011*. Incorporated under the *Ontario Business Corporations Act*, Housing York is responsible for owning and operating affordable rental housing. A Board of Directors (Board) is responsible for the governance of Housing York. The Board receives and approves budget and business plan reports, mid-year forecasts and annual financial statements, as well as operational statistics and corporate performance reports.

The Regional Municipality of York is the sole shareholder in Housing York.

Board of Directors

Wayne Emmerson, York Region Chairman and CEO

Jack Heath, Deputy Mayor, City of Markham (Chair)

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

Nirmala Armstrong, Regional Councillor, City of Markham

Geoffrey Dawe, Mayor, Town of Aurora

Virginia Hackson, Mayor, Town of East Gwillimbury

Brenda Hogg, Regional Councillor, Town of Richmond Hill

Margaret Quirk, Mayor, Town of Georgina

Vito Spatafora, Regional Councillor, Town of Richmond Hill

John Taylor, Regional Councillor, Town of Newmarket

Officers

Adelina Urbanski, President

Carlene Jackson, Chief Financial Officer

Denis Kelly, Secretary

Rick Farrell, General Manager

Joy Hulton, Solicitor

Housing York's governance framework was renewed in June 2014 to plan for growth and strengthen organizational capacity. As a result, the roles of President and Chief Financial Officer were added to its corporation structure. The composition of the Board also increased from seven to 10 members.

Regional Roles in Housing York

York Regional Council

Owens the corporation

Defines the governance framework through the Shareholder Direction

Housing York Board of Directors

10 Board Members appointed by Council from Council membership

Establishes operational policies and oversees management of the corporation



Regional Chairman and CEO
Wayne Emmerson



Regional Councillor
Jack Heath
(Chair)



Regional Councillor
Gino Rosati
(Vice Chair)



Regional Councillor
Nirmala Armstrong



Mayor
Geoffrey Dawe



Mayor
Virginia Hackson



Regional Councillor
Brenda Hogg



Mayor
Margaret Quirk



Regional Councillor
Vito Spatafora



Regional Councillor
John Taylor

Regional Staff

Housing York operates as part of the Community & Health Services Department

Regional staff and related services provided through a Management Agreement



Adelina Urbanski
President



Rick Farrell
General Manager



Carlene Jackson
Chief Financial Officer



Denis Kelly
Secretary



Joy Hulton
Solicitor

Housing York Officers

A Message from Housing York's Chief Executive Officer and Chair

Housing York remains The Regional Municipality of York's largest social housing provider with 2,441 units spread across 36 properties and growing.

Last year marked Housing York's 12th year as a corporation. It also marked the halfway point of implementation of the *Housing York 2012 – 2016 Strategic Plan*.

Housing York is focused on building stronger communities through development and enactment of policies geared to providing safe and healthy homes for residents, where tenant engagement plans and proactive management support tenant satisfaction.

2014 Achievements

- To foster safer, healthier communities, Housing York introduced smoke-free and tenant insurance policies and an emergency plan
- To address the supply and demand for rental housing Housing York's housing portfolio grew with the opening of Lakeside Residences in the Town of Georgina
- To promote tenant engagement and satisfaction, Housing York introduced new tenant communication and feedback channels
- Major improvements and renovations valued at \$3.2 million were completed across Housing York's housing portfolio

Governance and Organizational Changes

In 2014, governance and organizational changes were made to better serve the community and position Housing York for growth greater than 10 per cent by 2018.

The corporation welcomed a new Board and said farewell to some past Board members and officers including former York Region Chairman and CEO Bill Fisch and long-serving General Manager of Housing, Sylvia Patterson. We thank all who have moved on, for their valuable contributions to the growth and success of Housing York and wish them all the best.

As we continue to implement the *Housing York 2012 – 2016 Strategic Plan*, we look forward to new growth and success in 2015.



Wayne Emmerson
CEO, Housing York Inc.



Jack Heath
Chair, Housing York Inc.

Housing York



As York Region’s non-profit housing company, Housing York is responsible for providing tenant services for 2,441 households, maintaining 36 properties valued at \$523 million and managing a budget of \$29 million. Families, seniors, single adults, new Canadians and people with disabilities all call Housing York home.

