



City of Hamilton
CITYHOUSING HAMILTON CORPORATION SHAREHOLDER
MEETING ADDENDUM

Meeting #: 18-002
Date: June 21, 2018
Time: 10:00 a.m.
Location: Room 264, 2nd Floor, City Hall
71 Main Street West

Lisa Chamberlain, Legislative Coordinator (905) 546-2424 ext. 2729

Pages

7. STAFF PRESENTATIONS

7.1 2017 Annual Report

*7.1.a Added Document - Presentation

2



2017 ANNUAL REPORT

2018 SHAREHOLDER MEETING

CITYHOUSING HAMILTON

2017 ANNUAL REPORT

FIRST
PLACE

RST
ACE



Our Vision

**To be the best place to raise
a child and age successfully.**

City of Hamilton Council made unprecedented commitments to affordable housing and subsequently CityHousing Hamilton over the past year. With nearly 70% of CHH's housing stock over 40 years old, and 6,000 individuals, families and seniors on the affordable housing wait list – the decision to provide this momentous support was greatly appreciated.

The City of Hamilton Council Commitment

Poverty Reduction Investment
Fund

\$20
Million

To date,
128 units refurbished
(\$669,904)

Tax Exemption

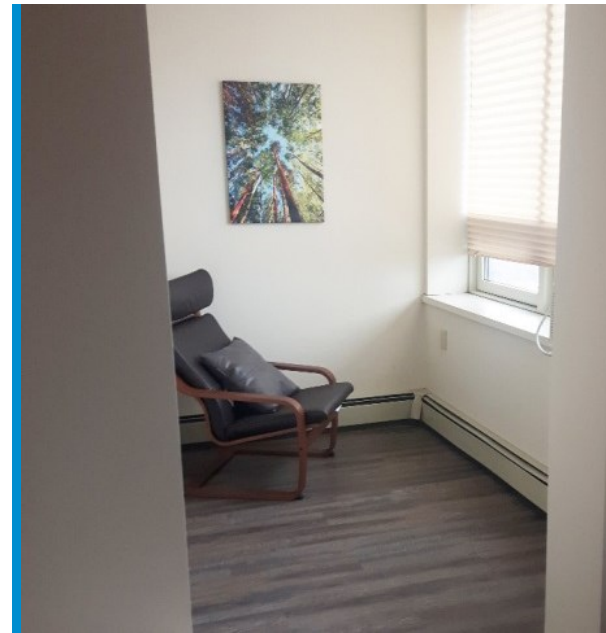
\$800
Thousand

Annually

Area-Rated Funds

\$167
Thousand

First Place Supportive Housing Program



CityHousing Hamilton Partners with Wesley Urban Ministries



First Start Café



Supportive Housing Program

Vanier Towers

Resident's Top Requested Services:

- Medical Health Services
- Mental Health Services
- Social Support Worker
- Addiction Services
- Food Services



Vanier Towers

Partnerships and Resources:

- | | |
|-------------------------------------|--------------------------------|
| ▪ Physicians | Shelter Health Network |
| ▪ Primary Care Nurse | Hamilton Urban Core |
| ▪ Health and Wellness Coordinator | Hamilton Urban Core |
| ▪ Case Facilitator (ASI) | Ontario Works |
| ▪ Peer Support Worker | Mental Health Rights Coalition |
| ▪ Case Worker | Ontario Works |
| ▪ Case Worker | ODSP |
| ▪ Home Management Worker | Home Management |
| ▪ Recreation Programs | Recreation |
| ▪ Counselling Addictions and Trauma | Wesley |
| ▪ Food Strategy | Wesley |



Vanier Towers



Revitalization at CityHousing Hamilton



\$16 MILLION

500 MACNAB

Revitalization of 146 units

- 129 studio
- 17 one bedroom

Seniors building



\$15 MILLION

MACASSA

Replacement of 45 and addition of 20 net new units

- 65 one bedroom

Seniors



\$17 MILLION

BAY-CANNON

Replacement of 46 and addition of 19 net new units

- 46 three bedroom
- 19 one bedroom

Family and under 60s



\$6 MILLION

WELLINGTON-KING WILLIAM

Replacement of 14 and addition of 6 net new units

- 20 three bedroom

Family



\$10 MILLION

QUEENSTON-PHASE 1

Replacement of 41 units

- 15 three bedroom
- 26 one bedroom

Family and Seniors



DEVELOPMENT PARTNERSHIP

JAMESVILLE

Replacement of 45 CHH units as part of a medium density and mixed-income community.

