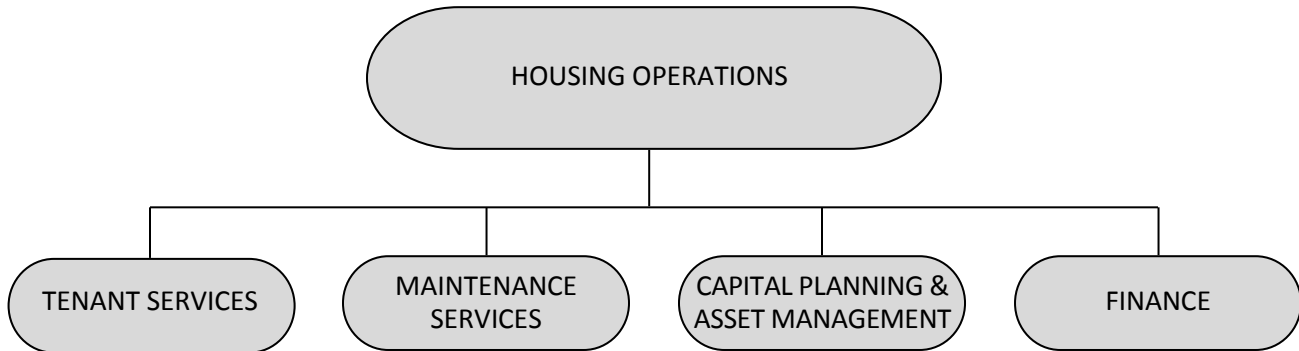


# Housing Operations

## 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 2<sup>nd</sup> 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
<b>Revenues</b>						
<b>Revenue from Operations</b>	<u>(7,610,662)</u>	<u>(8,027,874)</u>	<u>(7,568,591)</u>	<u>(7,528,257)</u>	<u>40,334</u>	<u>-0.5%</u>
<b>Expenses</b>						
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	<u>3,453,992</u>	<u>3,689,151</u>	<u>3,698,200</u>	<u>3,765,435</u>	<u>67,235</u>	<u>1.8%</u>
<b>Total operating expenses</b>	<u>11,541,056</u>	<u>12,431,882</u>	<u>12,200,145</u>	<u>12,447,472</u>	<u>247,327</u>	<u>2.0%</u>
<b>Net operating costs</b>	<b>3,930,394</b>	<b>4,404,008</b>	<b>4,631,554</b>	<b>4,919,215</b>	<b>287,661</b>	<b>6.2%</b>
<b>Commercial Rent Supplement Program</b>	<b>3,078,442</b>	<b>3,134,069</b>	<b>3,227,023</b>	<b>3,347,952</b>	<b>120,929</b>	<b>3.7%</b>

## 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-New windows in 20 unit apartment building
715 Burton	Window Replacement	\$225,000	
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	