

GIGNUL NON PROFIT HOUSING CORPORATION

2008 ANNUAL REPORT

“PLANNING AHEAD”

This year marks the 22nd anniversary of the existence of the Gignul Non-Profit Housing Corporation. The telling tale of the success of Gignul is that its Board of Directors has remained fairly constant over the years maintaining a consistent direction and stable staff complimented with a history of strong performance. Conclusion, two principle elements for success of Gignul are enshrined in staying the course, and strong performance. I also believe that we have all bought in to the vision of safe, adequate and affordable housing for Aboriginal families and their children and we recognize that Aboriginal people who come to Ottawa in search of advanced education, or health care, or to be with other members of their family who have made Ottawa their choice of home believe that GNPHC makes a difference. We have remained committed to our area of jurisdiction, “*providing homes*” and in doing so we have become the organization that our community counts on, to meet the challenges of the long waiting lines for homes that are affordable.

As I looked back on the reports of previous AGMs, I know that the road to increasing the number of RGI units in our portfolio has been, and will continue to be a long one. We are not to blame for the stagnation in the supply of social housing. Our population has doubled in the past decade with absolutely no growth in the supply of affordable housing.

Despite the urban Aboriginal circumstance, the federal, provincial and municipal governments have enjoyed some success in creating a new supply of affordable housing. What’s our problem you ask? Well it’s the same problem that existed in the sixties and the seventies before CMHC realized they needed to talk to us about our housing needs. In order to address the problem back then it was necessary for Canada Mortgage and Housing Corporation to consult with the Aboriginal people and engage us in designing housing programs that could work for our community. These programs of the past worked because we designed them and we delivered them. There doesn’t seem to be anything too difficult to understand about a success model like that. Today’s programs have been developed without our involvement, and as a result the design is out of sync with our economic realities.

The Affordable Housing Initiative (AHI) was first announced in 2003 and at that time Aboriginal housing corporations were first to complain of being left out of a consultation process that was primarily by invitation only. We were also first to identify the design problems. The level of affordability in our community is only half of the amount of the more affluent mainstream. Hence, the front-end subsidy is insufficient to create viable and sustainable projects. Provincial and territorial governments continue to deliver the program and continue to ignore the fact that our people are being left out...and I mean physically left out in the streets.

In April 2006, NDP leader Jack Layton encouraged Prime Minister Harper to provide federal support for Aboriginal housing. This agreement became known as Bill C-48. The Bill announced housing support for First Nations housing on-reserve, housing for Aboriginal people in urban centres, and Aboriginal housing in the northern territories. This announcement was embraced by provincial/territorial governments, including Ontario and by mainstream and Aboriginal housing corporations.

In September 2006, the Conservative government followed up with an announcement of the transfer of Aboriginal Trust Accounts to provincial and territorial governments for affordable housing. \$80.2 million has been allocated to Ontario. That was almost two and a half years ago and there has been little action since. In Ontario, not one single affordable housing project has been supported with these funds. A provincial government sponsored consultation was held among the Aboriginal housing corporations and the Aboriginal community in the Greater Toronto Area (GTA) and \$20M is expected to be allocated for the GTA. A second round of consultations was completed in August by a consortium of the OFI/MNO/ONWC in the remaining regions of the province. A report was recently published and distributed. The design of the program remains unknown, the delivery system is a mystery, and no one can give a reasonable projection of when we can expect to receive information.

In the meantime, the contractor who has been working with GNPHC to develop a project site, prepare conceptual/architectural drawings, and file application for city building permits can no longer afford to wait and has put the land in question on an exclusive real estate listing. Without a commitment for funding, GNPHC is unable to shoulder the risk of purchasing the land and now stands to lose its investment in developing a proposal for this site, in addition to the cost of preparing the architectural drawings. The end result of bungling partisanship is that governments at all levels now turn nervously to one another to find a donkey they can pin the tail on... and you and I know exactly where they will try to pin it.

