



# 2011 Annual Report





## Message from the Chair

On behalf of the Greater Sudbury Housing Corporation Board Members and Staff, I am pleased to present our 2011 Annual Report which summarizes our core business activities and operations over the past year, and highlights some significant milestones and achievements.

The mandate of the Greater Sudbury Housing Corporation is to provide safe, clean, and affordable rent-g geared-to-income housing for households and individuals in need. We believe that affordable housing is essential to our success as a community and improves the social, environmental, and economic well-being of families in our city. A safe, healthy, and affordable place to live is the cornerstone and foundation for people in our community to escape poverty and homelessness.

The enactment of the Housing Services Act 2011 has created a new framework for affordable housing and homelessness services wherein Service Managers are given new powers and flexibility in the development of local rules and community based planning in the delivery of affordable housing and homelessness services. People in need of affordable housing will soon have access to a more flexible, coordinated, and supportive system that is community based and focused on people first.

It is within this new framework that our organization will continue to develop partnerships with community agencies that provide services and support for individuals and families with special needs, including persons coping with mental illness, victims of family violence, and seniors.

In addition to providing our core property management services, we will continue to work with the City of Greater Sudbury and with our community partners in providing services and support to build healthy, sustainable and inclusive neighbourhoods.

In closing, on behalf of my fellow Board Members I would like thank all GSHC staff for their dedication, commitment and hard work over the past year and we congratulate them on their many achievements.

Alex Fex, Chairperson  
Greater Sudbury Housing Corporation

# GSHC Board of Directors



Greater Sudbury Housing Corporation (GSHC) owns, manages and operates a portfolio of 1,848 rent-geared-to-income units made up of a variety of housing styles and bedroom sizes, ranging from single detached bungalows to large high rise buildings. We are also responsible for the administration of rent subsidies through the rent-geared-to-income program and for administration of the City of Greater Sudbury's Rent Supplement Program.



The activities of the Greater Sudbury Housing Corporation are governed by a local, community-based Board of Directors. The 2011 Board of Directors consisted of:

- Mr. Alex Fex, Chair
- Ms. Brigitte Sobush, Vice Chair
- Mr. Joe Cimino, City of Greater Sudbury
- Mr. Ron Dupuis, City of Greater Sudbury
- Mr. Joseph Bradbury
- Mr. Richard Picard
- Ms. Debra Sylvestre



The Greater Sudbury Housing Corporation consists of 47 full time staff and 5 building attendants. Our core business functions and activities are delivered through four departments: Tenant Services, Maintenance Services, Construction and Technical Services and Finance and Administration.



## GSHC Management and Staff

### Senior Management

Mr. Robert Sutherland, General Manager  
 Mr. Mark Scarfone, Acting General Manager  
 Mr. Richard Munn, Manager of Technical Services  
 Mr. Dan Saumur, Manager of Maintenance Services  
 Ms. Tuija Conlon, Manager of Finance & Administration  
 Ms. Kim Plante, Manager of Tenant Services  
 Ms. Kim MacKinnon, Executive Assistant

### Tenant Services Staff

Ms. Paula Croteau, Property Manager  
 Ms. Chantal Normand, Property Manager  
 Ms. Francine MacMillan, Property Manager  
 Ms. Marcelle Dubois, PM Support Worker  
 Ms. Deborah Marion, PM Support Worker  
 Ms. Penny McLean, PM Support Worker  
 Ms. Brigitte Bangs, PM Clerk  
 Ms. Karen Cardinal, PM Clerk  
 Ms. Erin Coupal, PM Clerk  
 Ms. Suzette Pellerin, PM Clerk  
 Ms. Sarah Grabau, PM Clerk  
 Ms. Melissa Chicoine, Receptionist  
 Ms. Stephanie McKerral-Doyon, Receptionist

