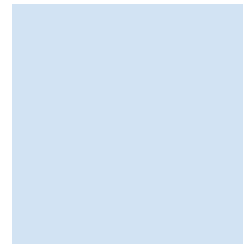
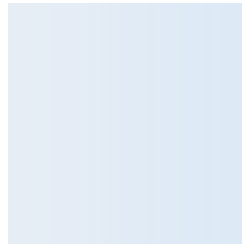
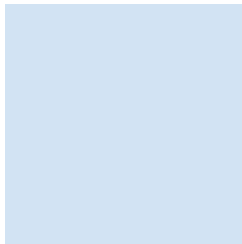
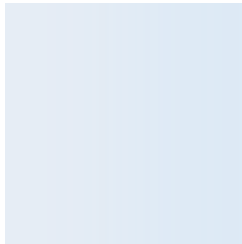


GREATER SUDBURY HOUSING CORPORATION

2012 ANNUAL REPORT





Message from the Chair

As Chair of the Board of Directors for Greater Sudbury Housing Corporation (GSHC) I am very pleased to present our 2012 Annual Report. This annual report is a summary of our core business activities over the past year and it highlights some significant milestones and achievements.

2012 has been a very successful year for GSHC from both a financial and operational perspective. More importantly, we have also seen many positive changes and accomplishments in the areas of community development and tenant engagement.

The mission of the Greater Sudbury Housing Corporation is to provide safe, clean and affordable 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.

