



SPECIAL CITY COUNCIL AGENDA

Special City Council Meeting
Tuesday, May 7, 2019
Tom Davies Square - Committee Room C-11

MAYOR BRIAN BIGGER, CHAIR

3:00 p.m. COMMITTEE ROOM C-11

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MOMENT OF SILENT REFLECTION

ROLL CALL

DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

Resolution to temporarily suspend the rules of procedure of the City of Greater Sudbury Procedure By-law 2019-50 for the portion of the Special City Council meeting of May 7, 2019 that relates to those matters on the Greater Sudbury Housing Corporation portion of the agenda. (Requires Two-Thirds Majority.)
(RESOLUTION PREPARED)

GREATER SUDBURY HOUSING CORPORATION ANNUAL GENERAL MEETING

GREATER SUDBURY HOUSING CORPORATION ANNUAL GENERAL MEETING

5 - 39

1.0 CALL TO ORDER

2.0 DECLARATIONS OF PECUNIARY INTEREST

3.0 WELCOME AND INTRODUCTIONS - Barb Dubois, Director of Housing Operations

4.0 APPOINTMENT OF CHAIR AND VICE CHAIR

**5.0 APPROVAL OF MINUTES OF THE ANNUAL GENERAL MEETING
OF MAY 29, 2018**

**6.0 PRESENTATION AND ADOPTION OF THE 2018
AUDITED FINANCIAL STATEMENTS - KPMG**

7.0 APPOINTMENT OF AUDITORS

8.0 2019 ANNUAL REPORT

9.0 2019 BUDGET

**10.0 TO TRANSACT SUCH FURTHER OR OTHER BUSINESS AS MAY
PROPERLY COME BEFORE THE MEETING**

11.0 ADJOURNMENT

ADJOURNMENT



RÉUNIONS EXTRAORDINAIRES DU CONSEIL MUNICIPAL

ORDRE DU JOUR

Réunion des Réunions extraordinaires du Conseil municipal

7 mai 2019

Place Tom Davies - Salle de comité C-11

MAYOR BRIAN BIGGER, PRÉSIDENT(E)

15 h SALLE DE RÉUNION C-11

Les réunions du Conseil de la Ville du Grand Sudbury et de ses comités sont accessibles et sont diffusés publiquement en ligne et à la télévision en temps réel et elles sont enregistrées pour que le public puisse les regarder sur le site Web de la Ville à l'adresse <https://agendasonline.greatersudbury.ca>.

Sachez que si vous faites une présentation, si vous prenez la parole ou si vous vous présentez sur les lieux d'une réunion pendant qu'elle a lieu, vous, vos commentaires ou votre présentation pourriez être enregistrés et diffusés.

En présentant des renseignements, y compris des renseignements imprimés ou électroniques, au Conseil municipal ou à un de ses comités, vous indiquez que vous avez obtenu le consentement des personnes dont les renseignements personnels sont inclus aux renseignements à communiquer au public

Vos renseignements sont recueillis aux fins de prise de décisions éclairées et de transparence du Conseil municipal en vertu de diverses lois municipales et divers règlements municipaux, et conformément à la *Loi de 2001 sur les municipalités*, à la *Loi sur l'aménagement du territoire*, à la *Loi sur l'accès à l'information municipale et la protection de la vie privée* et au *Règlement de procédure* de la Ville du Grand Sudbury.

Pour obtenir plus de renseignements au sujet de l'accessibilité, de la consignation de vos renseignements personnels ou de la diffusion en continu en direct, veuillez communiquer avec le Bureau de la greffière municipale en composant le 3-1-1 ou en envoyant un courriel à l'adresse clerks@grandsudbury.ca.

MOMENT DE SILENCE

APPEL NOMINAL

DÉCLARATION D'INTÉRÊTS PÉCUNIAIRES ET LEUR NATURE GÉNÉRALES

Résolution suspendant temporairement les règles de procédure du Règlement de procédure 2019-50 de la Ville du Grand Sudbury pour la partie de la réunion extraordinaire du Conseil municipal prévue pour le 7 mai 2019 relativement aux questions sur la partie de l'ordre du jour portant sur la Société de logement du Grand Sudbury. (Nécessite la majorité des deux tiers.)

RÉSOLUTION PRÉPARÉE)

SOCIÉTÉ DE LOGEMENT DU GRAND SUDBURY

SOCIÉTÉ DE LOGEMENT DU GRAND SUDBURY

5 - 39

1.0 OUVERTURE DE LA RÉUNION

2.0 DÉCLARATIONS D'INTÉRÊT PÉCUNIAIRE

3.0 MOT DE BIENVENUE ET PRÉSENTATIONS - Barb Dubois, Directeur des opérations de logement

4.0 NOMINATION DU PRÉSIDENT ET DU VICE-PRÉSIDENT

5.0 APPROBATION DU PROCÈS-VERBAL DE L'ASSEMBLÉE GÉNÉRALE ANNUELLE TENUE LE 29 MAI 2018

6.0 PRÉSENTATION ET ADOPTION DES ÉTATS FINANCIERS AUDITÉS DE 2018 - KPMG

7.0 NOMINATION DES VÉRIFICATEURS

8.0 RAPPORT ANNUEL 2018

9.0 BUDGET 2019

10.0 DÉLIBÉRATIONS SUR TOUTE QUESTION DÉJÀ PRÉSENTÉE OU TOUTE AUTRE QUESTION CORRECTEMENT PRÉSENTÉE À LA RÉUNION

11.0 CLÔTURE

LEVÉE DE LA SÉANCE

For Information Only

GREATER SUDBURY HOUSING CORPORATION ANNUAL GENERAL MEETING

Presented To:	Special City Council
Presented:	Tuesday, May 07, 2019
Report Date	Tuesday, Apr 23, 2019
Type:	Greater Sudbury Housing Corporation Annual General Meeting

Resolution

For Information Only

Signed By

No signatures or approvals were
recorded for this report.



AGENDA

ANNUAL GENERAL MEETING

TO BE HELD ON TUESDAY, MAY 7, 2019 AT 3:00 P.M.

IN ROOM C11, TOM DAVIES SQUARE, 200 BRADY STREET, SUDBURY, ON

#	Item
1.0	CALL TO ORDER
2.0	DECLARATIONS OF PECUNIARY INTEREST
3.0	WELCOME AND INTRODUCTIONS – Barb Dubois
4.0	APPOINTMENT OF CHAIR AND VICE CHAIR
5.0	APPROVAL OF MINUTES OF THE ANNUAL GENERAL MEETING OF MAY 29, 2018
6.0	PRESENTATION AND ADOPTION OF 2018 AUDITED FINANCIAL STATEMENTS - KPMG
7.0	APPOINTMENT OF AUDITORS
8.0	2018 ANNUAL REPORT
9.0	2019 BUDGET
10.0	TO TRANSACT SUCH FURTHER OR OTHER BUSINESS AS MAY PROPERLY COME BEFORE THE MEETING
11.0	ADJOURNMENT

Note: Staff members are present at the convenience of the Chair and Shareholder to assist with the proceedings and respond to any questions from the Shareholder.



MINUTES

ANNUAL GENERAL MEETING

HELD AT 3:00 PM ON TUESDAY, MAY 29, 2018

IN ROOM C-11, TOM DAVIES SQUARE, 200 BRADY STREET, SUDBURY ON

IN ATTENDANCE:

CITY OF GREATER SUDBURY COUNCILLORS / GSHC SHAREHOLDER

Mr. Brian Bigger	- Mayor
Ms. Evelyn Dutrisac	- Councillor
Mr. Robert Kirwan	- Councillor
Mr. Rene Lapierre	- Councillor
Mr. Mike Jakubo	- Councillor
Mr. Al Sizer	- Councillor
Mr. Fern Cormier	- Councillor
Ms. Lynne Reynolds	- Councillor
Ms. J. Landry-Altmann	- Councillor

ATTENDING IN A GSHC STAFF CAPACITY:

Mr. Mark Scarfone	- Chief Executive Officer
Ms. Nicole Piquette	- Chief Financial Officer
Mr. Richard Munn	- Manager of Capital Planning and Asset Management
Ms. Kim Plante	- Manager of Tenant Services
Ms. Kim MacKinnon	- Executive Assistant (Recording Secretary)

GSHC BOARD MEMBERS:

Mr. Richard Picard	- Chair
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AUDITOR:

Mr. Derek D'Angelo	- KPMG
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1.0 CALL TO ORDER

Richard Picard, Board Chair, called the Greater Sudbury Housing Corporation Shareholder's Annual General Meeting to order.