Now that I have got that off my chest, we must begin to develop Plan B. The problem is that we now have obligations that consume the staff time required to begin the development of a new housing proposal. This is unfortunate as time is no longer on our side, in that a housing announcement may come in time for a spring construction start. With a failing economy, investing in affordable housing can have a dual impact, first it will boost employment and hence economic growth and secondly it will provide a positive response to the need to address the housing and homelessness crisis. Housing is good for people, good for the economy, and good for government.

Perhaps we have to get back to what we do best, social housing. The work that we have done up to now on the UAS is highly commendable. Bringing the community together, securing a designation for Ottawa, building the community framework for the implementation of the UAS, and securing a co-chair on the UAS National Caucus... all excellent work ...but... what is the return? Why was all of this work so important to GNPHC? I believe it was important because it offered a source of funding that could assist us in meeting the demands for an additional supply of much needed housing in our

community. It clearly is not doing that. In spite of having some control of the Request For Proposals (RFP) on the UAS Community Investment Funds, the invitation has not been extended to GNPHC, at least not at the Board table. The new UAS with a redefined purpose and mandate, may meet community needs but does not appear to suit our Corporate goals, or does it? We need clarification or the work we do in this area will have little, if any effect on our purpose. It is time to review our approach to this matter and have a full and formal discussion at the Board table.

Another dilemma, or perhaps just growing pains, we have to face is the clear distinction between GNPHC and MMDC. There are a number of reasons that this makes good sense. First, and foremost, the Ottawa Housing Branch has called for clearer lines between GNPHC and MMDC as it relates to the expenditures of the fund subsidies of the operating agreements it provides; second, MMDC may now be better positioned and more flexible than GNPHC to meet the challenge for additional affordable housing units, and thirdly, the participation in a secretariat to administer the UAS in Ottawa may be better suited to MMDC than to GNPHC. The anticipated response of the OHB to additional affordable housing units is not clear at this time. However, assuming that OHB will remain consistent on the protection of the expenditure of operating agreement subsidies, adding units to the current GNPHC portfolio may not be an option acceptable to the OHB. While it is necessary to draw clearer lines between the two corporations we must do so without rupturing the concept and the opportunities that led to the creation of these two entities. I relay these thoughts to you as issues that will require debate and eventual decision.

COMMUNITY RELATIONS

Community Relations Committee

The Community Relations Committee is made up of: Angela Slaughter, Chairperson; Glen Basque; and, Tasha Cloutier with the support of Gordon Spence, Dolores Peltier and Marc Maracle. The Committee normally meets on a monthly basis to review applications, assign units, offer new leases and monitor relations with our tenancy.

Stable Vacancy Rates

A vacancy rate of 6% has remained stable throughout the review period. The vacancy rate of 3% desired by the OHB has not been achieved. Unit down time has also remained constant and there has been ample flexibility to accommodate changing household needs.

Increased Rent Revenue

Assuming the mean monthly rent is maintained to year-end, rent revenue to December 31, 2008 will reach \$851,157, an increase of 3.6% over 2007, and a high water mark for Gignul. Revenues have been maximized and respect the conditions of the operating agreements.

Reduced Rent Default

Throughout the year Tenant Relations Officers have done a great job of controlling the level of default rent experienced by Gignul. In 2008, the average monthly default rate was \$21,143.11 an improvement of 17.9% over the mean default rate of 2007. (*appendix 1 Rent Default 2007-2008*)

Unit Down Time

The amount of unit down time, periods of time in which units remain unoccupied, as a result of terminations, abandonments and evictions was 117.5 months as compared to 117 months for 2007 maintaining a 6% vacancy rate.

Tenant Mobility

Tenant mobility impacts directly on performance standards such as vacancy rates, rent revenue and maintenance restoration costs. In 2008 71% of Gignul's tenant population remained stable while 10% relocated. The reasons for relocations included transfers 4% due to changes in family size; 1.2% of tenants abandoned their units without notice; and .6% of tenants were evicted for breach of lease conditions. It is Gignul's policy to give tenants every opportunity to meet lease conditions and eviction is clearly a last resort. (*appendix 2 Tenant Activity 2008*)

Tenant Services

Tenant counselling services include: in-home care, budgeting, access to family services, rent recovery, community relations, evictions, communications, tenant events. Interventions with the Ontario Landlord & Tenant Board, social assistance agencies and local service institutions, and administrative support to the Community Relations Committee are provided by two Tenant Relations Officers.