By working with community partners such as the City of Greater Sudbury Police Service, Canadian Mental Health Association, Canadian Red Cross, New Opportunities and Hope, the Sudbury and District Health Unit and tenant groups such as the Louis Street Community Association and 720 Bruce Avenue Tenant Association, we are better able to provide services and support for tenants while building healthy, sustainable and inclusive neighbourhoods.

We look forward to continuing these collaborations and forging new ones as we work together in our communities to create a sense of belonging and ownership amongst our tenants.

Thank you to my fellow Board Members for their support and expertise and congratulations to GSHC staff for what has been a very successful year for our organization.

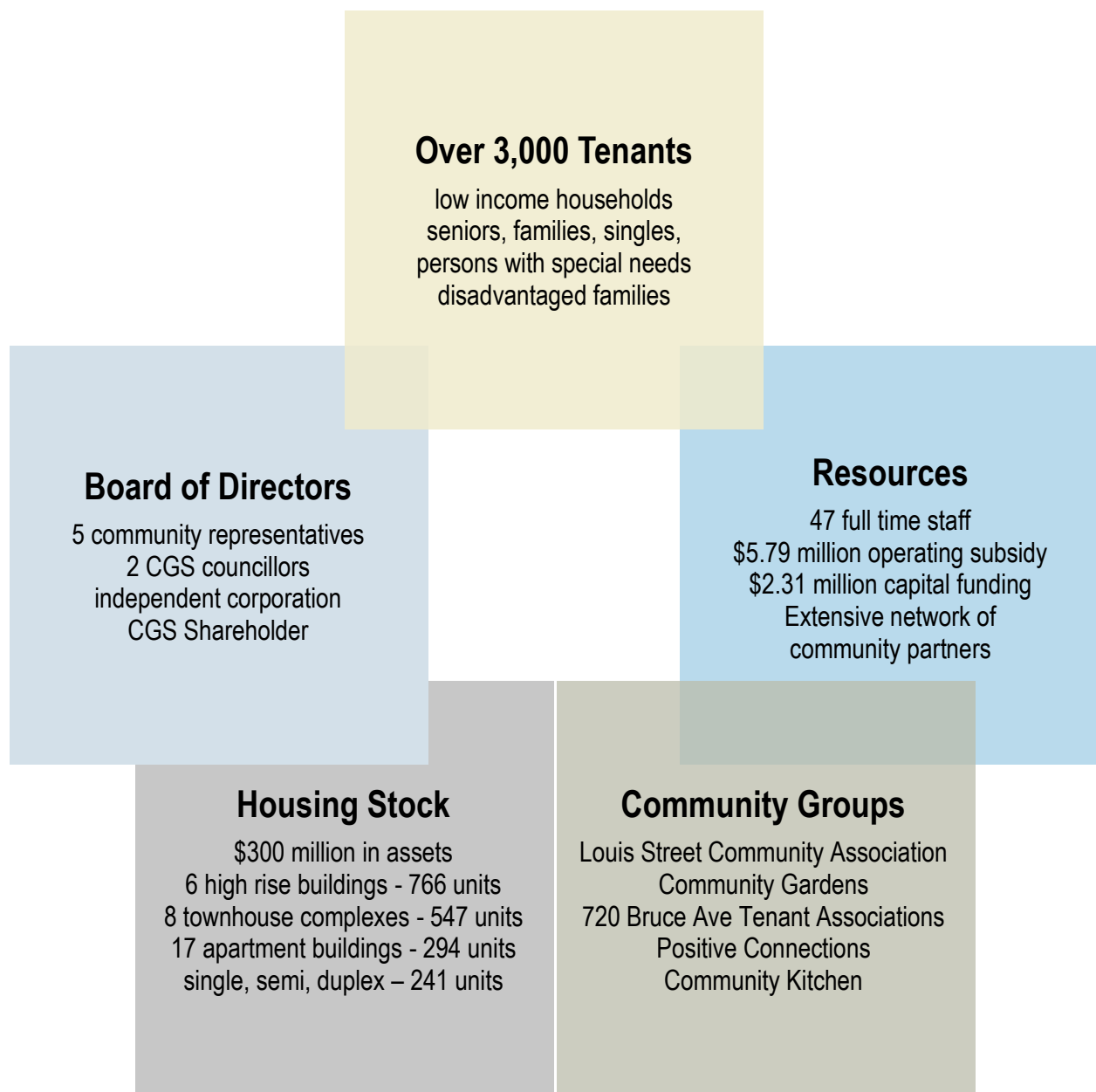
In closing, I would especially like to thank the many tenants who are committed to improving their community and have come forward and volunteered their time to organize and participate in tenant group activities.