This community will be a combination of 350 to 500 affordable and market units.

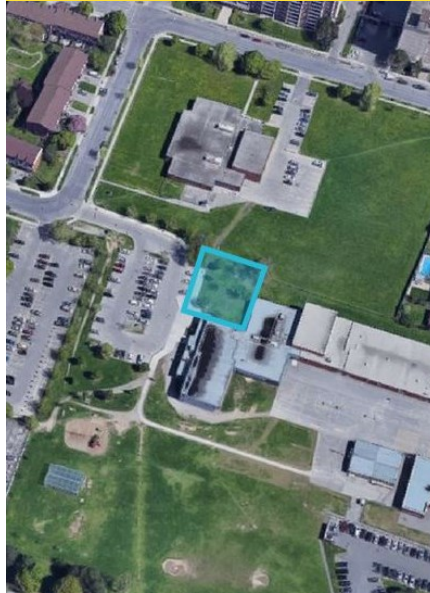
It is anticipated that there will be a combination of 1, 2, 3 and 4 bedroom units.

Potential Developments

Roxborough
Development Partnership



Riverdale
Community Hub



191 York
Development Partnership



Sale of Single and Semi-Detached Homes



Sale of **100** properties

76 properties have been identified for sale



30 properties have been sold for

\$9.5

Million



Current Rent Arrears

To decrease total
arrears to below
10%

Market Rent Unit Turnover





To reduce the turn over
time for **75%**
of market rent units
from vacancy to
possession to
24 hours

Collection of Maintenance Repair

To reduce the total
balance of unclaimed
revenue for balances of
\$350 or greater for
19 residents
by **25%**

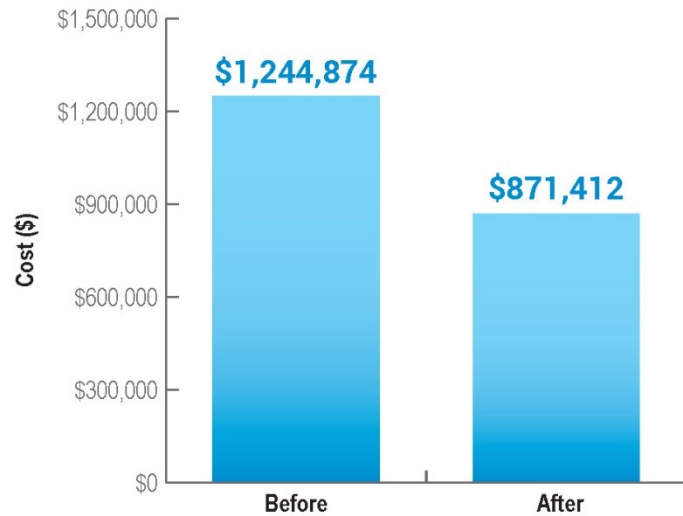
Quality Improvement initiatives

Integrated Pest Management

		2016	2017
	Total Treatments (bedbugs)	2,787	2,551
	Resident Satisfaction (overall)	4.6	4.7
	Average Lead Time (bedbugs)	8.3	7.4
	IPM Budget	\$1.7M	\$1.15M

