



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:

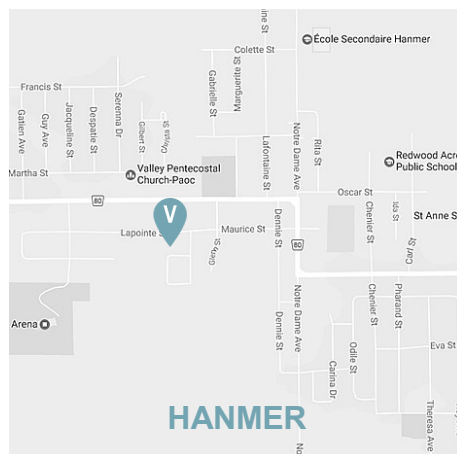
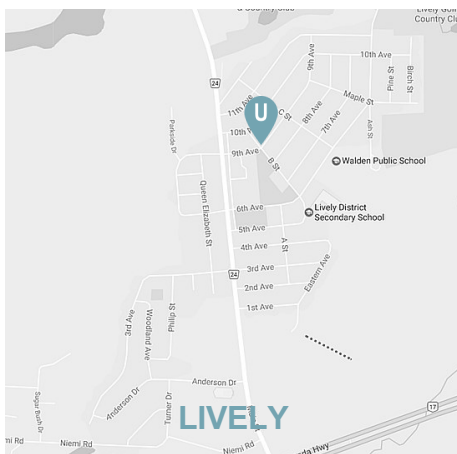
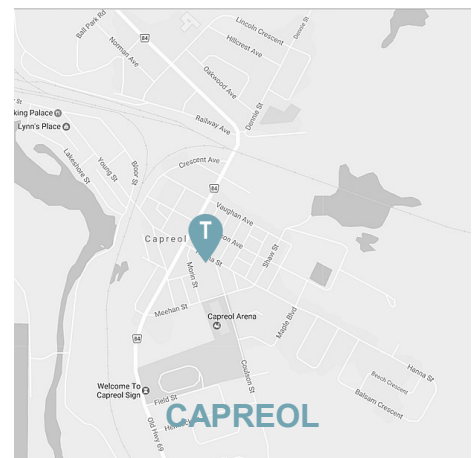
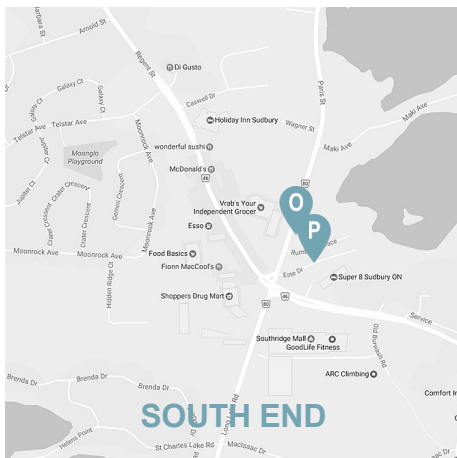
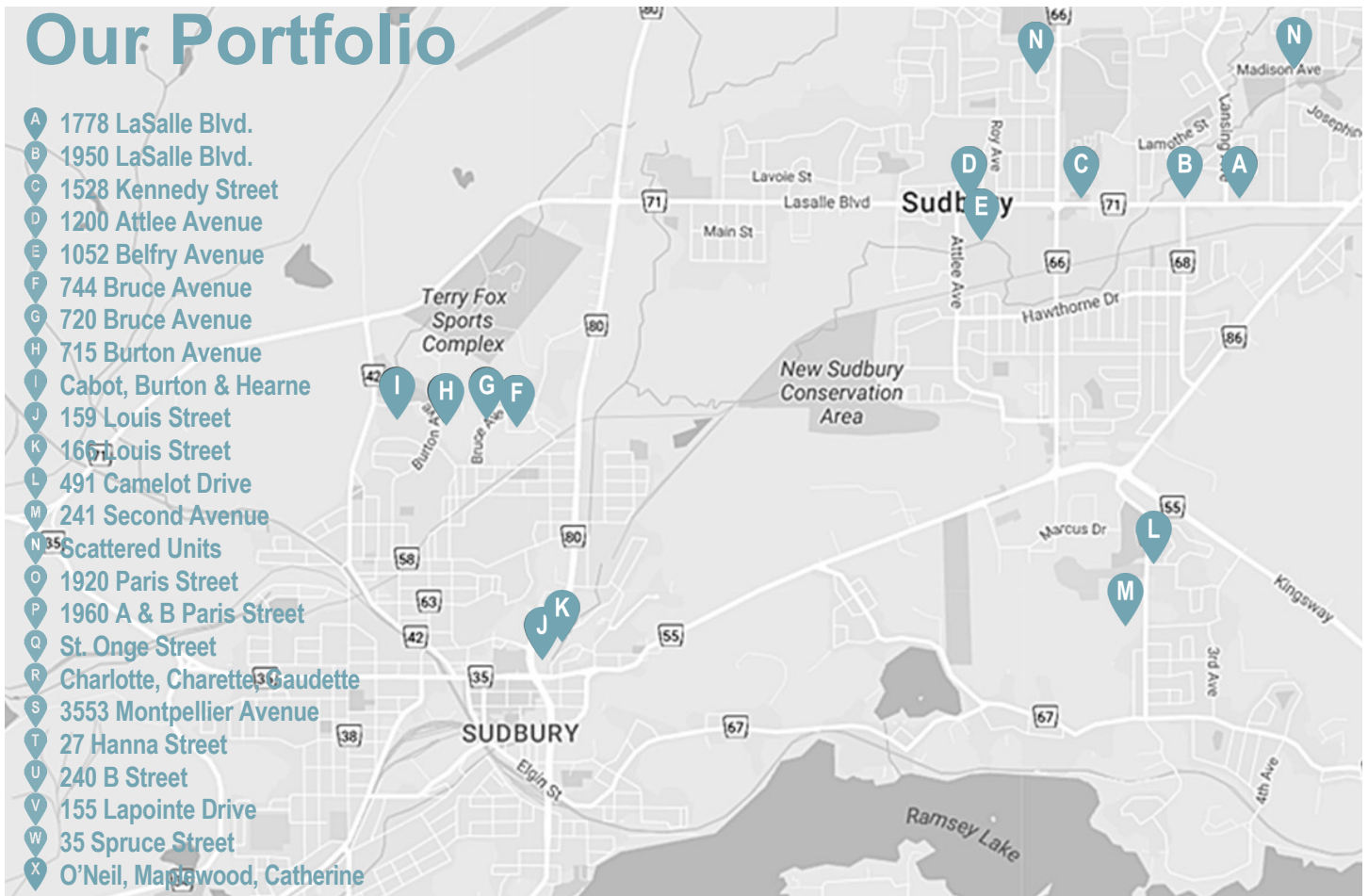
- 778 one bedroom units
- 353 two bedroom units
- 511 three bedroom units
- 161 four bedroom units
- 45 five bedroom units