Tenant Profile

Aboriginal ancestry

- 98% of GNPHC's tenant population are First Nations.
(Appendix 3 Aboriginal Ancestry)

Tenant family

12.9 % of the tenant population is families
39.3% of the tenant population is single parent females
9.2% of the tenant population is single parent males
22.1% of the tenant population are single ...9.2% females and 12.9% males
16.5% of the tenants are seniors ...12.2% singles and 4.3% couples
(Appendix 4 Tenant Family Composition)

Income Levels

73% of incomes are under \$20,000 annually
17.9% of incomes are \$20,000 to \$40,000
6.1% of incomes are over 40,000 annually
(Appendix 5 Tenant Income Levels)

Sources of Income

Employment 36.5%
Ontario Works 22.9%
Ontario Disability 14.3%
Student 5.8%
Pension 9.9%
Self employed 3.7%
EI 6.2%
(Appendix 6 Source of Income)

Communications

As a provider of housing services to the Aboriginal community it is necessary for GNPHC to communicate effectively with its tenant population and the community it serves. To accomplish this, the organization publishes a monthly newsletter "*Maseyngun*". The newsletter is prepared by the Administrative Assistant with input from staff and Board. The Newsletter provides a window into Aboriginal community events, home maintenance, fire prevention, promotions, homemaking, home safety, recipes, public interest stories, tenant/corporate responsibilities etc. To date, eleven editions of the newsletter have been published and distributed.

Gignahousing.org is the URL of the Gignul website. The Website provides information on the services offered by Gignul, the office location, application forms that can be downloaded, and a tenant handbook. It also provides information on the Directors of the Corporation, copies of the monthly newsletters and a calendar of community events. It provides a link for tenants and newcomers to most Aboriginal services and organizations in the City of Ottawa. As of November 1, 2008, the website has experienced 6,203 hits, almost doubling the output of the site over its entire history. The site is maintained by A.L.Ouelette of WWWebworks Ltd.

MAINTENANCE

Maintenance Review Committee

The Maintenance Review Committee (MRC) is currently made up of the Jim Lanigan, Chairperson, Charles Hill, and Angela Slaughter. Marc Maracle, Terry Conroy and Jerry Rakus support the work of the Committee. The committee's terms of reference include the general review of all maintenance activities and the review and authorization of regular maintenance expenditures above a proscribed limit. The Committee meets on an

“as required” basis throughout the year to review tender calls and select the successful Contractors on tendered work.

General Maintenance

General maintenance represents 26% of Gignul’s manageable cost expenditure budget. Given the size and nature of this element of the budget, it is incumbent on the Board and the maintenance staff to closely monitor and control expenditures and to respond to market place challenges.

Requirements for Tender

Where estimated renovation costs exceed the prescribed spending authority of staff, the work must be tendered or a request for proposals issued. Tendering is a process of calling for prices and a commitment to undertake predetermined work, under pre-determined conditions from contractors. In order for a potential contractor to prepare an accurate bid it is important that work be sufficiently defined in addition to preparing the necessary specifications which detail the nature, scope and quality of the work. Gignul must outline the manner of payment consistent with the stipulated sum method. Policies include:

- Contractors provide a fixed sum for work
- Contractors are not paid in advance for repairs or renovations
- Contracts over a proscribed amount must have a minimum of 3 competitive invitational bids
- The MRC approve all contracts or purchases over the proscribed amount
- Tenders are accepted up to the stipulated closing time and placed unopened, in safe-keeping
- Tenders may be adjusted by telegram, telex or letter up to the prescribed closing time

Reporting

In its monthly financial statements Gignul reports on maintenance expenditures by individual operating agreement. This information is also contained in our annual audited report which upon completion is provided to the Ottawa Housing Branch along with other annual reports required by these Agreements.