Quality Improvement Initiatives

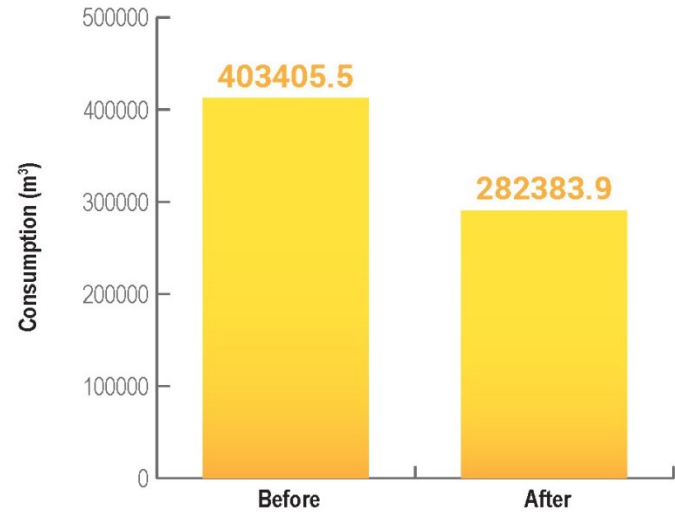
Annual Water Cost



**PROJECTED
COST SAVINGS:**

\$375,000
per year in
Water Cost Savings

Annual Water Consumption

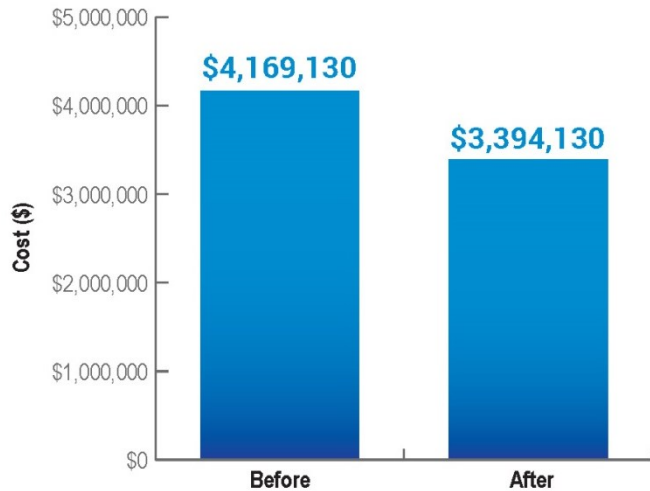


**PROJECTED
REDUCTION:**

121,000 m³
per year in
Water Consumption

Quality Improvement Initiatives

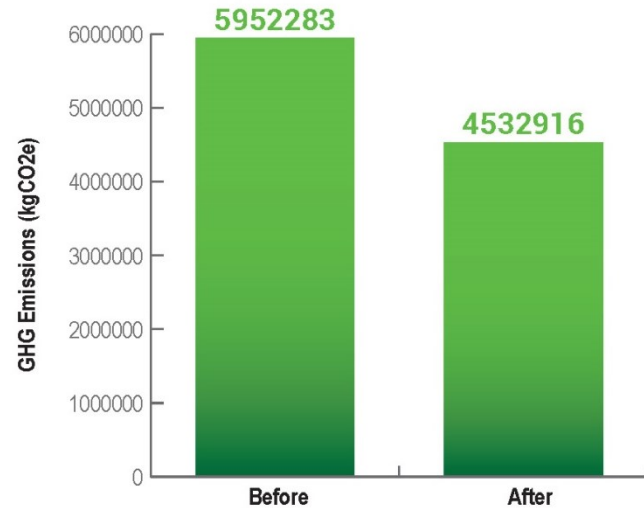
Annual Electricity and Natural Gas Cost



**PROJECTED
COST SAVINGS:**

\$775,000
per year in
Electricity and Natural Gas

Annual Greenhouse Gas Emissions



**PROJECTED
REDUCTION:**

1,419,000 kgCO2e
per year in
Greenhouse Gas Emissions

Quality Improvement Initiatives

Social Housing Apartment Improvement Program (SHAIP)

**\$9.6
Million**

- Energy Audit
- Passive House Retrofit
- Window and Balcony Door Replacement
- Occupancy Controls for Cold Vending Machines
- Make-Up Air Units with Heat Recovery
- High-Efficiency Condensing Make-Up Air Units
- High-Efficiency Condensing Boilers for Space Heating
- High-Efficiency Condensing Boilers for Domestic Hot Water
- Flue Gas Heat Recovery System