2.0 DECLARATION OF PECUNIARY INTEREST

There was no declaration of pecuniary interest stated at this time.

3.0 WELCOME AND INTRODUCTIONS – Richard Picard, Board Chair

R. Picard, Board Chair, welcomed councillors, staff and visitors to the meeting and introduced GSHC's Board Members and Senior Staff.

**4.0 APPROVAL OF MINUTES OF THE ANNUAL SHAREHOLDER'S MEETING
May 9, 2017**

Motion #AGM – 2018 – 01

Moved by Councillor Kirwan and seconded by Councillor Reynolds:

“RESOLVED THAT the Minutes of the Annual General Meeting of the Greater Sudbury Housing Corporation held on May 9, 2017 be adopted as circulated.”

CARRIED

5.0 PRESENTATION AND ADOPTION OF THE 2017 AUDITED FINANCIAL STATEMENTS

Mr. Derek D'Angelo of KPMG introduced himself and presented the audited financial statements for the year ending December 31, 2017.

There were no questions with regard to the financial statements or audit presentation.

Motion #AGM – 2018– 02

Moved by Councillor Reynolds and seconded by Councillor Kirwan:

“BE IT RESOLVED THAT the Greater Sudbury Housing Corporation Audited Financial Statements for 2017 be accepted as presented.”

CARRIED

6.0 APPOINTMENT OF AUDITORS AT THE DIRECTION OF THE SHAREHOLDER

Motion #AGM – 2018 – 03

Moved by Councillor Kirwan and seconded by Councillor Reynolds:

WHEREAS the City of Greater Sudbury Shareholder's Declaration requires that the Greater Sudbury Housing Corporation's Auditor be appointed by the Shareholder;

BE IT RESOLVED THAT the Greater Sudbury Housing Corporation's Auditor for 2018 be as duly appointed by the Shareholder.”

CARRIED

7.0 ANNUAL REPORT

Mark Scarfone, Chief Executive Officer gave a brief overview of the Greater Sudbury Housing Corporation's Annual Report for 2017. A brief question and answer period was held afterwards.

8.0 TO TRANSACT SUCH FURTHER OR OTHER BUSINESS AS MAY PROPERLY COME BEFORE THE MEETING

There was no other comments or business brought forth at the 2017 Annual General Meeting.

9.0 ADJOURNMENT

Motion #AGM – 2018 – 04

Moved by Councillor Reynolds and seconded by Councillor Kirwan:

“BE IT RESOLVED THAT there be no further business to bring before the Shareholder, the Annual General Meeting of the Greater Sudbury Housing Corporation is adjourned.”

CARRIED

Chair

Vice Chair

Greater Sudbury Housing Corporation
10 Elm Street, 4th Floor, Suite 401, Sudbury, ON P3E 4P6

Financial Statements of

**GREATER SUDBURY
HOUSING CORPORATION**

Year ended December 31, 2018

DRAFT



KPMG LLP
Claridge Executive Centre
144 Pine Street
Sudbury Ontario P3C 1X3
Canada
Telephone (705) 675-8500
Fax (705) 675-7586

INDEPENDENT AUDITORS' REPORT

To the Board of Directors of Greater Sudbury Housing Corporation

Opinion

We have audited the financial statements of Greater Sudbury Housing Corporation (the Entity), which comprise:

- the statement of financial position as at December 31, 2018
- the statement of operations for the year then ended
- the statement of changes in net financial assets for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at December 31, 2018, and its results of operations, its change in net financial assets and its cash flows year then ended in accordance with the basis of accounting in note 1 to the financial statements.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "***Auditors' Responsibilities for the Audit of the Financial Statements***" section of our auditors' report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Basis of Presentation and Restriction on Use

These financial statements have not been, and were not intended to be, prepared in accordance with Canadian public sector accounting standards and are solely for the information and use of the Board of Directors of the Greater Sudbury Housing Corporation and the City of Greater Sudbury to comply with accounting policies as specified by the Greater Sudbury Housing Corporation's Municipal Service Manager. These financial statements are not intended to be, and should not be, used by anyone other than the specified users or for any other purpose.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Entity's to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation



- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

In our opinion, these financial statements present fairly, in all material respects, the financial position of Greater Sudbury Housing Corporation as at December 31, 2018 and its results of operations, changes in net financial assets and its cash flows for the year then ended in accordance with the basis of accounting in note 1 to the financial statements.

Chartered Professional Accountants, Licensed Public Accountants

Sudbury, Canada

May 7, 2019

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GREATER SUDBURY HOUSING CORPORATION

Statement of Financial Position

December 31, 2018, with comparative information for 2017

	2018	2017
Financial Assets		
Cash	\$ 1,627,785	\$ 1,165,000
Restricted cash (note 2)	1,089,328	1,069,614
Tenant accounts receivable	93,281	94,664
Other accounts receivable	550,140	401,354
Advances from City of Greater Sudbury (note 3)	780,356	1,306,823
	4,140,890	4,037,455
Financial Liabilities		
Accounts payable and accrued liabilities	1,976,270	1,400,999
Accrued payroll and employee benefits	223,342	210,624
Tenant prepaid rents	233,743	187,858
	2,433,355	1,799,481
Net financial assets	1,707,535	2,237,974
Non-financial assets:		
Prepaid expenses	296,190	261,871
Share capital:		
Authorized:		
Unlimited common shares		
Issued:		
100 common shares	1	1
Commitments (note 6)		
Accumulated surplus (note 5)	\$ 2,003,726	\$ 2,499,846

See accompanying notes to financial statements.

On behalf of the Board:

_____ Board Member

_____ Board Member

GREATER SUDBURY HOUSING CORPORATION

Statement of Operations

Year ended December 31, 2018, with comparative information for 2017

	Budget	Total	Total
	2018	2018	2017
Revenue:			
Rental	\$ 6,927,948	\$ 7,287,625	\$ 6,886,011
Maintenance recoveries	155,500	228,521	202,272
Sundry	244,296	446,869	430,411
Interest	18,000	71,579	38,717
Management services	133,967	133,967	158,743
City of Greater Sudbury:			
Local housing subsidy	10,627,207	10,627,203	10,264,145
Regular Rent Supplement Program			
administration fee	78,200	78,200	78,200
Strong Communities Rent Supplement Program	10,680	440,772	456,493
Special Capital Projects	-	2,318,998	1,679,722
	18,195,798	21,633,734	20,194,714
Expenses:			
Capital	2,768,630	5,193,142	3,677,669
Salaries and benefits	4,349,256	4,132,137	4,006,535
Utilities (note 7)	3,698,200	3,689,151	3,453,992
Rent Supplement Program	3,227,023	3,564,610	3,524,028
Property maintenance and operations (note 8)	2,755,216	3,146,694	2,619,135
Administration (note 8)	695,208	584,078	668,481
Bad debts	253,000	383,561	405,262
Tenant services	210,995	272,232	168,967
Transportation and communication	238,270	224,029	218,684
Loss on disposal of pooled investment fund	-	-	15,994
	18,195,798	21,189,634	18,758,747
Excess of revenue over expenses	\$ -	\$ 444,100	\$ 1,435,967

See accompanying notes to financial statements.

GREATER SUDBURY HOUSING CORPORATION

Statement of Changes in Net Financial Assets

Year ended December 31, 2018, with comparative information for 2017

	2018	2017
Excess of revenue over expenses	\$ 444,100	\$ 1,435,967
Change in prepaid expenses	(34,319)	2,563
Return 2017 surplus to City of Greater Sudbury	(940,220)	-
Change in net financial assets	(530,439)	1,438,530
Net financial assets, beginning of year	2,237,974	799,444
Net financial assets, end of year	\$ 1,707,535	\$ 2,237,974

See accompanying notes to financial statements.