Cost Considerations

There are a number of considerations that impact on the cost of maintaining Gignul’s portfolio at an acceptable standard. These factors place Gignul at a disadvantage when comparing operation and cost standards against mainstream providers of social housing.

- The average age of the buildings owned by Gignul is 53 years old. Often it is difficult to estimate the costs of completing work as maintenance activity uncovers problems that are not initially visible, timelines have to be extended

creating additional unit down time, and an active renovations market makes it difficult to interest even small contractors to bid on work.

- Prior to the amalgamation of the city of Ottawa, Gignul's portfolio was spread across five municipalities. The amount of travel required between active work sites is excessive and time consuming. Another characteristic of the portfolio that adds to travel is that most buildings are single units and duplexes with very few multi unit buildings. At all times there are numerous active maintenance sites that require monitoring.
- Stressors on the maintenance costs of the portfolio include overcrowding, animals (domestic and non domestic), TV satellite dishes, illegal activities, malicious damage, domestic situations.
- Due to characteristics of Gignul's housing stock, the human and financial resources available to maintain the portfolio are limited. The volume of work is excessive and there is little of the maintenance supervisor's time that is left for office responsibilities. Should the need for more detailed reporting of maintenance expenditures prevail, it is recommended that the maintenance budget be increased to accommodate an assistant to the Maintenance Supervisor who's responsibilities would include data collection, planning, analysis, and reporting and assisting with the maintenance workload.
- Gignul makes efforts to utilize Aboriginal contractors where possible. There are a limited number of Aboriginal contractors and most are small and unsophisticated. While there may be some question about the efficiency of our approach, the social and economic impact on the contractors and the community far outweigh any minimal cost factors.
- From time to time, municipal/provincial ordinances including new fire and electrical codes are announced resulting in unanticipated costs. This brings added challenges to cost control. In 2008, Gignul responded to the City's request to upgrade buildings consistent with fire safety regulations at an unanticipated expense of \$46,407 as of October 2008. These costs placed additional stress on the maintenance budget.

Maintenance Expenditure Tracking System

Gignul is working on the creation of a maintenance expenditure tracking system to assist in determining the nature of costs incurred in maintaining its portfolio. Using the technology to more quickly determine maintenance costs in a more segregated manner. This will assist in responding to changes in our regular and planned maintenance programming and in the planning/forecasting process. We are committed to incorporating this into our work in the 2009 operational year.

Last year a new computer was purchased along with the HM Worx Software Program to support data collection. The challenge continues to be to ensure work orders and associated costs are detailed sufficiently to segregate costs items. To protect the quality of the data, the interpretation of cost centre and item expenditure must be consistent and data input must be completed on a regular basis. There is considerable difficulty getting small, unsophisticated Contractors to adhere to the required level of detail proposed when costing and billing projects.

The program we are proposing will comprise the collection of data covering four cost centres: Service Calls, Restoration of Units, General Maintenance and Capital Repair and detail 10 key cost items mainly: Plumbing, Heating, Electricity, Drywall/Painting, Floors, Cabinets, Windows/Doors, Roofs, Exterior, Waste Removal/Pest Control.

Replacement Reserve Fund

Annually, a replacement reserve allotment of \$72,700 is included in the budget allocation. Capital repairs include expenditures such as fridges, stoves, furnaces, windows, doors, roofing and generally time worn repair that necessitate replacement products. Should these funds not be expended during the course of a fiscal year they are retained and held in the Replacement Reserve Fund to address future replacement needs.

To October 31, 2008, the capital repairs expenditures totalled \$102,891. The cumulative RRF fund balance as of October 31, 2008 is \$429,907. It is recommended that a policy of balancing the expenditure of this fund against the annual funds received be considered and that the funds in the amount of \$423,404 currently secured in GIC's be increased to \$450,000 in order to maximize interest revenue.