### Technical Services Staff

Mr. Nick Dominelli, Technologist  
 Ms. Vilya Pawlowski, Purchasing Clerk

### Maintenance Services Staff

Mr. Chris Bellissimo, Maintenance Supervisor  
 Mr. Lynn Senecal, Maintenance Supervisor  
 Ms. Martine Lewis, Maintenance Clerk  
 Ms. Lorna Munro, Maintenance Clerk  
 Mr. Peter McLean, Repairperson  
 Mr. Darrell McTierman, Repairperson  
 Mr. Stephen Kendall, Repairperson  
 Mr. Justin Tugwood, Repairperson  
 Mr. Richard Davis, On-Site Custodian  
 Mr. Matt Jones, On-Site Custodian  
 Mr. John Marion, On-Site Custodian  
 Mr. Michael O'Neill, On-Site Custodian  
 Mr. Leo Romain, On-Site Custodian  
 Mr. David Sajnovic, On-Site Custodian  
 Mr. Jesse Killeen, On-Site Custodian  
 Mr. David Levesque, Off-Site Custodian  
 Mr. Bruce Mohns, Off-Site Custodian  
 Mr. Bob Swearegen, Off-Site Custodian

### Finance and Administrative Staff

Ms. Laurianne Frappier, Payroll & Admin Clerk  
 Ms. Joelle Lalonde, Accounts Payable Clerk  
 Ms. Nathalie Lewis, Cashier  
 Ms. Cheryl Rogers, Cashier

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# Year In Review

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The following provides a brief description of the program responsibilities for each department and a summary of our achievements and accomplishments.

## Tenant Services

The Tenant Services Department is responsible for the administration of all landlord and tenant issues including vacant unit allocation, lease signing, internal waiting list management, adherence to the GSHC lease, annual income reviews, rent-geared-to-income rent calculations, monthly rent adjustments and eligibility reviews, safety and security, and residential tenancy matters.

- Housed over 430 new households from the CGS wait list;
- Completed over 2,400 annual household income reviews;
- Performed over 6,400 rent calculations based on changes in household income;
- Convened 167 Internal Review Hearings;
- Provided professional property management services for other housing providers;
- Enhanced on-site security services;
- Enhanced video surveillance and building security;
- Updated, revised and implemented new security services contract;
- Produced and circulated a semi-annual tenant newsletter;
- Implemented a new financial and property management software;
- Created several new community partnerships and supported new tenant community groups (see Page 10 — Community Partners).

## Maintenance Services

The Maintenance Department is responsible for the administration and delivery of the day to day maintenance program for our entire portfolio including vacant unit preparation, general building cleaning, repairs and maintenance, snow removal, summer grounds work, emergency response, fire safety, preventative maintenance, pest control management, health & safety, waste management and recycling, and site maintenance.

- Completed over 10,000 tenant requests for maintenance services;
- Responded to 980 after hours emergency calls;
- Expanded our pest control management program;
- Performed unit inspections and preventative maintenance in all 1,848 units;
- Provided timely completion of repairs and maintenance of units upon move out;
- Revised and updated our Health & Safety Program;
- Completed all tenant fire safety meetings;
- Reviewed and updated building fire safety plans;
- New member of CGS Emergency Management Advisory Panel;
- Revised and updated Health & Safety Program.

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# Year In Review

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## Construction and Technical Services

The Technical Services Department is responsible for ongoing assessment of the condition of our entire housing portfolio and for the development and implementation of both long-term and short-term capital plan strategies to properly maintain our assets. This department is also responsible for water and energy conservation initiatives and our renewable energy initiatives. Annual funding to implement our capital works plan is 2.31 million. With these funds a wide variety of work was completed throughout our housing portfolio. Major Projects included:

### **\$ 333,000 — Roofing and Attic Insulation 1960 Paris**

Structural repairs, new roofing, insulation upgrades and new soffit and fascia at our townhouse units on Paris Street.

### **\$382,000 — Site Work Restoration 1052 Belfry**

Complete restoration of the parking area and sidewalks at our 101 unit senior's building on Belfry Street including the addition of parking spaces.

### **\$342,000 — Basement Repairs and Waterproofing**

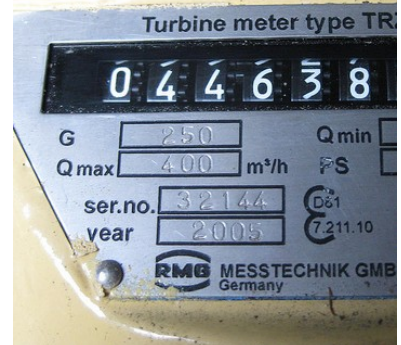
Basement repairs and waterproofing were done at two of our townhouse complexes – 241 Second Avenue N (Birkdale Village) and 159 Louis Street. Work also included replacement of weeping tile systems and site work upgrades.