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GREATER SUDBURY HOUSING CORPORATION

Statement of Cash Flows

Year ended December 31, 2018, with comparative information for 2017

	2018	2017
Cash provided by:		
Operating activities:		
Excess of revenue over expenses	\$ 444,100	\$ 1,435,967
Changes in non-cash working capital items:		
Decrease in tenant accounts receivable	1,383	143,504
Increase in other accounts receivable	(148,786)	(54,472)
Decrease (increase) in advances from City of Greater Sudbury	526,467	(1,215,804)
Increase in accounts payable and accrued liabilities	575,271	369,169
Increase (decrease) in accrued payroll and employee benefits	12,718	(24,662)
Increase in tenant prepaid rents	45,885	6,847
Decrease (increase) in prepaid expenses	(34,319)	2,563
Net change in operating activities	1,422,719	663,112
Investing activities:		
Change in pooled investment fund	-	530,927
Net change in investing activities	-	530,927
Financing activities:		
Return 2017 surplus to City of Greater Sudbury	(940,220)	-
Net change in investing activities	(940,220)	-
Decrease in cash during the year	482,499	1,194,039
Cash, beginning of year	2,234,614	1,040,575
Cash, end of year	\$ 2,717,113	\$ 2,234,614
Cash is represented by:		
Restricted cash	\$ 1,089,328	\$ 1,069,614
Cash	1,627,785	1,165,000
	\$ 2,717,113	\$ 2,234,614
Supplementary information:		
Interest received	\$ 71,579	\$ 38,717

See accompanying notes to financial statements.

GREATER SUDBURY HOUSING CORPORATION

Notes to Financial Statements

Year ended December 31, 2018

Greater Sudbury Housing Corporation ("the Corporation") was incorporated under the Ontario Business Corporations Act on December 14, 2000. Its principal activity is the provision of socially assisted housing for the City of Greater Sudbury.

The Corporation is a municipal corporation pursuant to paragraph 149(1)(d.5) of the Income Tax Act (Canada) and is, therefore, exempt from income taxes, having met certain requirements of the Income Tax Act (Canada).

1. Summary of significant accounting policies:

(a) Basis of accounting:

These financial statements have been prepared in accordance with the significant accounting policies set out below to comply with the policies as determined by the Corporation's Municipal Service Manager, the City of Greater Sudbury. The basis of accounting used in these financial statements materially differs from Canadian public sector accounting standards because:

- i) capital assets purchased and betterments which extend the estimated life of an asset, are expensed in the statement of operations in the year the expenditure is incurred rather than being capitalized on the statement of financial position and amortized over their estimated useful lives (see schedule 2). Tangible capital asset additions are capitalized in the schedule of tangible capital assets only if they exceed a \$50,000 threshold; and
- ii) inventory of parts and supplies are expensed in the statement of operations in the year the expenditure is incurred.

(b) Cash and restricted cash:

Cash and restricted cash include cash on hand and demand deposits that are readily convertible into known amounts of cash and subject to insignificant risk of change in value.

(c) Prepaid expenses:

Prepaid expenses are charged to expenses over the periods expected to benefit from them.

GREATER SUDBURY HOUSING CORPORATION

Notes to Financial Statements

Year ended December 31, 2018

1. Summary of significant accounting policies (continued):

(d) Capital assets:

Capital assets are stated at cost, less accumulated amortization, and are amortized based on the estimated useful life of each individual component on a straight-line basis over the following periods:

High-rise residential units:	
Interior, exterior and roof	20 years
Structure	50 years
Electrical	30 years
Mechanical	25 years
Site improvements	15 years
Multi-residential units	20 years
Single-family residential houses	20 years
Equipment and vehicles	10 years

(e) Accumulated surplus:

Certain amounts, as approved by the Board of Directors, are set aside in accumulated surplus for future operating and capital purposes. Transfers to/from funds and reserves are an adjustment to the respective fund when approved.

The accumulated surplus consists of the following:

- Operating reserve:

This reserve is not restricted and may be utilized for the operating activities of the Corporation as approved by the Service Manager.

- Capital reserve:

This reserve is restricted and can only be used for capital projects that have been approved by the Board of Directors and as approved by the Service Manager.

- Rent supplement reserve:

This reserve is restricted and can only be used for expenses related to the Rent Supplement Program as approved by the Service Manager.

(f) Subsidy refundable:

The local housing subsidy is recognized based on the approved fiscal allocation by the City of Greater Sudbury. Subsidies may be recovered by the City of Greater Sudbury based on an annual reconciliation performed subsequent to year-end. The recoveries are reported in the year of recovery as an adjustment to local housing subsidy revenue.

GREATER SUDBURY HOUSING CORPORATION

Notes to Financial Statements

Year ended December 31, 2018

1. Summary of significant accounting policies (continued):

(g) Revenue recognition:

Revenues are recognized in the year in which the transactions or events occurred that gave rise to the revenues. All revenues are recorded on an accrual basis, except when the accruals cannot be determined with a reasonable degree of certainty or when their estimation is impracticable.

Local housing subsidy revenue from the City of Greater Sudbury is recognized in the period in which the events giving rise to the government transfer have occurred as long as: the transfer is authorized; the eligibility criteria, if any, have been met except when and to the extent that the transfer gives rise to an obligation that meets the definition of a liability for the recipient government; and the amount can reasonably be estimated. Funding received under a funding arrangement, which relates to a subsequent fiscal period and the unexpended portions of contributions received for specific purposes, is reflected as deferred revenue in the year of receipt and is recognized as revenue in the period in which all the recognition criteria have been met.

Rental revenue is recognized as revenue during the month of occupancy by members.

Management services revenue is recognized when the service has been performed and collectability is reasonably assured.

(h) Expenses:

Expenses are reported on an accrual basis. The cost of all goods consumed and services received during the year is expensed.

(i) Budget figures:

Budget figures have been provided for comparison purposes and have been derived from the budget approved by the Board of Directors.

(j) Use of estimates:

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and the disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Items requiring the use of significant estimates include the valuation allowances for tenant accounts receivable and other accounts receivable.

Estimates are based on the best information available at the time of preparation of the financial statements and are reviewed annually to reflect new information as it becomes available. Measurement uncertainty exists in these financial statements. Actual results could differ from those estimates.

GREATER SUDBURY HOUSING CORPORATION

Notes to Financial Statements

Year ended December 31, 2018

2. Restricted cash:

Under the terms of the service manager agreement, the Corporation is required to restrict cash for specific purposes as follows:

	2018	2017
Operating reserve	\$ 491,203	777,180
Rent supplement reserve	297,695	292,420
Capital reserve	300,430	14
	<u>\$ 1,089,328</u>	<u>1,069,614</u>

3. Advances from City of Greater Sudbury:

The advances are comprised of the following:

	2018	2017
Social Housing Apartment Improvement Program	\$ 821,958	—
Social Housing Apartment Retrofit Program	—	680,760
Social Housing Improvement Program	—	625,713
Operating subsidy	—	350
Homelessness Overpayment	(182)	—
Director of Operations salary	(41,420)	—
	<u>\$ 780,356</u>	<u>1,306,823</u>

GREATER SUDBURY HOUSING CORPORATION

Notes to Financial Statements

Year ended December 31, 2018

4. Tangible capital assets:

Pursuant to a transfer order made under the Social Housing Reform Act, all assets, liabilities, rights and obligations with respect to the provincially operated local housing authority were transferred from Ontario Housing Corporation to the Corporation, effective January 1, 2001. The transfer included all social housing units including land and buildings, but did not include the associated debentures.