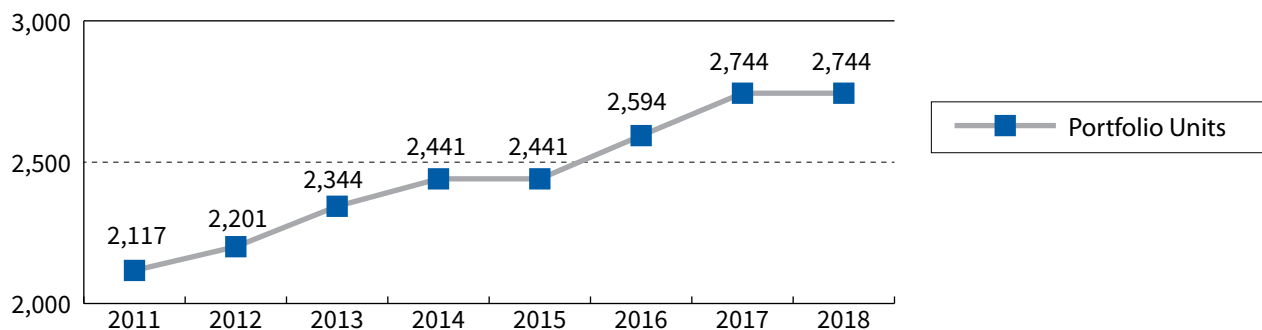
Each year, Housing York reports to its Board of Directors and the community on performance, priorities and budget through the *Housing York Business Plan and Budget*. The five strategic directions set out in the *Housing York Strategic Plan 2012-2016* guide and strengthen its business decisions and operations:

-  **Sustain Healthy Communities**
-  **Manage Properties Effectively**
-  **Provide User-Friendly Services**
-  **Strengthen Governance and Organizational Capacity**
-  **Manage Finances Proactively**

Housing York is responding well to the challenges facing the social housing sector – helping with the growing wait list for affordable housing, supporting a more complex and diverse tenant population, implementing new policy and legislation requirements and balancing financial objectives.

Housing York’s property portfolio has grown by 4.1 per cent in 2014 and is expected to grow by another 12.4 per cent by 2018.

Portfolio Growth 2011 to 2018




Rental housing in York Region forms just **12 per cent** of the housing supply, compared to 30 per cent nationally. Over the next four years, Housing York will add more than **300 units** to its property portfolio to help meet community need.

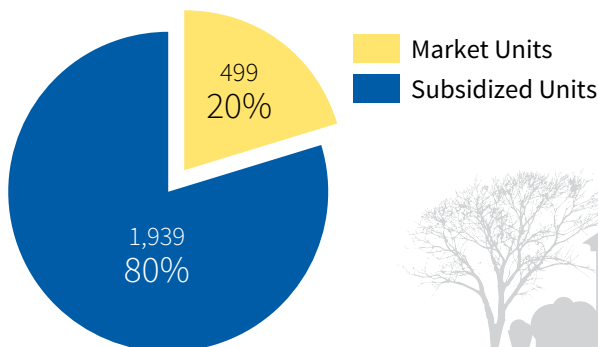


A Snapshot of 2014



PORTFOLIO	TENANTS
2,441 housing units	4,000 tenants
8 townhouse communities, 28 apartment buildings, one shelter	30 per cent of tenants are families 70 per cent of tenants are seniors or single individuals
Seniors: 1,518 units	Average length of tenancy: 7 years
Families: 755 units	80 per cent of tenants receive rent subsidy
Single Individuals: 168 units	20 per cent of tenants pay market rent
133 modified or accessible units for people with disabilities	MONTHLY RENTS 
Portfolio value of \$523 million	Average subsidized rent for a senior: \$499
Operating budget of \$29 million	Average subsidized rent for a family: \$443
Building age range: 1966 to 2014	Average subsidized rent for a single person: \$390
	Average market rent for a one-bedroom: \$968
	Average market rent for a two-bedroom: \$1,133

2014 Unit Mix



A Year of Expansion and Continuous Improvement

Housing York is well placed to meet the challenges facing the social housing sector with a focus on tenant engagement, asset and fiscal management and community partnerships.

OPERATIONAL CHALLENGE	2014 OUTCOMES AND SUCCESSES
Addressing the need to reduce the rapidly growing waiting list for affordable housing	<ul style="list-style-type: none"> ✔ Opened Lakeside Residences in the Town of Georgina, adding 97 affordable apartments for seniors, families and single individuals in the community ✔ Adjusted business processes to streamline the move-in process and shorten vacancy times ✔ Started transitioning 127 market rent units at seniors buildings to subsidized units
Supporting a more diverse and complex tenant population	<ul style="list-style-type: none"> ✔ Improved tenant communication and feedback channels ✔ Collaborated with tenants on community engagement ✔ Broadened external and internal partnerships to deliver services
Implementing new tenant policies including smoke-free buildings and tenant insurance	<ul style="list-style-type: none"> ✔ Developed and carried-out plans for open, frequent communication with staff and tenants ✔ Engaged tenants and staff in policy development ✔ Worked with internal partners to provide resources and information
Meeting community and tenant expectations	<ul style="list-style-type: none"> ✔ Focused on tenant services, preparedness and communication ✔ Dedicated staff resources and time ✔ Enhanced customer service and response time through a new partnership with Access York
Increasing building maintenance and the need for clean-up efforts following the winter ice storm	<ul style="list-style-type: none"> ✔ Initiated new planning tools ✔ Renewed emergency preparedness plans and increased awareness ✔ Installed emergency power at two seniors buildings