CityHousing Hamilton develops a new Safety and Security Strategy



Quality Improvement Initiatives

Policies and Procedures




CityHousing Hamilton Policy Manual

Index

- [Abandoned Units](#)
- [Access to Units by Staff](#)
- [Addition to Household Composition – Market Tenant](#)
- [Addition to Housing - Under 17 Years of Age](#)
- [Addition to Housing - Over 17 Years of Age](#)
- [Air Conditioners](#)
- [Authorization Limits for Procurement](#)
- [Barbeques](#)
- [Board of Directors Orientation](#)
- [Complaints](#)
- [Contractor Deficiency](#)
- [Death of a Tenant](#)
- [Duty to Accommodate](#)
- [Elections](#)
- [Emergency Work](#)
- [Fire Safety](#)
- [Formal Quotations](#)
- [Garbage and Recycling](#)
- [Governance](#)

Procurement Action Plan

CityHousing Hamilton Corporation		
CATEGORY	03	DATE APPROVED: October 24, 2017
	Procurement	
SECTION	04	UPDATED ON:
	Preparing Tenders	
POLICY	03	INTERNAL AND EXTERNAL
	Request for Tender (\$100,000 or greater)	
1.0 POLICY STATEMENT AND PURPOSE		
CityHousing Hamilton (CHH) is committed to ensure that the purchasing function related to preparing tenders meets the current and future needs of the organization by employing effective and innovative methods for procurement of goods and/or services.		
2.0 SCOPE		
The policy will provide guidance on preparing Requests for Tenders (RFT).		
3.0 POLICY		
Preparing Request For Tenders should include contracts of \$100,000 or more, must be publically advertised and may also be distributed to qualified contractors in order to obtain competitive pricing.		
All tender files are required to be maintained by CHH and should include the following information:		
<ul style="list-style-type: none"> Tender number; Details of goods and/or services to be provided; Copy of advertisement posted on the website or other media outlets; Closing date and time for tender; Scope of work, plans, specifications and any subsequent amendments and addenda; Tender Bid Submission Forms received; Tender evaluation report; Correspondence to successful Contractor; Record of release of bid security to other Contractors; A copy of the contract (Purchase Order is generated by the Finance Department); Control details of payments made against contract, progress draws/invoices, indicating holdbacks (where applicable) and change orders (extras or credits to the-contacts (where applicable); Change Orders pertaining to the scope of work; Suitable evidence of compliance; Workplace Safety Insurance Board (WSIB) Clearance Certificate; Certificate of Insurance; Evidence of payment of holdbacks as required, 45 calendar days after substantial performance of the contract; 		

Maintenance Improvements at CityHousing Hamilton



Quality Improvement Initiatives

Maintenance and Utilities Expenses



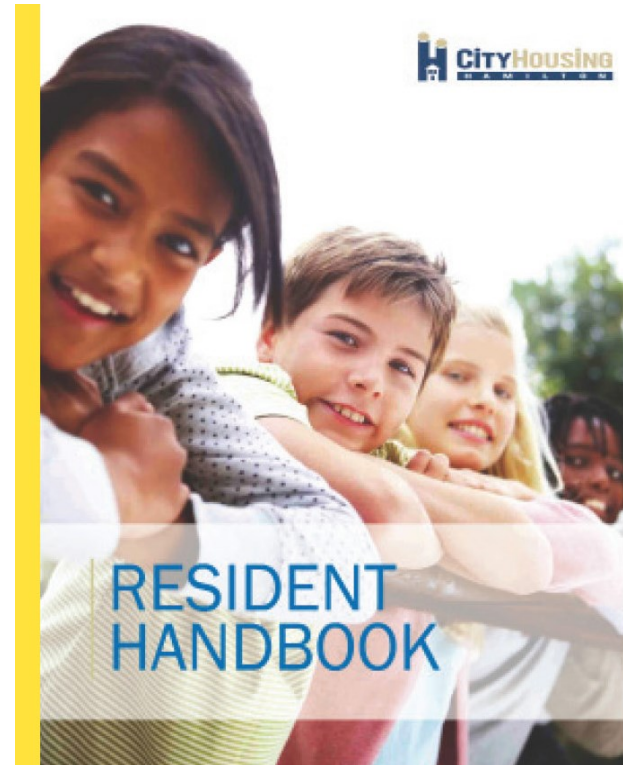
	2016 Actual	2017 Actual	2018 Budgeted
Maintenance	\$10.64M	\$11.61M	\$12.81M
Utilities	\$11.61M	\$11.53M	\$11.03M