### **\$97,000 — Gas Meter Consolidation**

This work consists of the removal of individual gas meters at three of our townhouse complexes – Ryan Heights, Place Hurtubise and McCormack Court. Individual meters are not required, since tenants do not pay heating costs. These meters are being replaced with a single bulk meter per block, which eliminates most of the gas meter charges of approximately \$20 per month. This will reduce the number of meters from 332 to 43, saving the GSHC almost \$70,000 annually. Work is continuing on our remaining properties, which will yield additional savings of \$45,000 annually.

### **\$147,000 — Basement Insulation**

There were 31 townhouse units at 159 Louis Street with no basement wall insulation. This project added stud walls with R20 insulation to these exterior walls. This job was part of ongoing energy conservation initiatives we are undertaking.



# Financial Overview

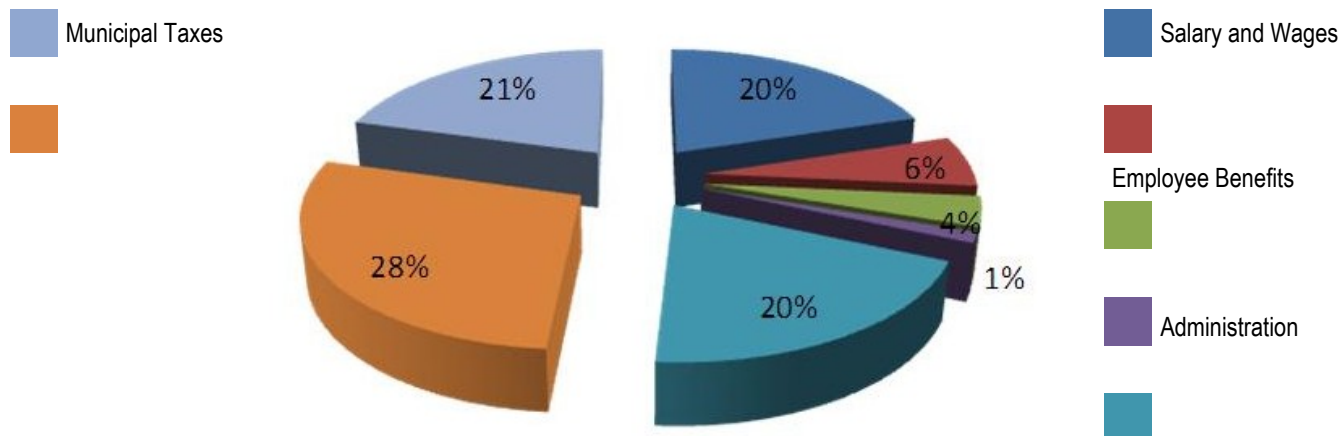
During 2011 revenue derived from rent charges continued to decline from previous years and was \$200,000 under budget. Our successes in reducing bad debts and increasing other revenues helped to mitigate the loss in rental revenue.

At the same time, on the property maintenance and operating expense side, we experienced increases in costs associated with new challenges in the area of pest control, increased security needs, and increased demands of waste removal. Salary, Wages and Administration expenses were managed to help reduce total expenditures to meet our net bottom line in operating accounts. Our water and energy conservation initiatives and the favourable weather patterns in 2011 helped us realize under spending in Utilities.

GSHC was slightly under budget in operating accounts on a net bottom line basis in 2011.

Account	2011 Budget	2011 Actual	2010 Actual
<b>Revenue</b>	7,100,000	6,961,776	7,003,449
<b>Expenses</b>			
Salary & Wages	2,652,171	2,517,747	2,315,159
Employee Benefits	862,713	801,622	763,821
Administration	495,000	465,010	525,651
Transportation & Communications	150,000	161,450	159,637
Recurring	2,325,000	2,465,653	2,466,155
Utilities	3,618,496	3,524,816	3,363,925
Municipal Taxes	2,641,309	2,585,538	2,504,749
<b>Total Expenses</b>	<b>12,744,689</b>	<b>12,521,836</b>	<b>12,099,097</b>
<b>Net Operating</b>	5,644,689	5,560,060	5,095,648
Total Transfer to (from) Reserves		<b>84,629</b>	<b>125,643</b>
<b>Capital Expenditures</b>	2,310,000	2,420,361	2,132,092
Transfer to (from) Reserves		<b>(110,361)</b>	<b>177,908</b>
<b>Rent Supplement Program</b>	2,692,809	2,773,280	2,750,250
Transfer to (from) Reserves		<b>(80,471)</b>	<b>(92,010)</b>

## 2011 Actual Expenses



# Energy Conservation and Renewable Energy



We actively seek out opportunities to conserve energy within our housing portfolio and new opportunities to supplement our energy needs with renewable energy.