Street Address	Other Name	Units
Cabot/Burton/Hearne	Cabot Park	88
3553 Montpellier, Chelmsford	The Rosemount	41
1950 Lasalle Boulevard	Place Hurtubise	106
744 Bruce Street	Ryan Heights	150
1960 B Paris Street	401 Rumball Terrance	204
1960 A Paris Street	201 Rumball Terrance	101
1052 Belfry Street	Eddie Lapierre Building	101
1920 Paris Street	The Towers	101
27 Hanna Street, Capreol	Dennie Court	20
Catherine and Maplewood Streets, Garson		3
720 Bruce Avenue	The Balmoral	251
Charette Street, Chelmsford		8
O'Neill Drive, Garson		6
241 Second Avenue North	Birkdale Village	70
1778 LaSalle Boulevard	Keewatin Court	30
1200 Attlee Avenue	McCormack Court	76
159 Louis Street	Fournier Gardens	127
Charlotte and Gaudette Streets, Chelmsford		20
166 Louis Street		50
1528 Kennedy Street		20
155 Lapointe Street, Hanmer	Place Royale	27
35 Spruce Street, Garson	Spruce Villa	24
240 B Street, Lively		26
242 Colonial Court	Colonial Court	12
St. Onge Street, Chelmsford		6
1655 and 1676 Havenbrook Drive		12
715 Burton Avenue		20
491 Camelot Drive	Carmichael Village	42
Scattered units		63
Scattered units		43
		1,848

In addition, two parcels of vacant land, which currently do not have any buildings on them, were also transferred to the Corporation.

GREATER SUDBURY HOUSING CORPORATION

Notes to Financial Statements

Year ended December 31, 2018

5. Accumulated surplus:

	Operating Reserve	Capital Reserve	Rent Supplement Reserve	Total 2018	Total 2017
Balance, beginning of year	\$ 1,221,579	905,853	372,414	2,499,846	1,063,879
Excess of revenue over expenses	241,564	104,305	98,231	444,100	1,435,967
Return 2017 surplus to City of Greater Sudbury	(444,374)	(415,853)	(79,993)	(940,220)	—
Approved transfer to capital reserve	(300,000)	300,000	—	—	—
Balance, end of year	\$ 718,769	894,305	390,652	2,003,726	2,499,846

At year-end, three projects were not completed as part of the 2018 Approved Capital Program. Approximately \$488,800 of the Capital Reserve will be required to complete the work.

6. Commitments:

The Corporation provides certain employee benefits, which will require funding in future years, and which are not accrued. The value of unaccrued vacation as at December 31, 2018 totals \$58,430 (2017 - \$57,487).

The Corporation enters into various non-cancellable contracts in the ordinary course of business. Payments for these contracts are contractual obligations as scheduled per each agreement. Commitments for minimum payments in relation to non-cancellable contracts as at December 31, 2018 are as follows:

No later than one year	\$ 2,338,975
Later than one year and no longer than five years	1,891,721
	\$ 4,230,696

The Corporation is involved in certain litigation and claims from time to time, which are in the normal course of business. The Corporation records accruals that reflect management's best estimate of any potential liability relating to these claims. In the opinion of management, the Corporation has reasonable arguments to defend against these claims and none would result in an additional liability that would have a significant adverse effect on the Corporation's financial position. However, the Corporation cannot predict with certainty the final outcome of these matters. No accrual has been made as at December 31, 2018 (2017 - \$Nil) for any of these claims.

GREATER SUDBURY HOUSING CORPORATION

Notes to Financial Statements

Year ended December 31, 2018

7. Utilities:

Utilities expense comprises the following:

	2018	2017
Electricity	\$ 904,927	\$ 983,509
Fuel	1,535,141	1,305,086
Gas hot water tank rental	158,919	145,116
Water	1,090,164	1,020,281
	<u>\$ 3,689,151</u>	<u>\$ 3,453,992</u>

8. Insurance:

Administration expense includes \$75,635 (2017 - \$76,914) of insurance expense and property maintenance and operations expense includes \$254,905 (2017 - \$288,243) of insurance expense.

9. Financial risks and concentration of credit risk:

Credit risk:

Credit risk refers to the risk that a counterparty may default on its contractual obligations resulting in financial loss. The Corporation is exposed to credit risk with respect to the tenant receivables, other receivables, cash and pooled investment fund.

The Corporation assesses, on a continuous basis, tenant receivables and other receivables and provides for any amounts that are not collectible in the allowance for doubtful accounts. The maximum exposure to credit risk of the Corporation at December 31, 2018 is the carrying value of these assets.

The carrying amount of tenant and other receivables is valued with consideration for an allowance for doubtful accounts. The amount of any related impairment loss is recognized in the income statement. Subsequent recoveries of impairment losses related to tenant and other receivables are credited to the income statement. The balance of the allowance for doubtful accounts as at December 31, 2018 is \$385,400 (2017 - \$210,000).

10. Comparative information:

Certain 2017 comparative information have been reclassified to conform with the presentation adopted in 2018.

GREATER SUDBURY HOUSING CORPORATION

Schedule of Operations

Schedule 1

Year ended December 31, 2018

	Operating		Capital		Rent Supplement Program		Total	
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual
Revenue:								
Rental	\$ 6,927,948	7,287,625	-	-	-	-	6,927,948	7,287,625
Maintenance recoveries	155,500	228,521	-	-	-	-	155,500	228,521
Sundry revenue	244,296	237,466	-	209,403	-	-	244,296	446,869
Interest	18,000	51,864	-	-	-	-	18,000	51,864
Management services	133,967	133,967	-	-	-	-	133,967	133,967
City of Greater Sudbury:								
Local Housing subsidy	4,631,554	4,631,550	2,768,630	2,768,630	3,227,023	3,227,023	10,627,207	10,627,203
Regular Rent Supplement Program administration fee	78,200	78,200	-	-	-	-	78,200	78,200
Strong Communities Rent Supplement Program	10,680	10,231	-	-	-	430,541	10,680	440,772
Special Capital Projects	-	-	-	2,318,998	-	-	-	2,318,998
	12,200,145	12,659,424	2,768,630	5,297,031	3,227,023	3,657,564	18,195,798	21,614,019
Expenses:								
Capital	-	-	2,768,630	5,193,142	-	-	2,768,630	5,193,142
Salaries and benefits	4,349,256	4,132,137	-	-	-	-	4,349,256	4,132,137
Utilities	3,698,200	3,689,151	-	-	-	-	3,698,200	3,689,151
Rent Supplement Program	-	-	-	-	3,227,023	3,564,610	3,227,023	3,564,610
Property maintenance and operations	2,755,216	3,146,694	-	-	-	-	2,755,216	3,146,694
Administration	695,208	584,078	-	-	-	-	695,208	584,078
Bad debts	253,000	383,561	-	-	-	-	253,000	383,561
Tenant services	210,995	272,232	-	-	-	-	210,995	272,232
Transportation and communication	238,270	224,029	-	-	-	-	238,270	224,029
	12,200,145	12,431,882	2,768,630	5,193,142	3,227,023	3,564,610	18,195,798	21,189,634
Excess of revenue over expenses before undernoted	-	227,542	-	103,889	-	92,954	-	424,385
Interest on reserve funds	-	14,022	-	416	-	5,277	-	19,715
Excess of revenue over expenses	\$ -	241,564	-	104,305	-	98,231	-	444,100

GREATER SUDBURY HOUSING CORPORATION

Schedule 2

Schedule of Tangible Capital Assets

Year ended December 31, 2018, with comparative information for 2017

Cost:

	High-rise Residential Units			Multi-residential Units		Single-family Residential Units		Equipment & Vehicles		Total
	Land	Site Improvements	Buildings	Land	Buildings	Land	Buildings	Furniture & Equipment	Vehicles	
Balance, January 1, 2017	\$ 2,180,550	7,851,077	21,342,978	2,853,550	40,062,976	4,155,000	13,345,459	709,116	329,912	92,830,618
Additions	-	532,208	1,654,105	-	475,032	-	-	-	50,778	2,712,123
Balance, December 31, 2017	2,180,550	8,383,285	22,997,083	2,853,550	40,538,008	4,155,000	13,345,459	709,116	380,690	95,542,741
Additions	-	927,774	2,309,212	-	883,671	-	-	-	67,443	4,188,100
Balance, December 31, 2018	\$ 2,180,550	9,311,059	25,306,295	2,853,550	41,421,679	4,155,000	13,345,459	709,116	448,133	99,730,841

Accumulated amortization:

	High-rise Residential Units			Multi-residential Units		Single-family Residential Units		Equipment & Vehicles		Total
	Land	Site Improvements	Buildings	Land	Buildings	Land	Buildings	Furniture & Equipment	Vehicles	
Balance, January 1, 2017	\$ -	3,851,324	11,273,447	-	27,123,111	-	9,251,938	709,116	329,912	52,538,848
Amortization	-	541,145	860,299	-	2,019,853	-	667,274	-	2,539	4,091,110
Balance, December 31, 2017	-	4,392,469	12,133,746	-	29,142,964	-	9,919,212	709,116	332,451	56,629,958
Amortization	-	332,717	927,922	-	2,053,820	-	667,274	-	41,441	4,023,174
Balance, December 31, 2018	\$ -	4,725,186	13,061,668	-	31,196,784	-	10,586,486	709,116	373,892	60,653,132

Carrying amounts:

	High-rise Residential Units			Multi-residential Units		Single-family Residential Units		Equipment & Vehicles		Total
	Land	Site Improvements	Buildings	Land	Buildings	Land	Buildings	Furniture & Equipment	Vehicles	
At December 31, 2017	\$ 2,180,550	3,990,816	10,863,337	2,853,550	11,395,044	4,155,000	3,426,247	-	48,239	38,912,783
At December 31, 2018	2,180,550	4,585,873	12,244,627	2,853,550	10,224,895	4,155,000	2,758,973	-	74,241	39,077,709

Summary:

	Land	Site Improvements	Buildings	Furniture & Equipment	Vehicles	Total
Balance, beginning of year	\$ 9,189,100	8,383,285	76,880,550	709,116	380,690	95,542,741
Additions	-	927,774	3,192,883	-	67,443	4,188,100
Amortization	-	(4,725,186)	(54,844,938)	(709,116)	(373,892)	(60,653,132)
Balance, end of year	\$ 9,189,100	4,585,873	25,228,495	-	74,241	39,077,709



Greater Sudbury
Housing Corporation



2018

ANNUAL REPORT





Greater Sudbury Housing Corporation (GSHC)

The GSHC was incorporated under the Ontario Business Corporations Act (OBCA), on December 14, 2000, by the Province of Ontario as part of its local services restructuring initiative with the City of Greater Sudbury (CGS) as its sole shareholder.

In September 2018, the transition of the GSHC to a quasi-independent operating model was approved. This model transferred the administrative component of the corporation to the municipality while leaving the assets within the GSHC. Greater Sudbury Housing Operations (GSHO) is the newest division in the Community Development Department.

As a social housing provider, the GSHC operates under the Housing Services Act and any other rules determined by the CGS as the legislatively designated Consolidated Municipal Service Manager (Service Manager) responsible for the funding and administration of affordable housing within its jurisdiction.

The GSHC provides rent-gear-to-income housing to all types of households including family, seniors, singles, and people with special needs. The vast majority of the tenant population is comprised of low income households.

The GSHC portfolio consists of 1,848 rental units and is made up of a variety of housing styles and bedrooms sizes, ranging from single detached bungalows to large high-rise buildings. Specifically, the GSHC owns:

- 6 high-rise buildings containing 766 rental units
- 8 townhouse complexes containing 547 rental units
- 17 smaller apartment buildings containing 294 rental units
- 241 rental units consisting of single family, semi-detached and duplex dwellings

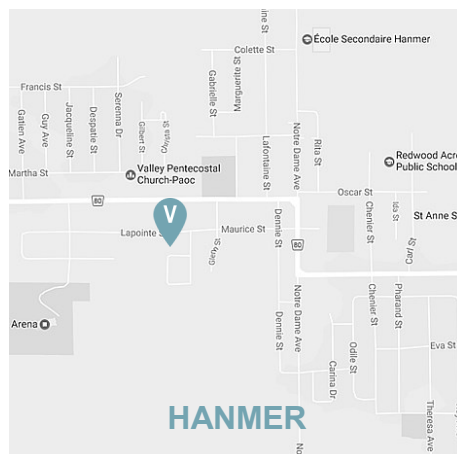
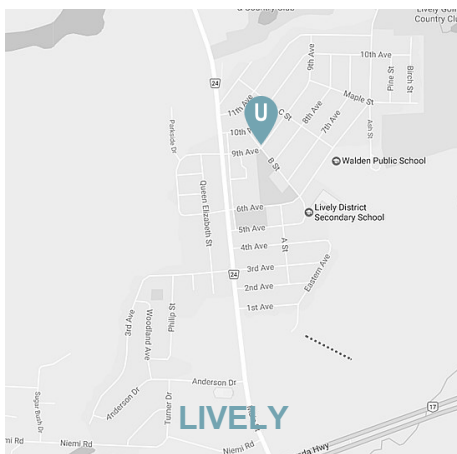
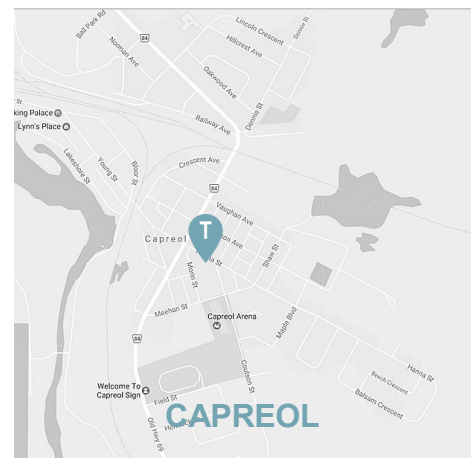
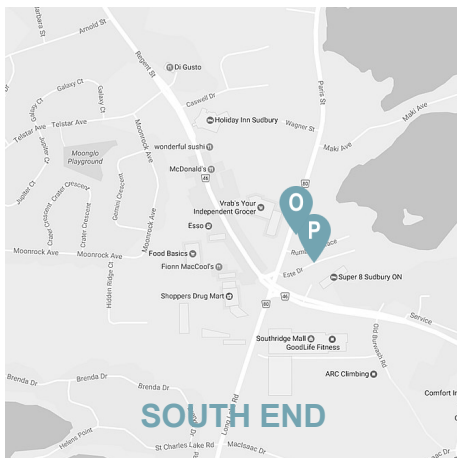
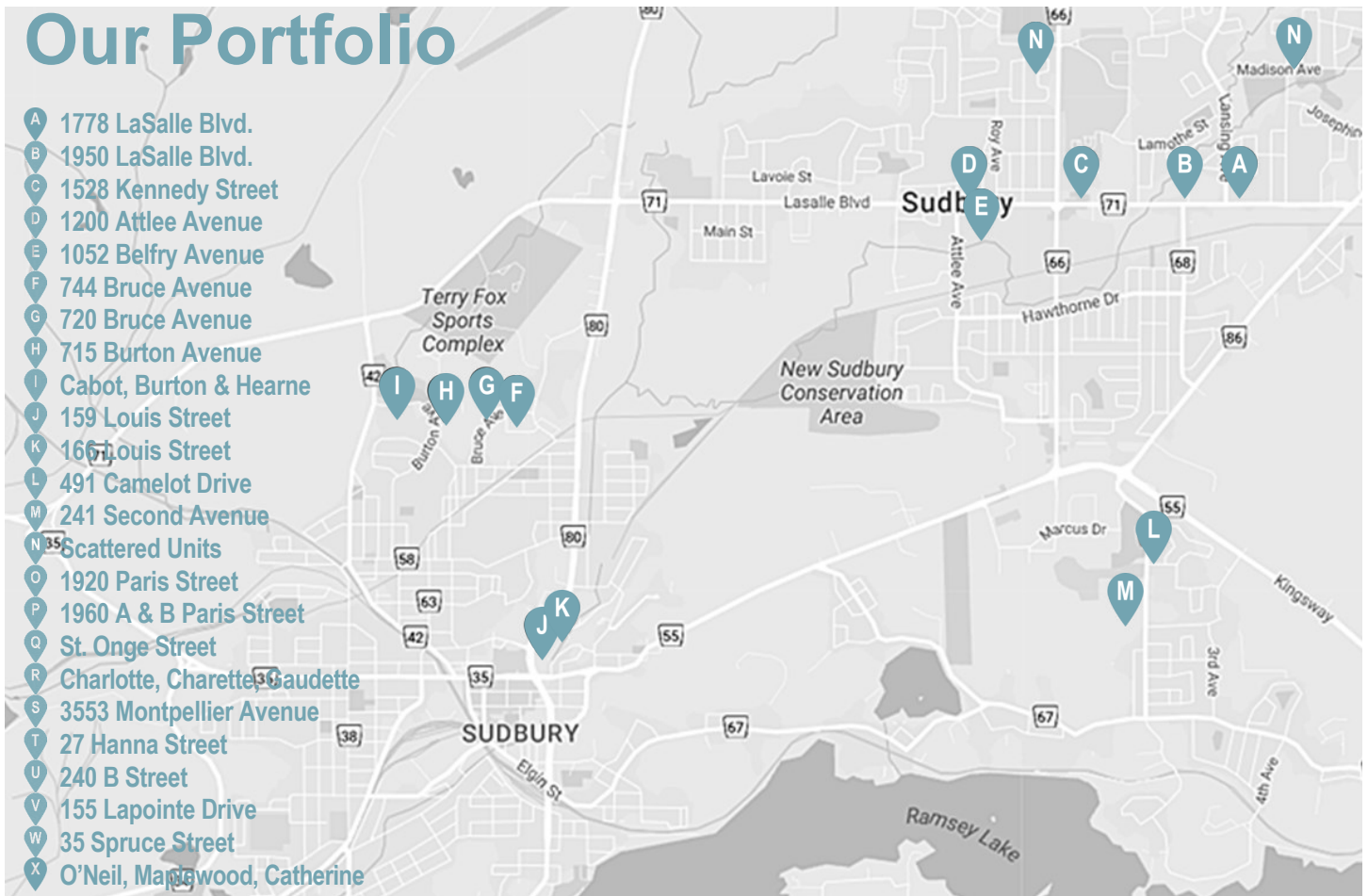
This can be broken down further by bedroom size:

- 778 one bedroom units
- 353 two bedroom units
- 511 three bedroom units
- 161 four bedroom units
- 45 five bedroom units

All of these buildings were built by the Province of Ontario through the Ontario Housing Corporation between 1963 and 1978. The average age of the properties is currently 46 years.

Our Portfolio

- A 1778 LaSalle Blvd.
- B 1950 LaSalle Blvd.
- C 1528 Kennedy Street
- D 1200 Attlee Avenue
- E 1052 Belfry Avenue
- F 744 Bruce Avenue
- G 720 Bruce Avenue
- H 715 Burton Avenue
- I Cabot, Burton & Hearne
- J 159 Louis Street
- K 1661 Louis Street
- L 491 Camelot Drive
- M 241 Second Avenue
- N Scattered Units
- O 1920 Paris Street
- P 1960 A & B Paris Street
- Q St. Onge Street
- R Charlotte, Charette, Gaudette
- S 3553 Montpellier Avenue
- T 27 Hanna Street
- U 240 B Street
- V 155 Lapointe Drive
- W 35 Spruce Street
- X O'Neil, Maplewood, Catherine



Financial Overview

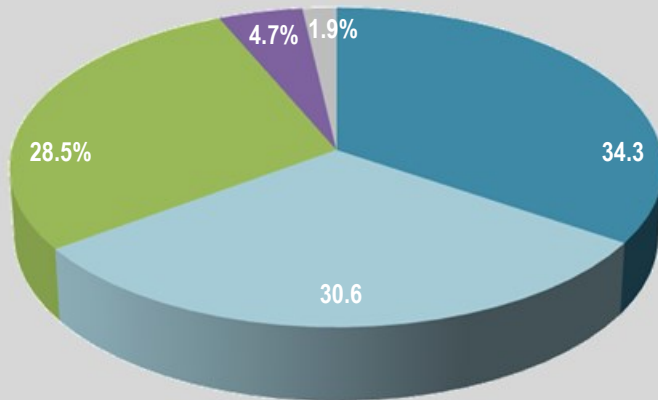
Overall, GSHC was successful in delivering its services and managing its operations within 2% of its operating budget and generated a surplus of approximately \$227,000, primarily as a result of an increase in rental revenues.

Revenues were \$459,000 over budget. Rental revenues increased by 6% (compared to an average increase of 0.3% from 2012 to 2017). The increase is the result of a rise in the average occupied rent per unit, which can be attributed to an increase in the percentage of tenants with earned benefits and an increase in the number of households at market rents due to a loss of subsidy. Vacancy loss remained relatively stable compared to the prior year.

Operating Expenditures, excluding bad debt, were over budget by \$101,000. Salaries and Benefits were under budget by \$217,000 as a result of unanticipated leaves and delays in staffing vacant positions. Administration and Transportation cost were under budget by \$125,000. Utilities came in on budget. Maintenance of aging infrastructure and an increased demand for security services resulted in overspending of \$443,000.

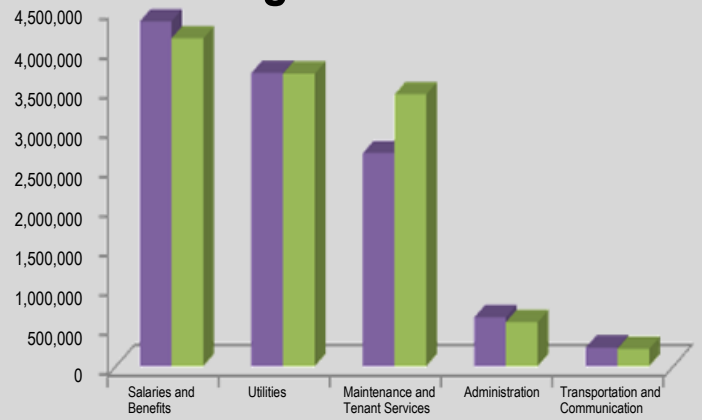
Bad Debt was \$131,000 over budget mainly due to the unrealizable value of revenues for households at market rent due to loss of subsidy.

Operating Expenditures

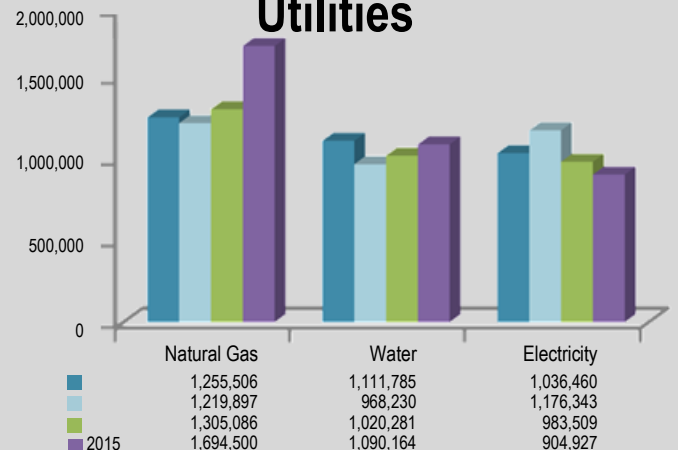


	Budget	Actuals
Salaries and Benefits	\$4,349,256	\$4,132,137
Utilities	\$3,698,200	\$3,689,151
Maintenance and Tenant Services	\$2,966,211	\$3,418,926
Administration	\$ 695,208	\$ 584,078
Transportation and Communication	\$ 283,270	\$ 224,029

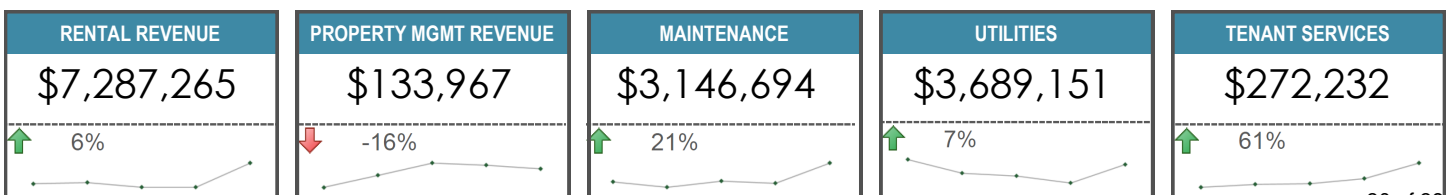
Budget to Actual



Utilities



Per Year Comparative and Five Year Trend





Tenant
Households

Tenant Services

Multi Use Centre - 1960 Paris Street

The Multi Use Centre, located at 1960 Paris Street was re-opened for business in 2018. Partner agencies such as Our Children Our Future, Better Beginnings Better Futures, and the Social Planning Council of Sudbury utilized the facility to host events.