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

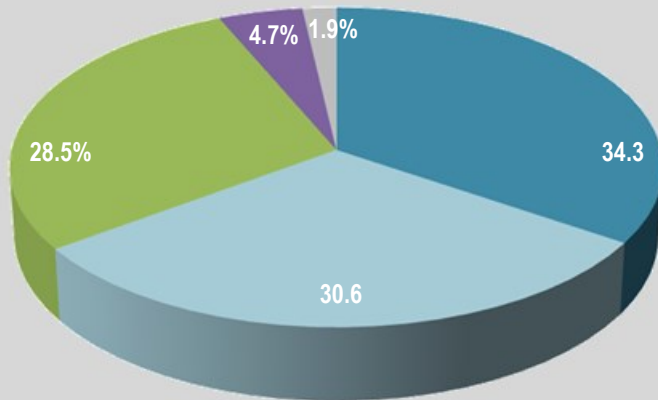
Overall, GSHC was successful in delivering its services and managing its operations within 2% of its operating budget and generated a surplus of approximately \$227,000, primarily as a result of an increase in rental revenues.

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.

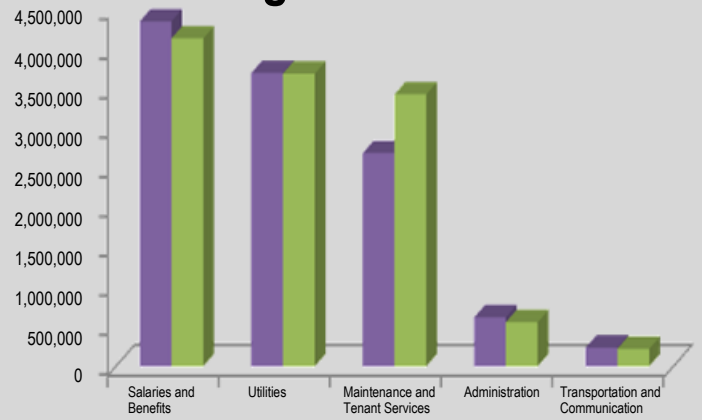
Bad Debt was \$131,000 over budget mainly due to the unrealizable value of revenues for households at market rent due to loss of subsidy.