Community Partnerships

Housing York's success in overcoming challenges and sustaining healthy communities in 2014 was supported by proactive community partnerships with:

Canadian Hearing Society

Canadian Mental Health Association

Care First

Circle of Friends

Community Care Access Centre

Community & Home Assistance to Seniors (CHATS)

Community Living

Delmanor Elgin Mills

Housing Help Centre

LOFT Community Services

March of Dimes

Seeds for Change

Ontario Power Authority Home Assistance Program

Victorian Order of Nurses

York Region Family and Child Services

York Region Food Network

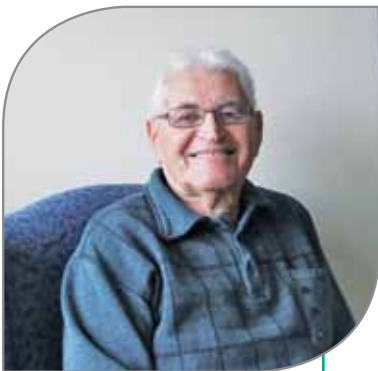
York Region Healthy Aging Working Group

York Regional Police

York Region Public Health

York Region Emergency Medical Services (EMS)

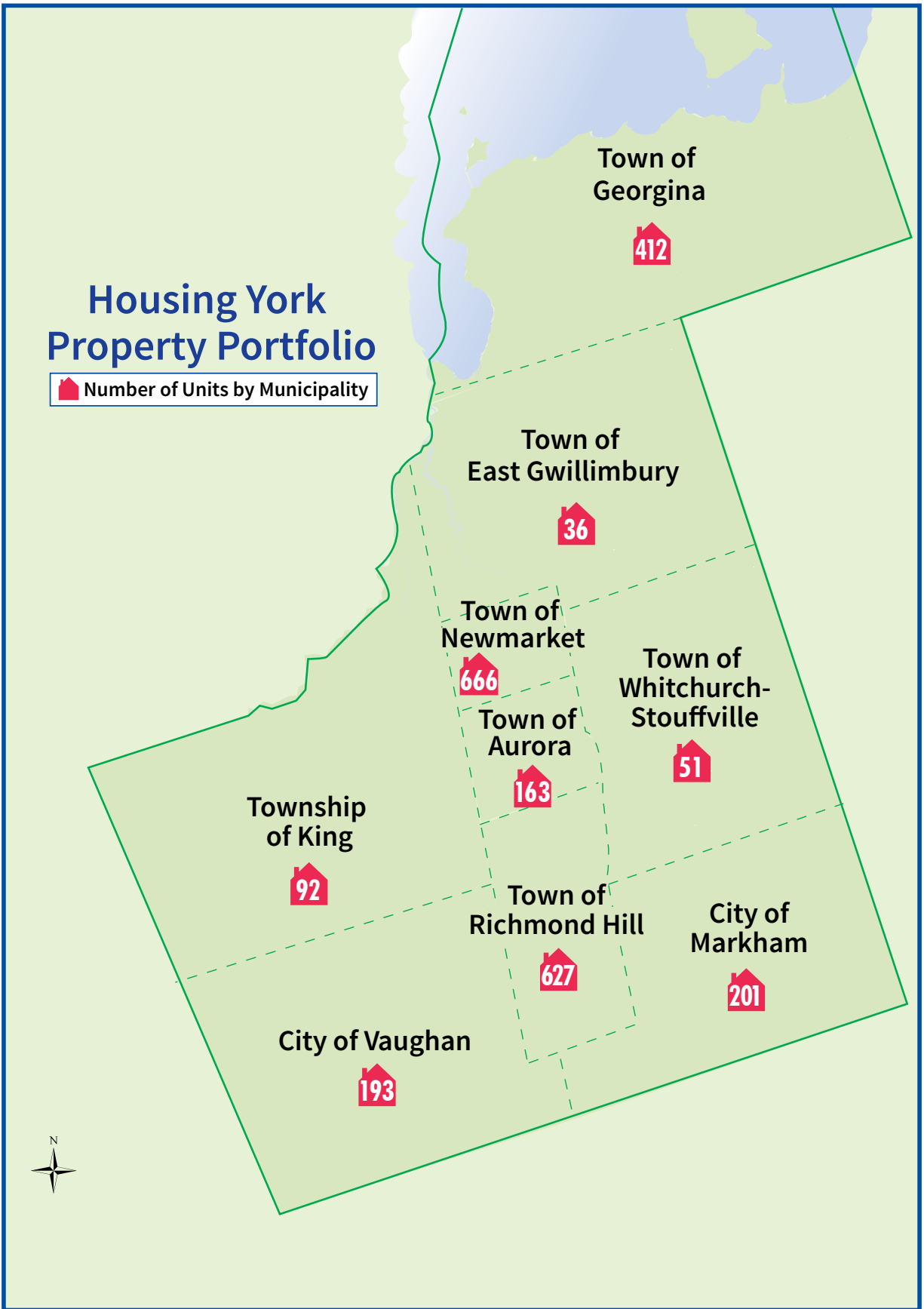
360° Kids



Tenant Profile

In 2014, Blue Willow Terrace became home for Dragan and his wife Zora. Dragan is a retired high school teacher. He is also a licensed instructor in the game of chess, volunteering to teach chess at the local library and public school. Some of the children fondly call him “deko”, meaning grandpa in his home language.

Dragan says, “Blue Willow is bright, safe, with lots of activities and it is a very important location for seniors. We are very satisfied.”



2014 Achievements

Sustaining Healthy Communities

Housing York is evolving with policies and partnerships geared at fostering safe, healthy and resilient communities. Accessible tenant communications and tenant-driven programming is part of what makes York Region's communities inclusive and enjoyable places to live.

Tenant support for a new smoke-free policy means it's time to butt out at Housing York

Housing York implemented a smoke-free policy on November 1, 2014. New leases have a no smoking provision. The policy, informed through consultation with tenants, the Tenant Reference Group and York Region Public Health, helps to create healthier communities for all. A survey was conducted of all tenants portfolio-wide, showing 80 per cent of tenants surveyed prefer to live in a smoke-free building.

Extensive staff training and ongoing communication with tenants is in place for successful implementation of the policy. Through a partnership with Public Health, information about smoking cessation resources such as toll-free helplines, reading material and workshops are available to tenants considering quitting. Smoking will be phased out gradually as new tenants move in and it will take several years before buildings are completely smoke-free.