A Christmas party, the Fair Food Market and the Community Gardens are examples of the events that were held to bring the community together for family fun.



47%
Families

Little Free Libraries

Greater Sudbury Housing Corporation (GHSC) worked closely with a representative from the National Reading Campaign to recommend properties for the installation of the Little Free Libraries. Three libraries were installed on GHSC properties. The libraries were located at Ryan Heights, 744 Bruce Avenue; Fournier Gardens, 159 Louis Street and Rumball Terrace, 1960 Paris Street.

Little Free Libraries are small, birdhouse-like structures, where people can take or leave books free of charge. Our tenants have found these mini libraries to be a positive step in the support of their children's love of reading.



17%
Seniors



36%
Singles





18,593
Completed
Work Orders



9.8 days
Average Work Order
Completion Time



376
Units Prepared for
Rental after Move Out



25.5 days
To Prepare a Unit for
Rental after Move Out

Maintenance Services

Life and Fire Safety

In 2018 staff and our life safety contractor identified a number of changes necessary to meet code requirements. These changes required a significant investment of time and money. Projects included installation of new monitored alarm panels at our apartments on Louis Street so that the fire department receives notification of alarms, and changing a number of valves in our fire hose cabinets.

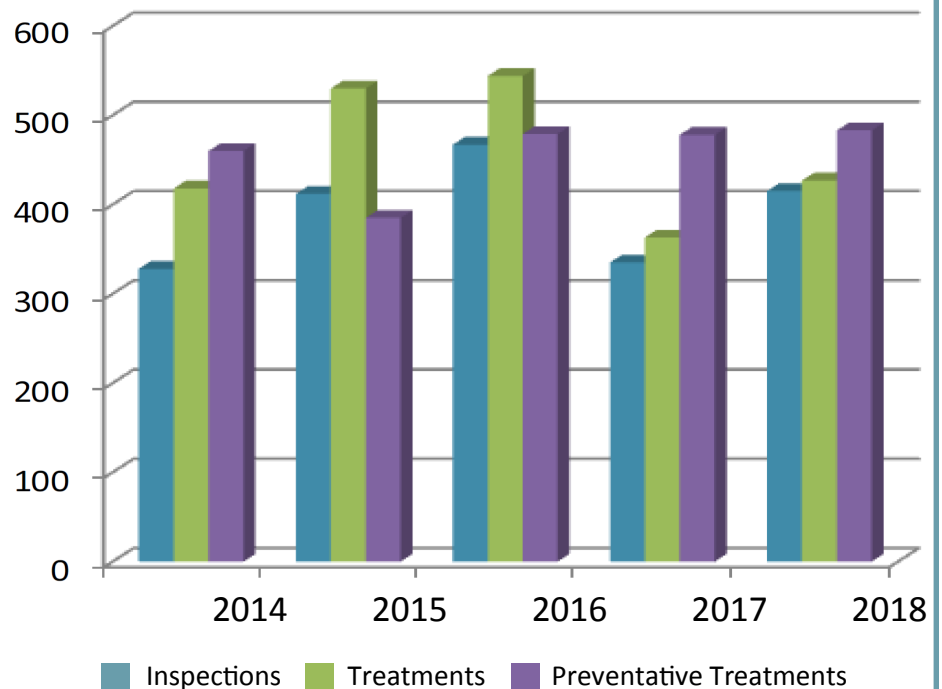
Most of our buildings were due for a five-year inspection; a more comprehensive check of all life safety systems. This inspection process brought to our attention a number of other issues requiring attention.

Two major pieces of equipment failed during the year, and needed to be replaced - a fire booster pump and an emergency generator, both at 1960 Paris Street.

Pest Management

In 2018, our pest activity rose significantly. There was an increase in all types of pests, however, the most notable increase was roaches and mice. Staff adapted practices and borrowed from the successes of the bed bug program and arranged a minimum of three pest control visits for each resident. Staff sealed any openings and arranged to inspect and treat units around any infested units.

Pest Control Treatments



Capital Planning and Asset Management



9

Walk-Up Apartment
Buildings



241

Single Family and
Semi-Detached



8

Family Townhouse
Complexes



6

High Rise
Apartment Buildings



1960 Paris Street Infrastructure Upgrade Phase 6 \$848,000

This project was the sixth of seven phases to complete the upgrade of the site infrastructure at this property. Work included structural repairs and installation of a new waterproofing membrane on the underground garage, the upgrade of surface water drainage and treatment, the redesign of site waste management facilities and the replacement of all sidewalks, curbs and paved areas.



1950 LaSalle Blvd Siding and Insulation Upgrade \$373,000

This property on LaSalle Blvd. contains 106 Townhouse Units. The work of this contract was to upgrade insulation on the upper walls of all buildings and replace the old siding, soffit and fascia. The work improved the appearance of the property and will lower utility costs for heating.

744 Bruce Avenue Basement Repairs and Waterproofing \$211,000

This is our largest townhouse complex, with 150 family units. This project was the final of four phases to excavate, repair and waterproof basements.

This work is being done in preparation for a major site upgrade planned to follow the basement repairs.



159 Louis Street Installation of new Fire Alarm Panels \$69,000

This project undertook the replacement of the old non-monitored fire alarm panels with new panels. The old panels were failing, and replacement parts were becoming increasingly difficult to obtain. The new system is monitored by our fire monitoring service, which alerts the fire department if an alarm is activated.



Plough and Sander Truck \$86,000

This new plough and sander truck enables us to respond to snow clearing at various properties.

Analysis showed that the owned vehicle was more cost effective than contracting out the service



Maintenance Service Vans

\$78,000

New vehicles were purchased to replace the oldest vehicles in the maintenance fleet.

The vans are used by maintenance personnel to respond to resident requests for service and repair.



1920 Paris / 720 Bruce

Card Access Systems - \$29,000

GSHO staff are in the process of converting these buildings to card access for exterior doors.

This system allows our office staff to remotely grant or remove access to a resident's card, enhances security at buildings and saves the time and expense of re-keying entry doors.



166 Louis / 1052 Belfry / 1920 Paris

Exterior LED Lighting Retrofits

\$22,000

These properties had retrofits of all exterior fixtures to new LED models. Where lighting was inadequate, additional fixtures were added.

The new lighting will enhance security and reduce electricity costs.



491 Camelot Drive

New Security Cameras

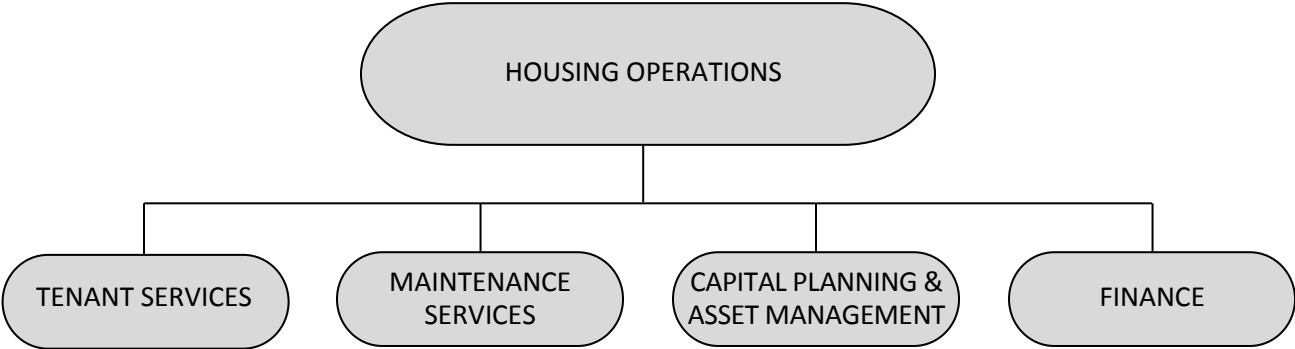
\$16,000

The property at 491 Camelot consists of 42 townhouse units. It was the last family property without security camera coverage. A camera system was installed to monitor roadways, parking lots and public areas to increase security and reduce vandalism.