Alex Fex, Chairperson
Greater Sudbury Housing Corporation

Greater Sudbury Housing Corporation

Our mission is to manage our housing portfolio on behalf of our Shareholder, The City of Greater Sudbury (CGS), in a fiscally prudent manner with a socially conscious attitude thereby ensuring safe, clean and affordable housing for all tenants and applicants within the environs of the City of Greater Sudbury.

The Greater Sudbury Housing Corporation offers rent-geared-to-income housing on a medium to long term basis to all types of households including low income families, senior citizens and single adults. The GSHC also accommodates people with special needs and disadvantaged families, including persons coping with mental illness and victims of family violence.

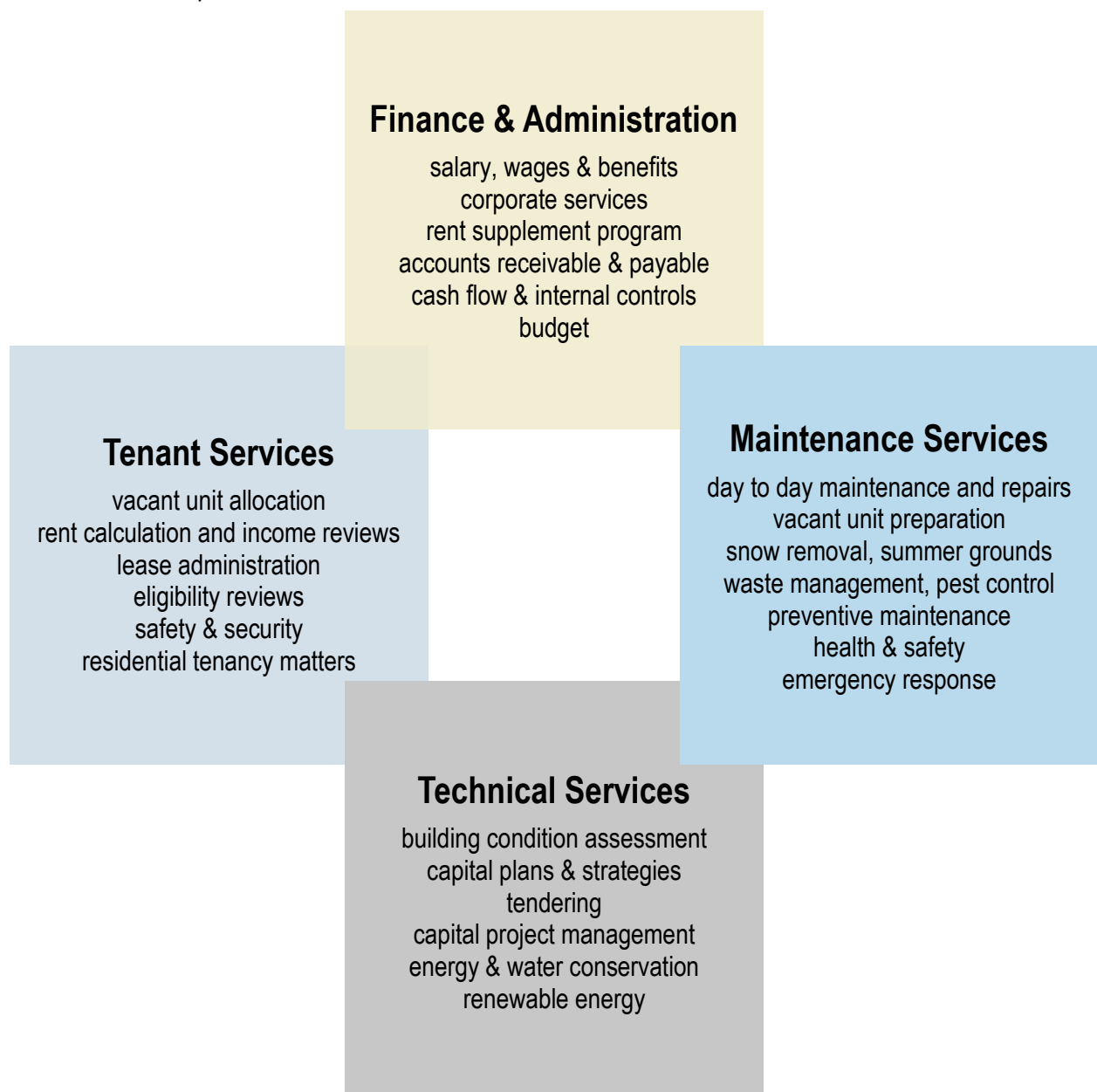


What We Do

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 CGS Rent Supplement Program.

The GSHC is governed by a local, community based volunteer board of directors which consists of five citizen appointments and two Shareholder representatives from CGS council.

Our core business activities are delivered by 47 full time staff in four departments: Tenant Services, Maintenance Services, Technical Services and Finance and Administration.





GSHC Board of Directors

Left to Right: Richard Picard, Brigitte Sobush-Vice Chair, Joe Cimino, Joseph Bradbury, Alex Fex-Chair
Absent: Ron Dupuis, Debra Sylvestre