In 2011, GSHC was successful in applying for and receiving \$1.23 million of funding from the Renewable Energy Initiative and installed solar photovoltaic systems on four of our apartment buildings located in Lively, Chelmsford, Capreol, and Hanmer.

Two of these systems have been approved under the Provincial Government's Feed-in-Tariff (FIT) program, which will pay the GSHC \$0.713 for every kWh of power that we generate for a guaranteed period of 20 years. Once all four systems are connected to the grid the total annual revenue will be approximately \$100,000.

In any given year the GSHC expends approximately 30% of our total operating budget on energy costs. The age, construction style, and relative inefficiency of our buildings make this a challenging matter to address. Despite these challenges, we are taking an aggressive approach to reducing our net energy requirements in a number of ways such as:

- Upgrading of attic R values by blowing in new insulation;
- Increasing insulation levels in our flat roofs as they are replaced;
- Properly insulating piping and hot water storage tanks to reduce heat loss;
- Insulating exterior concrete basement walls;
- Replacing aging equipment with energy efficient alternatives;
- Upgrading residential gas furnaces to higher efficiency models;
- Changing hot water heating boilers to high efficiency units;
- Replacing old or damaged heating radiators to increase heating efficiency;
- Retrofitting all property common areas to new fluorescent fixtures with high-efficiency electronic ballasts;
- Changing all exit lights to new, high-efficiency LED fixtures;
- Bulk purchasing compact fluorescent bulbs to replace conventional incandescent bulbs.



# Community Partners



**Louis Street**  
Community Association



**Red Cross**



**I am Watching**

Although Greater Sudbury Housing Corporation's primary mandate is to provide safe, affordable housing for people in need, we continue to work in partnership with tenants, neighbourhood organizations, community groups and other agencies in an effort to build strong, healthy communities. This past year GSHC:

- Partnered with VON Canada & Canadian Red Cross by providing office space to deliver Assisted Living for High Risk Seniors in a service hub area;
- Supported the creation of a 720 Bruce Avenue tenant association group;
- Partnered with the Louis Street Community Group and NOAH;
- Supported the Zone 30 Community Mobilization Strategy;
- Worked co-operatively with CGS Police Services in neighbourhood security initiatives;
- Partnered with Tim Hortons and CGS Police in the Give a Kid a Bike Program;
- Continued to support a community policing store front office at 720 Bruce Avenue;
- Supported the development of a Louis Street Community Garden;
- Partnered with City of Greater Sudbury Leisure Services in tenant access to GSC playground programs;
- Worked with the Sudbury and District Health in providing Seniors' Fall Prevention Programs

Other Community Partners we work with on a regular basis include:

- Police Community Response Teams
- CGS Fire and EMS Services
- Food Shed & Community Gardens
- CGS By Law Enforcement
- Canadian Mental Health Association
- CGS Community Development Department
- Social Planning Council
- NRCAN
- Heritage Fund
- EarthCare
- Senior's Round Table

# Looking Forward

Our operating environment in 2012 and beyond will be impacted by many of the same factors as with other organizations in the public and private sectors. This will be challenging and we will explore creative, innovative, and cost effective ways to manage increasing program costs while keeping our commitment to provide the best possible service for our tenants.

At the same time, over the next year the framework for affordable housing in our community will be changing as the Service Manager develops local rules and community based planning in the delivery of affordable housing and homelessness services. We will continue to devote attention to strengthening our relationships with tenant groups and community partners as we work together in building healthy neighbourhoods.

We recognize our responsibility to devote attention to environmental initiatives in the areas of waste management and diversion, water conservation, and energy conservation, in an effort to reduce costs and reduce our impact on the environment.

We believe we have an interesting and exciting future ahead. We look forward to working with the City of Greater Sudbury and other stakeholders as we move toward the common goal of providing safe, clean, affordable housing for residents of the City of Greater Sudbury.

Respectfully submitted,  
Greater Sudbury Housing Corporation





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HOUSING CORPORATION

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