Henry, a Building Superintendent, installs signage with no smoking reminders

Seeds of partnership success planted with Dunlop Community

The Dunlop Community Garden grew through a successful partnership between Housing York, the York Region Healthy Aging Working Group, Delmanor Elgin Mills, Seeds for Change and York Region Food Network. The vegetable, flower and butterfly gardens are grown by tenants from Dunlop Pines, Maplewood Place and Evergreen Terrace. A new community garden was also introduced at Mapleglen Residences in Vaughan, and tenants at Kingview Court, Noblevue Pines, Hadley Grange and Blue Willow Terrace have a stake in garden plots.



Community gardens at Housing York buildings are growing in popularity

Working out for health and stability

An expanded community partnership with Care First and the Victorian Order of Nurses offers exercise and fall prevention classes for tenants. Led by trained professionals and peers, tenants receive health benefits including fitness, important fall prevention tips and positive social interaction.

We're getting engaged – tenant-driven programs bloom

In 2014, Housing York supported tenant-driven initiatives including the Brayfield Spring Clean-Up, the Newmarket Road Hockey Challenge, Rose Town art classes and six community gardens. Supporting tenant-driven events and programs makes it possible for tenants to engage and interact in ways tailored to their interests and communities.

Mapleglen Residences tenants and family members enjoy the new garden



Brayfield Manors annual community clean-up event

More than **100** tenant meetings were held in 2014 to share information about building improvements, community programs and resources, gardens and new policies and plans.

In case of emergency – Housing York and tenants are ready

Housing York is focused on making sure site staff and tenants are prepared to handle emergencies. To support emergency preparedness at all buildings, in 2014 Housing York:

- Installed emergency preparedness cabinets at every site so back-up supplies are on-hand including flashlights, blankets, tools and radios
- Collected information on tenants' individual needs in an emergency to better assist in the event of an emergency
- Shared emergency planning resources at tenant meetings to create awareness and encourage individual safety plans



Elmwood Gardens tenant meeting for emergency planning awareness

GreenSaver Home Assistance Program helps keeps Housing York green (and saves money too!)