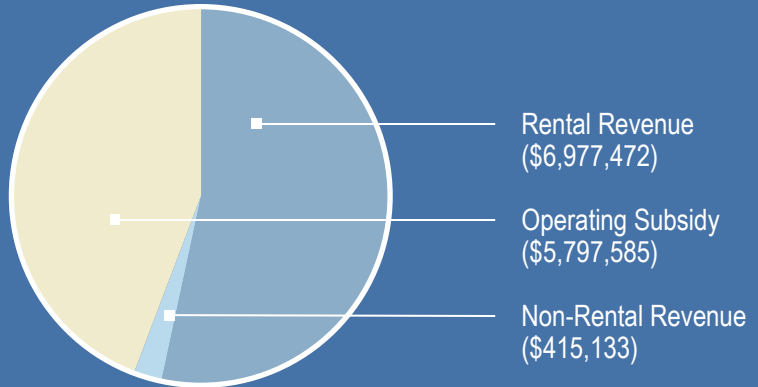
GSHC 2012 Staff Appreciation Event

Financial Overview

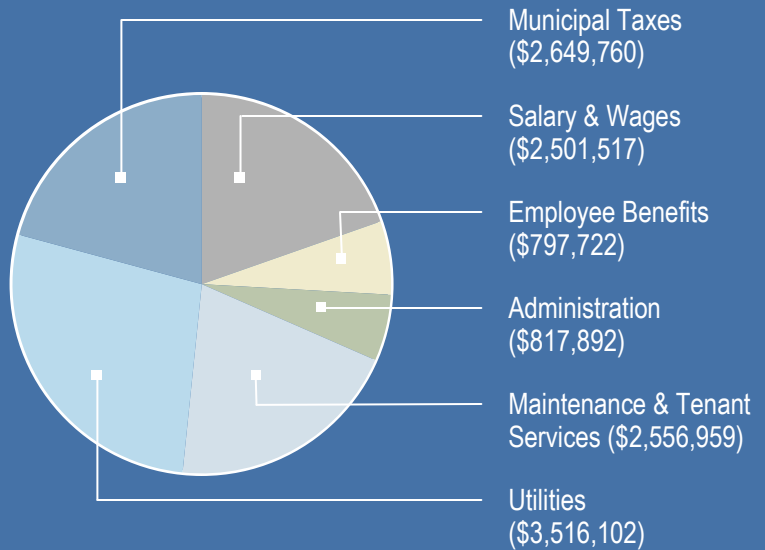
During 2012 total revenue improved by 2.9 percent or \$200,000. This was due to higher rent-geared-to-income rent charges, improvements in former tenant debt collection, a decrease in former tenant write offs, and increases in non-rental revenues.

At the same time, operating accounts for Utilities, Salary and Wages and Benefits were underspent. These savings were offset by increased costs in maintenance services as we managed new challenges in the areas of pest control, site security, winter site maintenance and waste removal.

2012 Operating Revenue



2012 Operating Expenditures



GSHC was underspent \$145,857 in operating expenditures.

Community Engagement



A collaborative and effective working relationship with tenant groups, neighbourhood organizations, community groups and other agencies is essential as we all work towards building a strong, healthy community. This past year we expanded on our many community partnerships and strengthened our relationships with tenant groups and associations.

In particular, our partnerships with NOAH's S.P.A.C.E. and the CGS Police Service has facilitated access for our tenants to the many community resources and services under the NOAH umbrella such as Children's Aid Society, Better Beginnings Better Future, Sudbury Action Center for Youth, Canadian Mental Health Association, Sudbury and District Health Unit, YMCA, College Boreal, Cambrian College, and the Good Food Box Program.

"You (GSHC) are one of our most highly valued partners. Making Sudbury better one rental at time" — *Constable Ken Birtch, GSPS*

Assisted Living Services for High Risk Seniors

By utilizing office space we provided in our Senior building at 1052 Belfry, the Canadian Red Cross is better able to administer the North East Local Health Integration Network program called Assisted Living for High Risk Seniors. Red Cross works with high risk seniors to develop individualized flexible care plans and provide assisted living service on a 24 hour basis to seniors in the service hub area. They also offer other programs and services in the common room of the building such as exercise and nutrition classes.



Community Gardens

The community garden at 720 Bruce Avenue and 1920 Paris were expanded to accommodate more gardeners. A new community garden was established at Louis Street.





Positive Connections

Positive Connections is the forum in which GSHC staff, NOAH and CGS Police Services host meetings every week at both 720 Bruce Avenue, Balmoral Apartments and the Louis Street Community Association office at 159 Louis Street, to connect with community residents. This is a way of meeting with GSHC tenants in a relaxed and informal manner, to ascertain what their needs are and what services and resources they would like to see offered within their community.

720 Bruce Avenue Tenants' Association and membership meet regularly to discuss building concerns and to plan events such as the Winter Fun Day which they organized and hosted at Queen Elizabeth School.

Community Kitchens

Independent Living Sudbury Manitoulin hosts regular community kitchen events in the common room at 720 Bruce Ave.



Louis Street Community Association

In conjunction with Positive Connections and other community partners, the LSCA has been working very hard in promoting positive and healthy changes in their community. As a result, the community has on site activities such as fun days and carnivals, arts and crafts, homework clubs, neighbourhood watch and regular community meetings.



"The focus is healthy community and lifestyle; we want families to feel safe in their community and to have a sense of pride to where they live."

— Elizabeth Davis

Capital Program



241 Second Ave North (Birkdale) Basement Repairs and Waterproofing

241 Second Avenue North is a 70 unit townhouse complex, constructed in 1967. As would be expected in a property exceeding 40 years of age, basements were in need of repairs and waterproofing. Existing waterproofing had deteriorated, walls shifted and cracked, and weeping tiles were blocked or collapsed.