Operating Expenditures

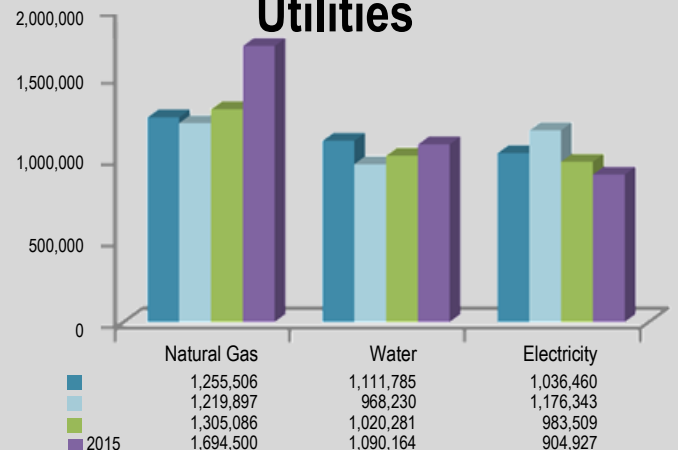


	Budget	Actuals
Salaries and Benefits	\$4,349,256	\$4,132,137
Utilities	\$3,698,200	\$3,689,151
Maintenance and Tenant Services	\$2,966,211	\$3,418,926
Administration	\$ 695,208	\$ 584,078
Transportation and Communication	\$ 283,270	\$ 224,029

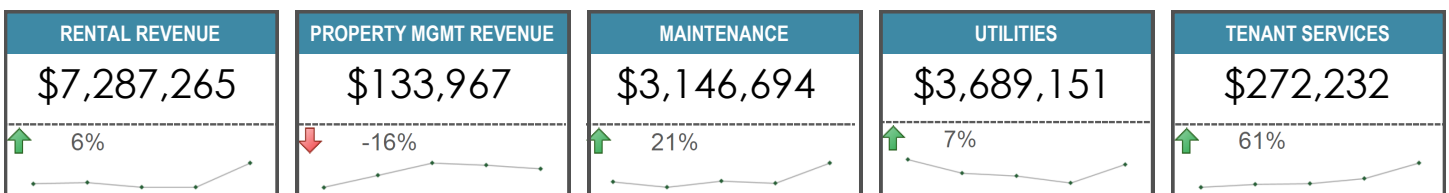
Budget to Actual



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.

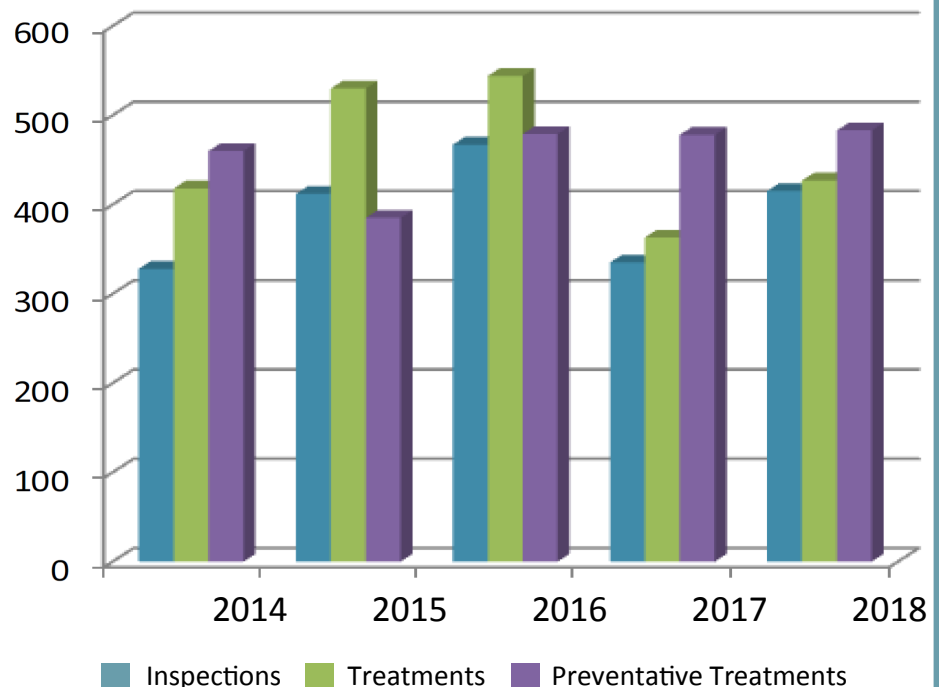
Most of our buildings were due for a five-year inspection; a more comprehensive check of all life safety systems. This inspection process brought to our attention a number of other issues requiring attention.

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.

