Services That We Provide

The Regional Municipality of York is responsible for the management of Housing York Inc. The Region is the sole shareholder of the corporation. Governance is fulfilled by a Board of Directors comprised of elected municipal officials and senior Regional corporate staff.

Housing York Inc. offers many types of affordable housing options, including townhouses, low-rise and high-rise apartments. Within these buildings are a range of accommodations, including accessible units for disabled residents. Out of the 1,753 total units located in eight of the nine area municipalities there are 1,311 seniors units and 442 family/singles units.

Housing York Inc. works co-operatively with local community and supportive housing agencies to expand and enhance existing programs in our communities i.e.: Canadian Mental Health Association, Assisted Community Living, March of Dimes, summer student programs, child and adolescent camps, boys and girls club, etc.

2005 Objectives and Key Work Initiatives

Continue a Business Review of the operations of Housing York, Inc.

- Review roles and responsibilities of staff across functional areas and work towards improved workflow, new efficiencies, strong accountabilities and positioning for future growth.
- Seek opportunities to maximize the use of technology, both in property management systems, financial reporting and for asset management.
- Review purchasing practices to determine opportunities for savings and improve service delivery.
- Participate in the Social Housing Services Corporation initiative to formulate industry benchmarks in service delivery.

Continue the development and enhancement of a performance management system

- Develop relevant performance measurement targets for measuring success and identifying potential improvement opportunities.

Strengthen tenant relations, services and communications

- Increase resident knowledge regarding Housing York Inc. property services through the development and communication of policies & procedures.
- Promote tenant involvement and interest in maintaining or improving the quality of the properties and the sense of community utilizing resident meetings, collaborative problem solving and supporting community development programs.
- Complete an Accessibility Review for Housing York Inc. properties.

Pursue Energy & Recycling Initiatives

- Implement energy audit recommendations at two pilot properties.
- Complete an assessment that looks at challenges of multi-resident recycling, review of the current recycling program; investigate alternative programs and funding opportunities.

Plan and effect the successful transfer of the property known as Woodbridge Lane:

- Establish legal framework.
- Set up Property Management services.
- Provide effective communications to residents.

Outlook for 2006/2007

- Continue with energy efficiency upgrades as determined by the energy audit recommendations implemented in the pilot properties.
- Increase emergency power provisions.
- Plan for implementation of the new Provincial Funding Model which is expected to present fiscal challenges.
- Prepare for *Accessibility for Ontarians with Disabilities Act* impacts.
- Prepare for and implement the addition of Blue Willow Terrace to the Housing York Inc. portfolio.

Performance

Key Performance Indicators

Material and Services Average Annual Operating Cost Per Unit

The 27 properties comprising Housing York Inc. belong to one of three programs, Provincial Reform, Public Housing or Regional Housing Program. The financial framework surrounding the funding formulas, financing, equity, and treatment of capital expenditures are unique within each program. As a result, this efficiency indicator is normalized using direct building operating costs. For presentation and comparative purposes, materials and services operating costs are defined as building expenses related to the upkeep and maintenance of the buildings. Labour, utilities, taxes and financing costs are excluded.

Material and Services
Average Annual Operating Cost per Unit

	2003 Actual	2004 Budget	2005 Budget
Provincial Reform	$907	$934	$1071
Public Housing	$778	$808	$804
Regional Housing Program	n/a	$836	$903
HYI Average	$843	$859	$926

Unit Turn-over

As a service level indicator, unit turn over identifies the number of units where a new tenant has taken occupancy during the year versus the total number of units in the portfolio.

	2003 Actual	2004 Goal	2005 Goal
Total Number of Move-ins	207	263	255
As a percent of Total Units	12.2%	15.0%	14.3%

Tenant Arrears

Collection practices from current tenants are administered by Property Managers and follow legislative requirements from the *Tenant Protection Act* (TPA) and the *Social Housing Reform Act, 2000*. Further, a formal policy on the Collection of Tenant Accounts has been implemented and made available on the Housing York Inc. website.