To conserve energy and lower utility bills in 2014, 350 home assessments were completed at various Housing York low-rise buildings through the *Ontario Power Authority GreenSaver Home Assistance Program*. The ongoing program funded by the Ontario Power Authority assesses refrigerators, dehumidifiers, window air conditioners, hot water tanks and lighting to determine if they should be upgraded or replaced with Energy Star® models. Through the program, 50 appliances qualified for replacement at no cost to tenants or Housing York.

Tenants better protected with new insurance policy

A tenant insurance policy was implemented to protect tenant property should an incident occur such as a flood, fire or theft. Starting November 1, 2014, new tenants are required to provide proof of valid tenant insurance at the signing of the tenancy agreement. Focus group sessions with tenants showed that 98 per cent of participants feel tenant insurance is important. Ensuring all tenants are insured may also result in a decrease in premiums for Housing York. In 2015, technology enhancements will help track the number of tenants who carry insurance.



Marilyn attends a community event held in partnership with the local fire department, sharing her experience to help promote safety awareness

The Case for Tenant Insurance

Marilyn Thompson had a kitchen fire in her North Street apartment last fall. A neighbour pulled the fire alarm and the fire department arrived quickly. Fortunately, Marilyn and her cat Misty are all right. Marilyn was also thankful her insurance company responded immediately, sending a representative to take an inventory of items needing replacement and cleaning the apartment from top to bottom.

“We don’t always consider what can be lost beyond furniture or clothing. The things we use every day really add up,” said Marilyn. “I only made one call. You just have to have insurance.”



Having fun with the Georgina Fire Department at the fire safety event



2014 Achievements

Managing Properties Effectively

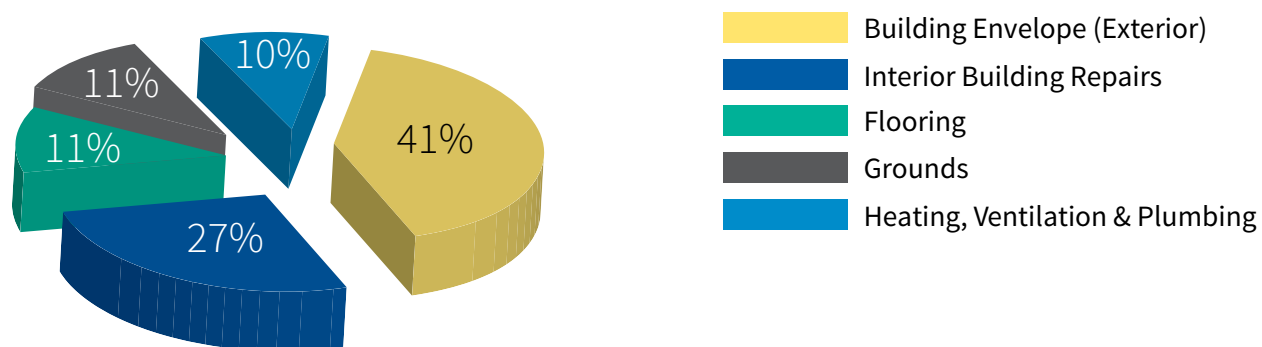
Housing York is always improving and growing. System upgrades provide better efficiency and more energy cost savings, asset maintenance ensures reliable, efficient and safe communities and new developments mean Housing York is there to meet growing community needs.

A little tender loving care goes a long way with Housing York repairs and rehabilitation

Housing York invests in rehabilitation and repairs to provide quality, safe and comfortable housing for tenants. To extend the life of buildings and assets, in 2014 rehabilitation and repair work included:

- Roofs were renewed at Rose Town, Fairy Lake and Dunlop Pines and more than 60 bathrooms and kitchens were upgraded at Springbrook Gardens and Northview Court
- All balconies and railings at Keswick Gardens received a fresh coat of paint
- 30 furnaces were upgraded at Thornhill Green
- Boilers were replaced and patios, fences and decks were renewed at Heritage East

\$3.2 Million Capital Expenditures for 2014



New technology supports long-term planning for stellar maintenance

Housing York conducted an overall analysis on its long-term asset management needs to ensure properties are well maintained. Staff have implemented new asset planning software to help analyze and plan for the optimization of assets. Preliminary 20 and 100-year capital plans were developed.

Growing, growing gone! Lakeside Residences 80 per cent leased before doors open

Housing York opened the doors to another new development in 2014 – Lakeside Residences. This is the newest Housing York community in the Town of Georgina. The building has 97 apartments – with 80 per cent rented before the doors opened, demonstrating the high demand for Housing York products and services.