Fire Safety and Prevention

The effects of fire and the consequences are devastating not only for the tenants and neighbours but also for the Board/Staff and the operations of Gignul. In March 2007, GNPHC experienced a fire at 388 Queen Mary. Damage was estimated at \$155,000 and an insurance claim was filed. Safety and prevention is paramount in our day-to-day activities and in our on-going communication with tenants. The impacts on the operations are increased maintenance costs to support the deductible and the potential liability if the risks of fire and safety are not properly managed.

Recent revisions to the Ontario Fire Code have resulted in stricter fire regulations and as a result, inspections of multi-unit building have been undertaken. As can be expected, with an older housing portfolio, additional safety upgrades and retrofits are often required and Gignul continues to respond to these new requirements. In 2008, fire regulation retrofits created an additional unanticipated cost of \$46,407 on the maintenance budget.

With new fire and safety requirements it is incumbent on Gignul Board and Staff to undertake due diligence in managing our portfolio under these new standards and to communicate more specifically with our tenants regarding fire and safety issues,

education and prevention, as well as on-going risk assessment throughout our portfolio, including our policies and procedures.

We conduct annual unit inspections, smoke detector inspections with a sign-off by tenants, and maintain accurate records of inspections and work undertaken associated with fire and safety. Regular articles on fire prevention and safety are published in our monthly newsletter distributed to all tenants.

FINANCE/ACCOUNTABILITY

Balanced Budget

As of September 30, 2008 there are several pressure items on our remaining budget. Snow removal as a result of last year's record snowfall is \$32,000 over budget and is expected reach up to \$40,000 by the end of December. A substantial portion of this cost was created by the need to remove the heavy snow load from roofs. In addition 96% of the maintenance budget is exhausted and a cost overrun is forecasted. It is fortunate this year that there is a new measure of flexibility between line items in the approved budget. Every effort will be made to end the year with a balanced budget.

Accountability

Throughout the year Gignul's finance has maintained the reporting requirements and the integrity of the 17 operating agreements through the management of tenant leases, maintenance of units and properties, provision of tenant counselling services and communication with the tenants and the community at large. Regular and accurate reporting was prepared throughout the year to support the monitoring of progress and to measure corporate performance.

Financial Highlights 2008

GNPHC Five Year Financial Summary - 2004 to 2008

| Line Item | 2004 actual | 2005 actual | 2006 actual | 2007 actual | 2008 Budget |
|------------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| Rent Revenue | 740,271 | 752,970 | 807,775 | 820,584 | 838,202 |
| Subsidy | 1,755,356 | 1,789,392 | 1,757,326 | 1,782,852 | 1,762,824 |
| Maintenance | 354,139 | 440,473 | 299,129 | 379,586 | 338,292 |
| Tenant Relations | 108,664 | 112,286 | 116,417 | 124,336 | 128,109 |
| Administration | 245,595 | 245,016 | 246,922 | 254,544 | 278,415 |
| Surplus/Deficit | 20,063 | (57,479) | 91,652 | 62,265 | 0 |

| | |
|--------------------------------------|-----------|
| Manageable Expenses - 1.92% increase | 1,335,984 |
| Property Taxes - 7.66% increase | 227,521 |
| Replacement Reserve | 72,600 |

- Rental revenue will exceed the budget forecast by approximately \$12,950

- Maintenance expenditures will moderately exceed the planned maintenance budget by no more than \$40,000.
- Utility costs (gas/oil/hydro) are forecasted to be \$10,000 under budget
- The current annual subsidy is \$1,762, 824 which represents an increase of \$7,468 or less than ½ of one percent since 2004.
- Introduced by OHB, budget flexibility is a positive financial feature

AFFILIATIONS

Ontario Non Profit Housing Association

In 2008, Gignul maintained its membership in the **Ontario Non Profit Housing Association (ONPHA)**. ONPHA is a provincial non-profit organization that represents some 770 housing organizations in 220 communities in Ontario. There are 30 Aboriginal housing corporations among the members of ONPHA, this represents almost 85% of all Aboriginal housing corporations in the province. The Association conducts research, tracks and analyses the housing situations in Ontario, provides specialized workshops and training opportunities, fosters strategic connections in the housing industry, supports new housing, and works with governments to achieve equitable solutions to housing needs. Gignul maintains membership to access these services.