Problems caused by the basement leaks include further damage to building interiors, problems with electrical panels, issues with mould and damage to tenant property stored in the basements.

This project completed the second phase of basement repairs at Birkdale. Work performed as part of this contract included:

- excavation around building perimeters
- cleaning and repair of basement wall surfaces and reparging where necessary
- application of new waterproofing membrane replacement of weeping tile where necessary
- installation of sumps
- backfill, regrading and site restoration

Cost: \$193,034.00



Cabot Park—Windows

Cabot Park is a 69 unit row housing complex. The windows were original construction and well beyond their useful lifespan. This project included removal and replacement of the aging windows with new, more energy efficient models. The new windows have heavy-duty aluminum frames to help reduce preventive maintenance work.

Cost: \$388,786



166 Louis Street Stairwell Railing Modifications

The original stair railings in this building did not meet current building code requirements, so they were modified to comply by welding in new steel pickets and repainting the railings.

Cost \$34, 873



1950 LaSalle Blvd—New Door Locks

This is part of an ongoing project to convert all of our properties to master keyed, high security locks system. This project was the second phase of new locks at 1950 LaSalle Blvd.

Cost: \$30,953



159 Louis Street and 1960 B Paris Street New Common Area Flooring

Replacement of flooring in common areas of these two properties, including stairwells in apartment buildings on Louis Street.

Cost: \$116,098



Driveway Replacements Various Properties

This item is a recurring annual capital upgrade. We perform driveway replacements at our single family homes or other units on a “worst-first” basis. This allows us to replace approximately seven or eight of our worst driveways each year.

We have inventoried all driveways and rated them for condition, and by undertaking a few replacements each year, we ensure that we never have to do a single, high value driveway replacement project.

Cost: \$50,483



159 Louis Street—Security Upgrade

This is a phased project to enhance security in our sixteen small apartment buildings on Louis Street.

Work consists of adding a secured entrance controlled from each unit with an intercom system, adding security cameras and signage, ensuring basement access is locked off by gating the stairwells and improving lighting.

This particular project was for three of the sixteen buildings.



1920 and 1960 Paris Street Chain Link Fencing

This project replaced perimeter chain link fencing at these two properties. The existing fencing was rusted and damaged, and many sections were leaning over. In areas where the tendency is for people to climb over fences, we replaced the regular mesh with “small square” chain link that is difficult to climb.

Cost: \$43,757

Security Cameras and Surveillance Systems

Initiated as a preventive move to reduce vandalism, criminal activity, loitering and to assist GSHC staff CGS Police Service in providing a safe building environment.

Our camera systems are digitally networked and video can be viewed and archived from our office facility. The importance of these systems to tenant/ staff safety and security can not be underestimated.

Our main area of focus in 2012 was the installation of elevator cameras in two high rise buildings, at 1920 Paris and 1052 Belfry.

Cost: \$51,324



1052 Belfry Avenue—Roof Replacement

The high rise building at 1052 Belfry Avenue is a 101 unit senior citizen property. The existing flat roof was beyond its useful life and we were coping by performing temporary patching and repairs.

This project completely removed and replaced the roof on the building, including an insulation upgrade.

Cost: \$ 479,913



Bed Bug Laundry Room 720 Bruce Avenue



This room is a laundry facility available at no cost to tenants who are undergoing treatment in their units for bed bugs.

This laundry room is separate from the other building laundry facilities, and has high heat washers and dryers to assist in the bed bug laundering process.