Lakeside
Residences

“My heaven on earth. Thank you so much.”

~ New Tenant, Lakeside Residences

Ensuring accessibility for all with enhanced features

Housing York cares about all residents and accessibility is always top-of-mind. In 2014, further enhancement were implemented to meet *Accessibility for Ontarians with Disabilities Act* requirements including:

- Adding Braille-embossed buttons and audio messaging to elevators
- Adding grab bars in every new bathroom and roll-in showers to barrier-free units
- Extending the life of battery back-ups for exit lights during a power failure to give residents more time to evacuate in the event of an emergency

2014 Achievements

Providing User-Friendly Services

Consistent communication and engagement with tenants is key for staff to continue serving the growing and changing needs of Housing York communities.

Two-way communication with tenants keeps Housing York on track

The secret to good relationships is great communication. Housing York understands this and works hard to make sure the lines are open. Tenants have multiple ways to contact Housing York and receive information including:

- A new email address (housingyorkfeedback@york.ca) was launched to encourage and support two-way communication. The distribution list is growing with nearly 500 tenants signed-up for newsletters, property and event information and announcements.
- Customer service was enhanced by centralizing general inquiries with Access York. A dedicated resource for answering calls ensures tenants receive a live voice when contacting the office.
- New front lobby welcome signs at all Housing York buildings were added that include building contact information and emergency maintenance telephone numbers.
- Multi-language signs were offered for common services like renting the common room, requesting maintenance and repairs and recycling, thereby enhancing services for tenants with a language barrier.
- Through tenant feedback focus groups, the Tenant Reference Group provides Housing York staff with a tenant perspective of its services, communications, policies and programs.

Survey Results

A survey conducted to measure tenant satisfaction with the move-in experience at Lakeside Residences shows **92 per cent** of tenants surveyed were satisfied or very satisfied with move-in day. **90 per cent** of tenants surveyed rated the condition of their apartment when they moved in as good or excellent. **97 per cent** of tenants surveyed are currently satisfied or very satisfied with their apartment.

Tenant feedback along with survey results will help to improve future building openings and move-ins.

2014 Achievements

Strengthening Governance and Organizational Capacity

Clear operational structure and adequate staffing ensures tenants are served in an efficient and user-friendly manner, and Housing York's properties and financial assets are maintained.

A new governance framework makes Housing York even more open and responsive

A clearly defined relationship between Housing York and The Regional Municipality of York was established. Defining and documenting the relationship between York Region and Housing York increases transparency for more open and responsive governance and makes information more clear and accessible for residents.

Increasing staffing services to meet the needs of growing communities

Communities are growing and that means Housing York needs to as well. A review of staffing services was completed and two tenant services positions were added to support the growing tenant population and manage the changing needs of communities.

A Director of Program Finance and Chief Financial Officer and Director of Housing Development and Asset Strategy were also added to strengthen the management of the housing corporation's assets and finances, maintain what it has and plan for future growth.



2014 Achievements

Manage Finances Proactively

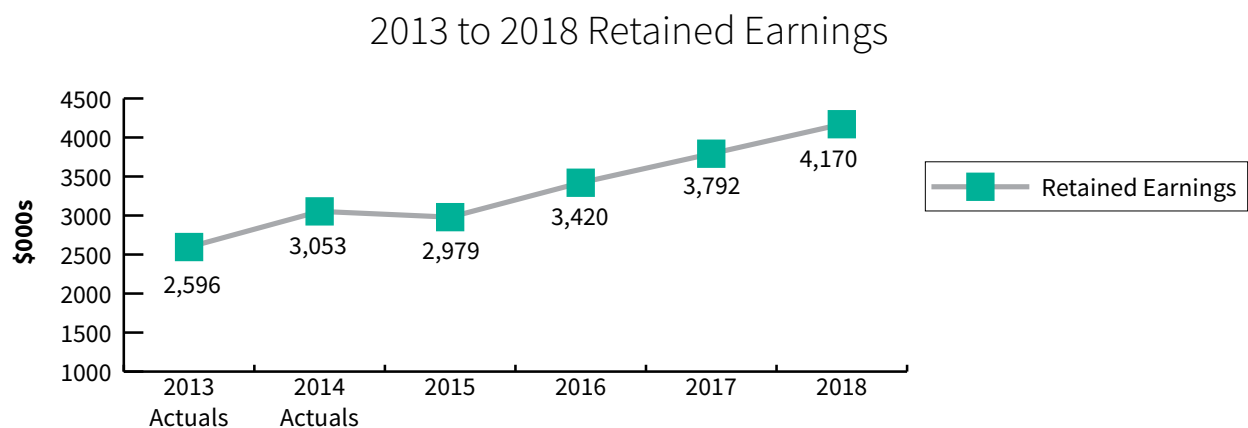
Strong financial management is critical for Housing York's success. In 2014, Housing York enhanced financial strategies to address long-term business needs.