Quality Improvement initiatives

Strategic Plan 2017 - 2021



Renewed Resident Handbook



Residents of CityHousing Hamilton

Step by Step – Community Builder Award



Congratulations to Step by Step!

Residents of CityHousing Hamilton

Tenant Association – Club 30



Staff Divisional Day & Years of Service Milestones

Staff Divisional Day



Staff Divisional Day & Years of Service Milestones

2017 CHH Retirees and Years of Service Milestones

5 YEARS	10 YEARS	15 YEARS	25 YEARS	30 YEARS
Sean Botham	Mike Acciaroli	Vimal Sarin	Brian Lodewyks	Gillian McLaughlin
Hugo Espinal	Teresa Herechuk			
Carey Lavigne	Laura Seaton			
Steve Weis				
Shauna Wheeler				

A CELEBRATION OF *Service*

The following retirees were honoured:

Harvey Watters, November 2016

Louanne McClement, April 2017

Dave Pangborn, October 2017

Financial Year in Review



60%	Residential Rent	\$35,685,756
2%	Commercial Rent	\$993,590
2%	Tenant Recoveries	\$904,600
32%	Government Subsidies - Operating	\$19,174,479
4%	Other	\$2,264,156

TOTAL: \$59,022,581



22%	Administration	\$12,906,276
1%	Bad Debt	\$406,233
2%	Insurance	\$975,617
20%	Maintenance	\$11,608,062
20%	Mortgage Amortization and Interest	\$11,895,146
1%	Municipal Taxes	\$710,036
20%	Utilities	\$11,536,461
14%	Replacement Reserve Allocation	\$8,375,889

TOTAL: \$58,413,720

Financial Year in Review



68%	Replacement Reserve Allocation	\$8,375,889
32%	Other Funding**	\$3,998,977

TOTAL: \$12,374,866

*** Other Funding Consists Mainly of Funding from the City of Hamilton for Special Projects and Interest Earned on Investment*



92%	Building Rehabilitation*	\$11,532,980
3%	350-360 Garage Reparation	\$383,469
5%	2017 Water Conservation Project	\$630,657