Cost: \$20,532

Looking Forward

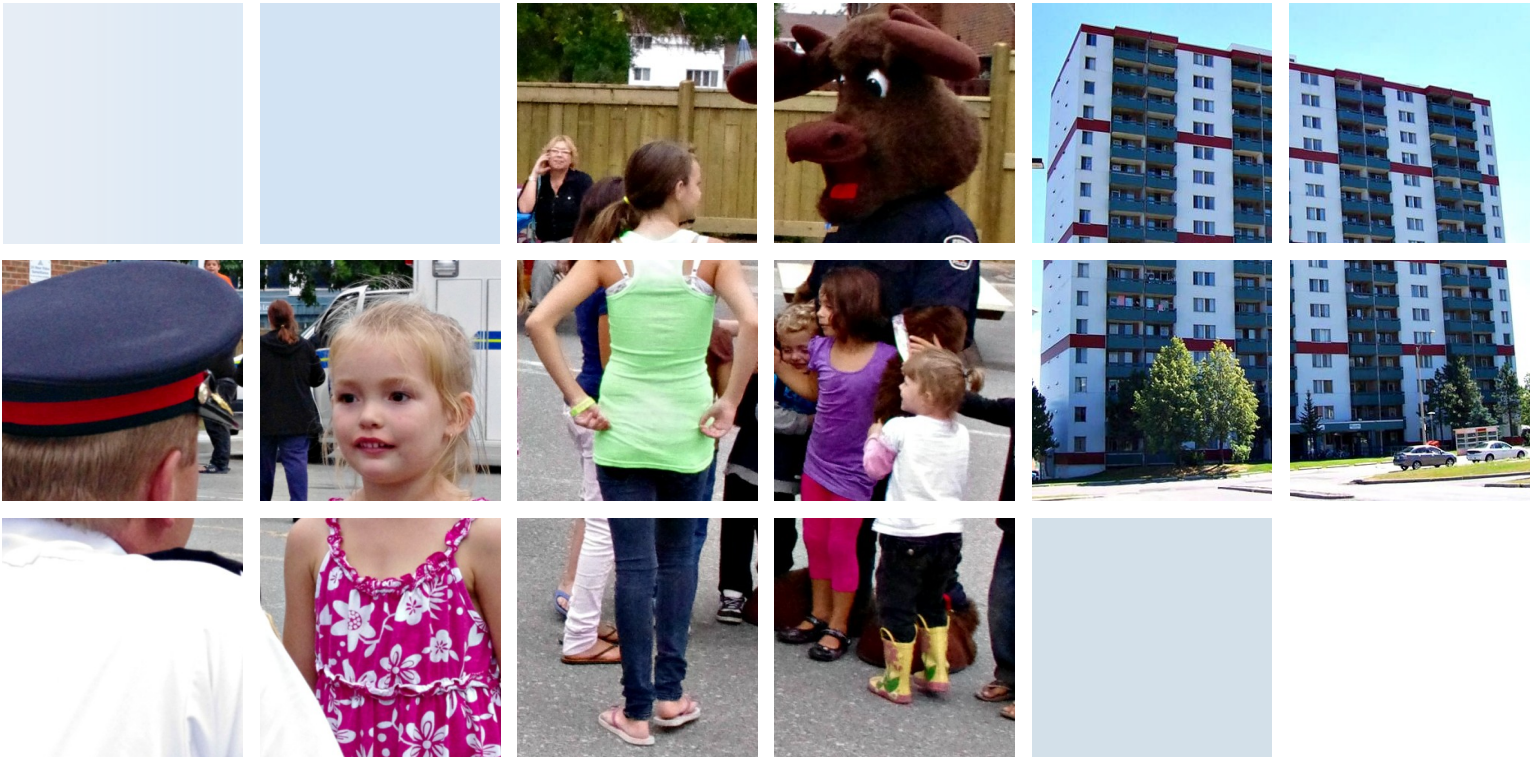
There is no doubt that 2013 will be another very challenging year for our organization as we continue to provide safe, clean and affordable housing to those in need in our community. We are ready to embrace the many challenges ahead.

Our Business Plan identifies our future goals and objectives, impacting conditions, planned actions, and expected outcomes as we deliver professional and quality property management services for our tenants in an efficient, effective and fiscally responsible manner.

It has been said that housing is the home of all issues and as such strong community partnerships are essential in building healthy and vibrant neighbourhoods. These partnerships will also help ensure our tenants have access to the services they may need.

We will also continue to engage tenants in our communities and cultivate our relationships with community groups and tenants associations and work with them as they take ownership of their communities.





GREATER SUDBURY HOUSING CORPORATION

Suite 401 • 10 Elm Street • P.O. Box 430 • Sudbury • ON P3E 4P6
phone: 705.674.8323 • fax: 705.564.4453 • www.sudburyhousing.org