During the year ONPHA established an Aboriginal Advisory Committee to offer a strong level of support to its Aboriginal members. At its first meeting, the Committee approved terms of reference and conducted an outside the Greater Toronto Area survey on the design and delivery of the Province's urban Aboriginal Housing Trust Account. The finding of this research has been conveyed to the consortium of OFIFC, MNO, and ONWA and the provincial housing ministry. There continues to be concerns about the design of the initiative, the delivery mechanism for the administration, and the extensive delays in putting the initiative into action. Clearly, Aboriginal housing corporations want strong representation on the governing body and are leaning towards ONPHA as a possible choice for the delivery of the \$60M in funds designated outside of the GTA.

On October 16-18, 2008, three members of Gignul's Board/Staff attended the ONPHA annual meeting held in Ottawa. A Gignul representative participated in the pre-conference planning process and area activities included a tour of the Madawan Seniors Lodge. Thirty-five delegates were provided refreshments and bannock by the tenants of the Lodge.

GNPHC representatives attended the following workshops:

- Board Governance at its Best
- Information Technology and Your Business Goals

- Aboriginal Network Luncheon
- Sheltering Youth: From Drop in to Housing
- Funding for Home Ownership
- RGI Calculations for Seniors
- New Affordable Housing: How to Get Started
- A New Approach to Support in Social Housing
- A National Housing Strategy; Green Leadership; Building a Stronger Asset Management Framework
- Aboriginal Operating Agreements: Roundtable Discussions
- ONPHA AGM

Along with the Trade Show and networking opportunities the workshops provided a good selection of interesting learning experiences and opportunities to share knowledge and best practices. The conference was well attended by Aboriginal housing members and a delegation of the Aboriginal Advisory Committee was provided an opportunity to meet separately with Jim Watson, the provincial Minister responsible for Municipal Affairs and Housing. This year's conference left participants with the excitement and anticipation to attend the conference again next year.

National Aboriginal Housing Association

Gignul is an active member of the **National Aboriginal Housing Association (NAHA)**. In June 2008, the 14th Annual General Meeting & Conference of the National Aboriginal Housing Association held in Ottawa with the strong support of the GNPHC staff and Board. Three Gignul representatives were part of the registered delegation. The Conference consisted of a series of four workshops:

Urban Planning: Getting on Board

New and existing federal programs are promoting and receiving greater cooperation and coordination among Aboriginal service providers as they assume a role in municipal planning and access to funding support by way of horizontal approaches of federal, provincial and municipal governments. This trend is promoted and encouraged by the design of initiatives such as the Homelessness Partnering Strategy, the Urban Aboriginal Strategy, and the Affordable Housing Initiative. Workshop discussions stressed the importance of working together and making the effort to include Aboriginal housing corporations, with other locally based Aboriginal service providers, in city planning and priority setting. The experience of the Ottawa Aboriginal Coalition was presented as a positive experience.

Sharing Corporate and Administrative Knowledge

The workshop recommended:

- NAHA work cooperatively with the AFN without compromising its inclusive Aboriginal approach

- A contact list be developed and made available in order to facilitate continued communication between and among provincial officials /institutions and Aboriginal housing corporations
- NAHA conduct research to identify the numbers of registered First Nations families and individuals currently resident in social housing administered by non-reserve Aboriginal housing corporations. A benchmark based on local Aboriginal populations be established to support a fair representation of the registered First Nations urban community
- It must be determined whether local urban Aboriginal housing corporations can offer technical support to reserve-based First Nations housing institutions and what precisely the nature of support is that is required.

Drawing on the Aboriginal Housing Trusts and Other Sources

Provincial government representatives and their Aboriginal counterparts provided an overview of the progress of establishing relationships and their collective efforts on program design and delivery mechanisms. Panel members addressed approaches that were working well and identified some of the barriers to advancement that exist both with the Aboriginal corporations and governments.