Housing Operations

Org Chart



Overview

Housing Operations operates through a property management agreement and acts as the Landlord for the 1,848 public housing units owned by the City, including housing individuals and families seeking subsidized housing, ensuring continued eligibility for RGI assistance for its tenants, and maintaining the properties in accordance with property standards.

Services

Tenant Services

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

Maintenance Services

The Maintenance services section is responsible for the administration and delivery of the day to day maintenance program, including vacant unit preparations, general building repairs and maintenance, snow removal, summer and winter grounds work, waste management, pest control, preventative maintenance program and building life safety systems.

Capital and Construction Services

The capital services section is responsible for the ongoing assessment of the condition of the housing portfolio and the development of both short-term and long-term capital plan strategies to properly maintain the housing assets. This section is responsible for implementation of the capital plan and maintaining the properties by tendering and managing capital jobs and monitoring the capital budget. This section is also responsible for the development and implementation of energy and water conservation programs to reduce energy and water consumption in the portfolio.

Financial Services

The Finance and Administration section is responsible for administering the financial reporting function of the corporation – accounts receivable and payable, cash flow, budget adherence and ensures that internal control processes are followed. This section is also responsible to oversee the administration of the Yardi Voyager property management software system.

Strategic Issues and Opportunities

- The transition of Greater Sudbury Housing Corporation administration to Housing Operations will provide an opportunity to engage the residents and to review and document the approved service levels.
- The Social Housing Revitalization Plan report will be presented to Council in the 2nd Quarter of 2019. The plan will identify opportunities to transform the existing social housing assets and address the waitlist demands.
- The 2019 Ontario budget indicated that the Province is going to simplify rent geared to income calculations to reduce the administrative burden and improve processes for tenants, service managers and housing providers. Details of the changes have not yet been released and will require revisions to the Housing Services Act, 2011 to be implemented by staff.

Key Deliverables for 2019

- Complete transition of Greater Sudbury Housing administration to Housing Operations.
- Participate in the development and implementation of the Social Housing Revitalization Plan
- Upgrade existing property management software to Yardi Voyager 7.
- Complete energy retrofits at 1960 Paris Street funded through the Social Housing Apartment Improvement Plan provincial funding program (SHAIP).
- Complete infrastructure work funded through the Investment in Affordable Housing for Ontario Program (2014 Ext.) – Social Housing Improvement Program (SHIP).
- Complete all 2019 planned and emergency capital jobs
- Conduct fire safety drills, fire safety meeting with tenants and update all building fire safety plans
- Update all emergency plans including business continuity plan
- Perform annual preventative maintenance inspections of 1848 units
- Review of security camera system and compatibility with City security camera system
- Conduct pilot project to improve security by installing alarms on exterior doors at 1960 Paris and 166 Louis Street that detect when doors are propped open
- Participate in monthly safety meetings with tenants, Noah Community Hub, Social Planning Council, Greater Sudbury Police and Legal Clinic to improve the safety and well-being of residents
- Increase resident engagement through coffee chats and other tenant forums
- Review social and recreation funding policy and tenant complaint process
- Implement mandatory tenant insurance program through Housing Services Corporation
- Migrate telecommunication systems to CGS PBX to utilize VOIP phones

Housing Operations/Greater Sudbury Housing Corporation Operating Budget Summary

	2017 Actual	2018 Actual	2018 budget	2019 Budget	Budget Change	% Change
Revenues						
Revenue from Operations	(7,610,662)	(8,027,874)	(7,568,591)	(7,528,257)	40,334	-0.5%
Expenses						
Salaries and Benefits	4,006,535	4,132,137	4,349,256	4,358,740	9,484	0.2%
Transportation and Communication	218,684	224,029	238,270	242,160	3,890	1.6%
Administration and Insurance	956,724	838,982	971,989	916,360	(55,629)	-5.7%
Bad debts	405,262	383,561	253,000	246,000	(7,000)	-2.8%
Repairs and Maintenance	2,330,892	2,891,790	2,478,435	2,669,959	191,524	7.7%
Tenant Services	168,967	272,232	210,995	248,818	37,823	17.9%
Utilities	3,453,992	3,689,151	3,698,200	3,765,435	67,235	1.8%
Total operating expenses	11,541,056	12,431,882	12,200,145	12,447,472	247,327	2.0%
Net operating costs	3,930,394	4,404,008	4,631,554	4,919,215	287,661	6.2%
Commercial Rent Supplement Program	3,078,442	3,134,069	3,227,023	3,347,952	120,929	3.7%

Greater Sudbury Housing Corporation - 2019 Capital Works Plan

Property	Project	Budget	Notes
744 Bruce Avenue	Siding and Insulation	\$500,000	New siding and added insulation on 150 townhouse units
1960 Paris Street	Retention Pond and Stormwater Treatment	\$500,000	Retention pond for stormwater collected on property
166 Louis Street	Stework Upgrade	\$350,000	Replacement of parking lot, curbs, sidewalks and vehicle plug-
715 Burton	Window Replacement	\$225,000	New windows in 20 unit apartment building
715 Burton Avenue	Boiler Replacement	\$120,000	Replace boiler and hot water tanks in 20 unit apartment building
1528 Kennedy Street	Replace sewer line in crawlspace	\$85,000	Replace corroded cast iron sewer lines in crawlspace of 20 unit
Scattered Units	Basement Repairs	\$100,000	Repair and waterproof basements in 10-12 single family homes
Various Properties	Site Repairs and Restoration	\$65,000	Replace sidewalks, curbs and misc. slabs at various properties
1920 Paris Street	Apartment LED Retrofit	\$65,000	Replace existing suite light fixtures with LED equivalents
Various Properties	Common Area Painting	\$65,000	Hallway and stairwell painting at various properties
Various Properties	Common Area Flooring	\$50,000	Hard surface and carpet replacements at various properties
1920 Paris Street	Make Up Air Ductwork Insulation	\$45,000	Replace existing insulation on ductwork between Solarwall and
Various Properties	Security Camera Upgrades	\$60,000	Upgrades to security camera system, including replacement of
Various Properties	Patching at Gas Meter Installations	\$30,000	Asphalt patching at a number of locations where gas meters
744 Bruce Avenue	Preliminary Infrastructure Study	\$25,000	Engineering study to prepare for infrastructure upgrade at 744
159 Louis Street	Playground Surfacing	\$25,000	Surfacing for new tot lot at 159 Louis Street
1960 B Paris Street	Playground Surfacing	\$25,000	Surfacing for new tot lot at 1960 Paris Street
1052 Belfry	Card Reader System for Entry Doors	\$17,500	Change entry system from key operated to card access
720 Bruce Street	Pressure balance Shower Mixing Valves	\$15,000	Install pressure balance shower valves in 20 units at 720 Bruce
241 Second Ave N	LED Exterior Lighting	\$10,000	Change exterior fixtures to LED equivalents
1052 Belfry	Building Condition Assessment	\$7,000	BCA to update asset planner software
166 Louis Street	Building Condition Assessment	\$7,000	BCA to update asset planner software
3553 Montpeller, Chelmsford	LED Exterior Lighting	\$4,000	Change exterior fixtures to LED equivalents
155 Lapointe, Hammer	LED Exterior Lighting	\$3,000	Change exterior fixtures to LED equivalents
27 Hanna, Capreol	LED Exterior Lighting	\$3,000	Change exterior fixtures to LED equivalents
35 Spruce, Garson	LED Exterior Lighting	\$3,000	Change exterior fixtures to LED equivalents
240 B Street, Lively	LED Exterior Lighting	\$3,000	Change exterior fixtures to LED equivalents
57/61 Cabot Street	Controlled entry systems	\$45,000	Install enterphone system and controlled entry including card
1950 Lasalle Blvd	Fencing along Lasalle Blvd	\$38,478	Wood fencing and landscaping between property and LaSalle
	Unanticipated / Emergency Work	\$250,000	
	Service Vehicles (2)	\$75,000	
	Disaster Restoration Equipment	\$15,500	
TOTAL		\$2,831,478	