Current Tenants – Rent Arrears > 30 days

Percentage of Current Tenant Arrears > 30 days / Rent Revenue:

2003 Actual	4.0%
2004 Goal	4.0%
2005 Goal	4.0%

Number of Current Tenant Accounts > $2,500 at year end:

2003 Actual	5
2004 Goal	4
2005 Goal	4

Through a partnership with the Quality Assurance Unit in the Community Services and Housing Department, former tenant arrears are collected by York Region Eligibility Review Officers.

Former Tenants–Bad Debts Accounts as a Ratio of Total Move-out Accounts

	Bad Debt Accounts	Move-outs	Ratio
2003 Actual	35	210	16.7
2004 Goal	33	216	15.3
2005 Goal	44	250	17.6

Operating Financial Summary

$000's	2003 Actual	2004 Estimate	2004 Budget	2005 Budget	2006 Outlook	2007 Outlook
Revenue						
Operating	9,983	10,340	10,397	10,260	10,568	10,885
Subsidy - York Region	3,770	4,583	4,766	5,202	5,510	6,177
Subsidy - Federal	1,319	1,319	1,319	1,319	1,319	1,319
Total Revenue	**15,072**	**16,242**	**16,482**	**16,781**	**17,397**	**18,381**
Operating Expenditures						
Operating	14,267	15,301	15,397	15,703	16,174	16,659
Public Housing Major Repair/Replacement	805	906	1,073	1,067	1,211	1,709
Total Expenditures	**15,072**	**16,207**	**16,470**	**16,770**	**17,385**	**18,368**
Operating Surplus/(Deficit)	**0**	**34**	**12**	**11**	**12**	**12**
Major Repairs/Replacement						
Provincial Reform	344	647	781	898	1,072	887
Revenue from Capital Reserve	-344	-647	-781	-898	-1,072	-887
Regional Housing	0	28	0	0	0	0
Surplus/(Deficit)	**0**	**6**	**12**	**11**	**12**	**12**
Transfer to Capital Reserve:						
Regional Housing Program	**0**	**6**	**12**	**11**	**12**	**12**

Major Repairs/Replacement Strategy Summary

Housing York Inc. continues to utilize a 10 year capital plan for each of the 27 properties to promote a strategic and planned approach to major repairs. This plan was implemented in 2004 and is focussed exclusively on equipment replacement and rehabilitation of the buildings.

Major Repairs/Replacement Planning Expenditures

$000's	2003 Actual	2004 Estimate	2004 Budget	2005 Budget	2006 Outlook	2007 Outlook
Planned Expenditures						
Roofing	285	41	77	140	30	95
Building	502	530	708	1087	1526	1319
Energy Conservation	0	0	50	0	0	0
Elevator	5	384	438	22	224	430
Electrical	11	64	19	65	81	49
Equipment	51	36	34	27	39	234
Grounds	118	389	423	525	178	291
Life Safety Systems	70	21	6	10	2	33
Heating & Ventilation	107	20	86	74	50	118
Painting	0	3	12	15	155	27
Plumbing	0	92	0	0	0	0
Total Major Repairs/ Replacement Plan	1,149	1,581	1,854	1,964	2,283	2,596

The following table identifies major repairs/replacement projects greater than $50,000 during the period 2005 – 2007 by municipality and property.