Recommendations included:

- Responsibility for the design and delivery of the Housing Trusts should be vested in Aboriginal controlled entities;
- Provincial and local Aboriginal housing corporations must continue to lobby their provincial governments in order to establish accessible housing initiatives and delivery mechanisms that will meet Aboriginal needs and create an additional supply of affordable housing.

Energy Conservation and Retrofit in Social Housing

Participation in the workshop was stimulated by the attendance of corporate representatives directly engaged in energy conservation. Discussion extended over both policy and operational issues. The workshop stressed the fact that Aboriginal housing corporations must also do their part when it comes to environmental consciousness and operational efficiencies.

Recommendations included:

- NAHA must continue to work with corporations like Ameresco to develop a national approach to the issue of the environment and energy conservation in existing and new housing projects.
- NAHA and its member organizations must create awareness among children and youth of the necessity and benefits of energy conservation and the need for a greener and healthier Mother Earth.

Sixty-five delegates along with federal and provincial government representatives, and corporate guests registered for the conference

PRIORITIES FOR THE COMING YEAR

Gignul priorities for 2008 include but are not restricted to the following:

- Implement a maintenance expenditure database to support planning, coordination, cost control, reporting and accountability of maintenance activities.
- Address the need to draw clearer lines between the operations of GNPHC and MMDC and define the most appropriate way to do this.
- Debate and rationalize the nature of GNPHC's continued involvement in the Urban Aboriginal Strategy with emphasis on a statement of purpose.
- Continue to work toward the development of additional affordable housing to meet the needs of the Ottawa's growing Aboriginal population.
- Continue our efforts to reduce our vacancy rate to 3% and work on reducing down time by improving the coordination on unit rehabilitation.
- Maintain an active tenant counselling unit hosting and supporting community events that help to create a sense of community belonging among our tenant population.
- Develop or acquire a home maintenance awareness program to encourage tenants to share responsibility in the care of their homes and to reduce the volume and cost of service calls.
- Host a team-building workshop for Board and Staff to review policies and procedures and to formulate new creative ideas in the provision of homes and home services.
- Maintain efforts to create a greater awareness of fire safety and prevention in the home through the use of the newsletter, home visits and tenant interventions.

ACKNOWLEDGEMENTS

While all of our desired goals for the year have not been fully met GNPHC has through out the year exhibited a strong level of performance and accomplishment. Our continued success is due the work of a committed staff: I want to acknowledge Dolores, Gord, Eve, Jerry, and for their unquestionable commitment to their jobs and to this corporation; Liz for feeding us and keeping us clean, Terry for the never ending task of maintaining the quality of the homes we offer, and Marc for his leadership and work in bringing the community together to take on new challenges, and building strong relationships with the city fathers. On behalf of the Board I thank you and congratulate you for your efforts and commitment to keeping Gignul on the city map.

I want to acknowledge the work of the Board and its Committees for their interest in the advancement of GNPHC and the work that they have performed throughout the year. I want to recognize the new members that have joined the Board, Tasha and Brian and thank them for their interest in GNPHC. I want to recognize the Executive Team, Charles and Angela for the guidance and experience they lend to decision-making. The Community Relations Committee continues to do an excellent job in stabilizing vacancy rates and its strong performance in reducing default rents to the lowest level ever, and on top of all of that reaching a milestone in rent revenue. It has been a busy year. The work of this Committee is highly sensitive and is a reflection of the social consciousness and heart of the Corporation. The Maintenance Review Committee continues to advance its work on improved reporting and coordination of maintenance. As maintenance represents a sizeable portion of our budget the highest level of efficiency must continue to be our goal and will remain on the top of our priority list.

I also want to recognize Andy Foreman of Raymond Chabot Grant Thornton LLP for the financial services provided by his firm and I recommend that the firm be retained for the 2008 Operational Year audit.

2008 Board Meeting Schedule

January 15, 2008

February 26, 2008

March 27, 2008

April 28, 2008

May 20, 2008

June 25, 2008

September 16, 2008

October 21, 2008

November 24, 2008 - Annual General Meeting

Respectfully Submitted,

Jim Lanigan
President