Enhanced monitoring to track vacancy means tenants move in sooner

New monitoring tools were created to track vacancy and unit turnover costs, allowing Housing York to effectively manage unit vacancy and maximize rental revenue. Less time between vacancies allows new tenants to move in sooner.

Additional capital reserves mean safe, comfortable homes for tenants

Through the financial planning process, \$1.9 million was added to capital reserves to cover major repairs and improvements. In addition, \$457,214 was added to retained earnings to support future projects aimed at ensuring Housing York buildings remain in a good condition and offer safe, comfortable homes for tenants for the years ahead.



2014 Financial Highlights

Balance Sheet

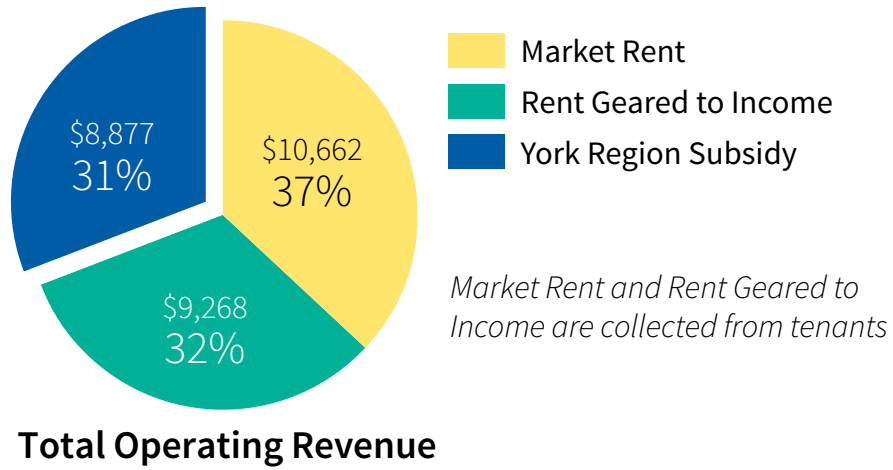
Assets	2014	2013
Current Assets	6,592,806	7,974,488
Restricted Cash and Investments	7,206,178	7,238,678
Property Holdings	150,232,624	135,327,947
	\$164,031,608	\$150,541,113
Liabilities and Equity		
Current Liabilities	33,959,246	11,391,242
Mortgages and Loans Payable	50,355,495	79,447,378
Equity:		
Reserve Fund for Capital Equipment Replacement	4,952,608	4,772,990
Other Reserves	71,711,423	52,333,881
Retained Earnings	3,052,836	2,595,622
	79,716,867	59,702,493
	\$164,031,608	\$150,541,113



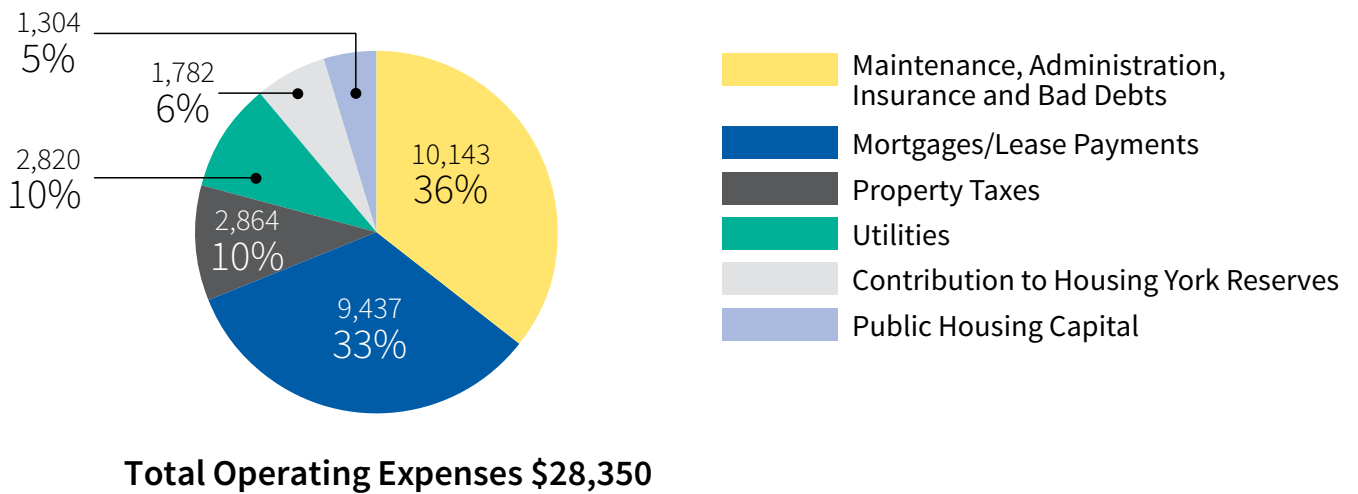
Statement of Revenue, Expenses and Retained Earnings