Major Repairs/Replacement Planning Expenditures

2005 – 2007 Major Repairs/Replacement Projects > $50,000

$000's

Municipality	Property	Description	2005	2006	2007
Aurora	Hadley Grange	Carpet Replacement – common areas		50	
	57 Orchard Hts. Blvd., Aurora	Bathroom Upgrade			183
	55 Orchard Hts. Blvd., Aurora	Parking Lot Expansion		50	
	55 Orchard Hts. Blvd., Aurora	Bathroom Upgrade			70
Georgina	Mulock Village	Partial Driveway Resurfacing/Catch Basin Repairs			50
	Keswick Gardens	Painting Balcony Railing, Doors & Brackets		70	
	Glenwood Mews	Roof Replacement (Phase III)	50		
	Glenwood Mews	Site Upgrade	75		
	Glenwood Mews	Window, Patio Door & Entrance Door Replacement		250	
	Glenwood Mews	Siding Upgrade		50	
	Glenwood Mews	Kitchen Upgrade			160
	37 North St., Sutton	Bathroom Upgrade			120
	190 Church St., Keswick	Window Upgrade			100
	190 Church St., Keswick	Elevator Upgrade			150
King	90 Dew St., King City	Kitchen Upgrade		115	
	90 Dew St., King City	Connection to Town Sewage System			50
	48 Wilsen Rd., Nobleton	Kitchen Upgrade	85		
Newmarket	Heritage East	Asphalt Parking Upgrade – Phase II	50		
	Heritage East	Fridge Replacement			75
	Heritage East	Front Façade Re-design			75
	Brayfield Manors	Roof Replacement – Phase I	50		
	Brayfield Manors	Site Drainage Upgrade	80		
	Brayfield Manors	Roof re-shingling			50
	540 Timothy St., Newmarket	Balcony Railing Upgrade	60		
	540 Timothy St., Newmarket	Elevator Upgrade		210	
Richmond Hill	Springbrook Gardens	Fridge Replacement			65
	Rosetown	Elevator Machine Room Cladding/Parapet Masonry		100	
	Rosetown	Balcony Masonry Repairs		85	
	78 Dunlop St., Richmond Hill	Bathroom Upgrade	200		
	78 Dunlop St., Richmond Hill	Balcony Railing Upgrade			50
	76 Dunlop St., Richmond Hill	Bathroom Upgrade	200		
	76 Dunlop St., Richmond Hill	Balcony Railing Upgrade			50
	71 Dunlop St., Richmond Hill	Bathroom Upgrade		252	
	71 Dunlop St., Richmond Hill	Window-Door Upgrade			160
	71 Dunlop St., Richmond Hill	Elevator Upgrade			280
Stouffville	325 Elm Rd., Stouffville	Parking Lot Expansion & Resurfacing	120		
	325 Elm Rd., Stouffville	Bathroom Upgrade		155	
	325 Elm Rd., Stouffville	Make-up air Unit Upgrade			50
Total Major Repairs/Replacement projects > $50,000			970	1,387	1,738
Total Major Repairs/Replacement projects < $50,000			994	896	858
Total Major Repairs/Replacement Budget			**1,964**	**2,283**	**2,596**

Capital Replacement Reserve Fund Summary

The Provincial Reform capital replacement reserve fund is currently invested under the Social Housing Service Corporation mandatory pooled investment program. While a variable rate of return is expected, an investment yield of three percent is assumed for the budget and outlook years.

For presentation purposes this table consolidates the results of two replacement reserves into one chart; however the funds are actually managed according to program rules. This became effective with the 2004 estimate and subsequent years as a result of implementing Armitage Gardens in the portfolio.

$000's	**2003 Actual**	**2004 Budget**	**2004 Estimate**	**2005 Budget**	**2006 Outlook**	**2007 Outlook**
Provincial Reform and Regional Housing Programs						
Balance, Beginning of Year	5,593	5,837	5,663	5,605	5,337	4,901
Transfer In from Operating-Provincial Reform	418	432	431	445	458	472
Transfer In from Operating-Regional	0	12	6	11	12	12
Annual Investment Income	170	175	152	174	166	152
Additional Subsidy Funding	0	0	0	0	0	0
Annual Capital Expenditures	-344	-781	-647	-898	-1072	-887
Net Activity for the Year	244	-174	-58	-268	-436	-251
Balance, End of Year	5,837	5,663	5,605	5,337	4,901	4,650