	2014 Actual	2013 Actual
Revenue:		
Rents and Other Operating Income	20,143,587	18,988,402
Operating Subsidies	8,663,987	7,953,431
	\$28,807,574	\$26,941,833
Expenditures		
Mortgage / Lease Payments	9,437,377	9,211,125
Administration and Maintenance	9,466,070	8,404,916
Property Taxes	2,864,464	2,681,639
Utilities	2,820,420	2,542,310
Capital	1,304,261	1,125,957
Insurance Expense	443,408	397,163
Shelter Costs	105,120	176,999
Bad Debts	52,950	58,098
	\$26,494,070	\$24,598,207
Excess of Revenue over Expenditures Before the Undernoted	2,313,504	2,343,626
Contribution to Capital Reserve	1,782,441	1,640,022
Contribution to Operations Reserve	23,700	
Excess of Revenue over Expenditures	\$507,363	\$703,604
Non Program Transactions		
Building Depreciation Expense		
Retained Earnings, beginning of year	2,595,622	1,032,469
Internal Allocations	(50,149)	859,549
Retained Earnings, end of year	\$3,052,836	\$2,595,622

2014 Revenue Mix \$000s



2014 Operating Expenses \$000s



Looking Ahead

As Housing York moves past the halfway point of implementation of its 2012 – 2016 Strategic Plan, it continues to build on the momentum of the great work already done. Upcoming work continues to meet the goals of its Strategic Plan including:

Sustaining healthy communities with programming and partnerships

Housing York continues to work with tenants and expand community partnerships with the goal to broaden the delivery of programs and services. Five seniors buildings will participate in an on-site health promotion and chronic disease prevention program.

A Community Health Framework will focus on creating partnerships with community organizations, resources and supports to enable residents to achieve housing stability. A formal process will be implemented to ensure appropriate social support is available for tenants in new buildings.

Increasing affordable units to help people stay in their community

To better meet the needs of York Region's growing senior population, Housing York will transition market-rent units into subsidized housing units at some seniors buildings, increasing affordable units to help people stay in their community.

Effective property management to meet community needs

Over the next four years new Housing York developments will increase its number of housing units by 303 and emergency beds by 37. To make this happen, in 2015, Housing York will:

- Award the design-build contract for the Woodbridge Regeneration Project – an approximately 150-unit apartment building planned to begin construction late 2016
- Open Belinda's Place – an emergency housing facility in Newmarket
- Continue construction of the Richmond Hill Housing and Community Hub
- Secure additional funding and seek opportunities to collaborate with the private sector on new ways to increase affordable housing units



Richmond Hill Housing and Community Hub

Managing finances for well-maintained homes and self-sufficient properties

Develop a retained earnings policy to guide future financial management, investment strategies and decision making.

New financial strategies will ensure assets are maintained and fiscally responsible – generating revenue to make Housing York as self-sustaining as possible.

Engaging tenants

Grow plans that help tenants become more engaged in their communities with support from the Tenant Reference Group. Tenant engagement reduces isolation and builds community pride.



Housing York Tenant Reference Group members

Property Manager, Anne Marie wishes May, a tenant at Armitage Gardens, a happy 100th birthday



Implementing system enhancements

Improve safety and security by reviewing best practices for security devices, remote access, alarm management and emergency communication and implementing system enhancements. Tenant safety is a lead priority for Housing York and tenants.

Increasing staff capacity for better services

Enhance information provided to Housing York's Board of Directors to support the rollout and evaluation of new policies with statistical data available through customized reports.

In 2015, the first full year with the renewed governance framework and staffing support, work will be done to further develop staff capacity aligned with the new organization structure, improving business performance and services for tenants.



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Accessible formats or communication
supports are available upon request