TOTAL: \$12,547,106

** Includes accounts such as Roofing, Building, Heating and Ventilation, Plumbing, Electrical and Painting*

Community Partners

- AbleLiving Services Thrive Group
- Access to Housing
- Addiction Services Initiative (OW)
- Alzheimer Society of Canada
- Artforms
- Banyan Community Services
- Boys and Girls Clubs of Hamilton
- Brain Injury Services Hamilton
- Canadian Hearing Society
- Canadian National Institute for the Blind (CNIB)
- Canadian Red Cross
- Catholic Children's Aid Society of Hamilton
- Catholic Family Services of Hamilton
- Canadian Mental Health Association (CMHA)
- Care Dove
- Cheshire Independent Living Services
- Children's Aid Society of Hamilton
- City of Hamilton Home Management Program
- City of Hamilton Neighbourhood Action Strategy
- City of Hamilton Recreation Department
- Community Action Program for Children of Hamilton (CAPC)
- Community Care Access Centres of Hamilton (CCAC)
- Community Living Hamilton
- Community Schizophrenia Services (CSS)
- Contact Hamilton
- Crisis Outreach and Support Team Hamilton (COAST)
- Davis Creek Community Planning Team
- Development Services Ontario
- Dundas Community Services
- Dundas Valley School of Arts
- Environment Hamilton
- Elephant Thoughts Education and Outreach
- Gala Neighbourhood Planning Team
- Good Shepherd Centres
- Gwen Lee Supportive Housing (SJHC)
- Green Venture
- Habitat for Humanity
- Hamilton Association for Residential and Recreational Redevelopment Programs (HARRRP)
- Hamilton Centre for Civic Inclusion (HCCI)
- Hamilton Community Foundation (HCF)
- Hamilton Community Garden Network (HCGN)
- Hamilton Community Legal Clinics
- Hamilton Council on Aging (HCoA)
- Hamilton Crime Stoppers
- Hamilton Fire Department
- Hamilton Health Sciences Corporation (HHSC)
- Hamilton Interval House
- Hamilton Jewish Social Services (JSS)
- Hamilton Niagara Haldimand Brant Local Health Integration Network (HNHB LHIN)
- Hamilton Paramedic Service (Incl. CHAP-EMS)
- Hamilton People and Animal Welfare Solution (PAWS)
- Hamilton Police Services (HPS)
- Hamilton Program for Schizophrenia (HPS)
- Hamilton Urban Core Community Health Centre
- Hamilton-Wentworth District School Board (HWDSB)
- Helping Hands Street Mission
- Horizon Utilities Corporation
- Housing Help Centre
- Housing Services Corporation (HSC)
- Infrastructure Ontario
- Independent Electricity System Operator (IESO)
- Indwell
- Jamesville Community Planning Team
- Learning and Recreation Community House (LARCH)
- Lynwood Charlton Centre
- March of Dimes Canada
- McMaster University (Incl. CHAP-EMS / Inspire & Isolated Seniors)
- McQuesten Community Planning Team
- Mental Health Rights Coalition (MHRC)
- Ministry of Health and Long-Term Care (MOH LTC)
- Mission Services Opportunity Centres
- Mohawk College of Applied Arts and Technology
- Mountain Kidz Club
- Narcotics Anonymous World Services
- Native Women's Centre Hamilton
- Neighbour 2 Neighbour Centre
- North Hamilton Community Health Centre
- Ontario Disability Support Program (ODSP)
- Ontario Works (OW)
- Rolston Community Planning Team
- Rygiel Supports for Community Living
- Schizophrenia Society of Ontario Hamilton Chapter
- Senior Activation Maintenance Program (SAM)
- Service Canada
- Sleep Country Canada
- Smartmeds Pharmacy
- South Sherman Neighbourhood Planning Team
- St. Joseph's Healthcare Hamilton (SJHC)
- St. Joseph's Home Care (SJHC)
- St. Joseph's Immigrant Women's Centre
- St. Matthews House
- Strive Fitness and Athletics
- The City of Hamilton
- The Government of Canada
- The HBSPCA
- The Office of the Public Guardian and Trustee (OPGT)
- The Ontario Rent Bank Network
- The Salvation Army
- The Social Planning and Research Council of Hamilton (SPRC)
- Threshold School of Building
- Toronto Community Housing (TCH)
- Union Gas
- Veteran's Affairs Canada
- Victorian Order of Nurses Canada (VON)
- Volunteer Hamilton Centre for Community Engagement
- Wellington Psychiatric Outreach Program (WPOP)
- Wesley Urban Ministries
- Womankind Worldwide
- YMCA Hamilton
- YWCA Hamilton

BOARD OF DIRECTORS

CHAD COLLINS, PRESIDENT
Ward 5 Councillor

MATTHEW GREEN,
VICE PRESIDENT / TREASURER
Ward 3 Councillor

TOM HUNTER,
CHIEF EXECUTIVE OFFICER

DOUG CONLEY
Ward 9 Councillor

JASON FARR
Ward 2 Councillor

TOM JACKSON
Ward 6 Councillor

JACQUELINE AIRD
Citizen Member

CARMINE FILICE
Citizen Member

TONY C. LEMMA
Citizen Member

PATRICIA REID
Citizen Member

SENIOR MANAGEMENT

ROCHELLE DESOUZA
Chief Financial Officer

MATTHEW BOWEN
Manager, Operations

BRIAN KINASCHUK
Manager, Maintenance

DONNA KIRCHKNOPF
Manager, Residency Administration

BERNICE LILLEY
Manager, Asset Renewal

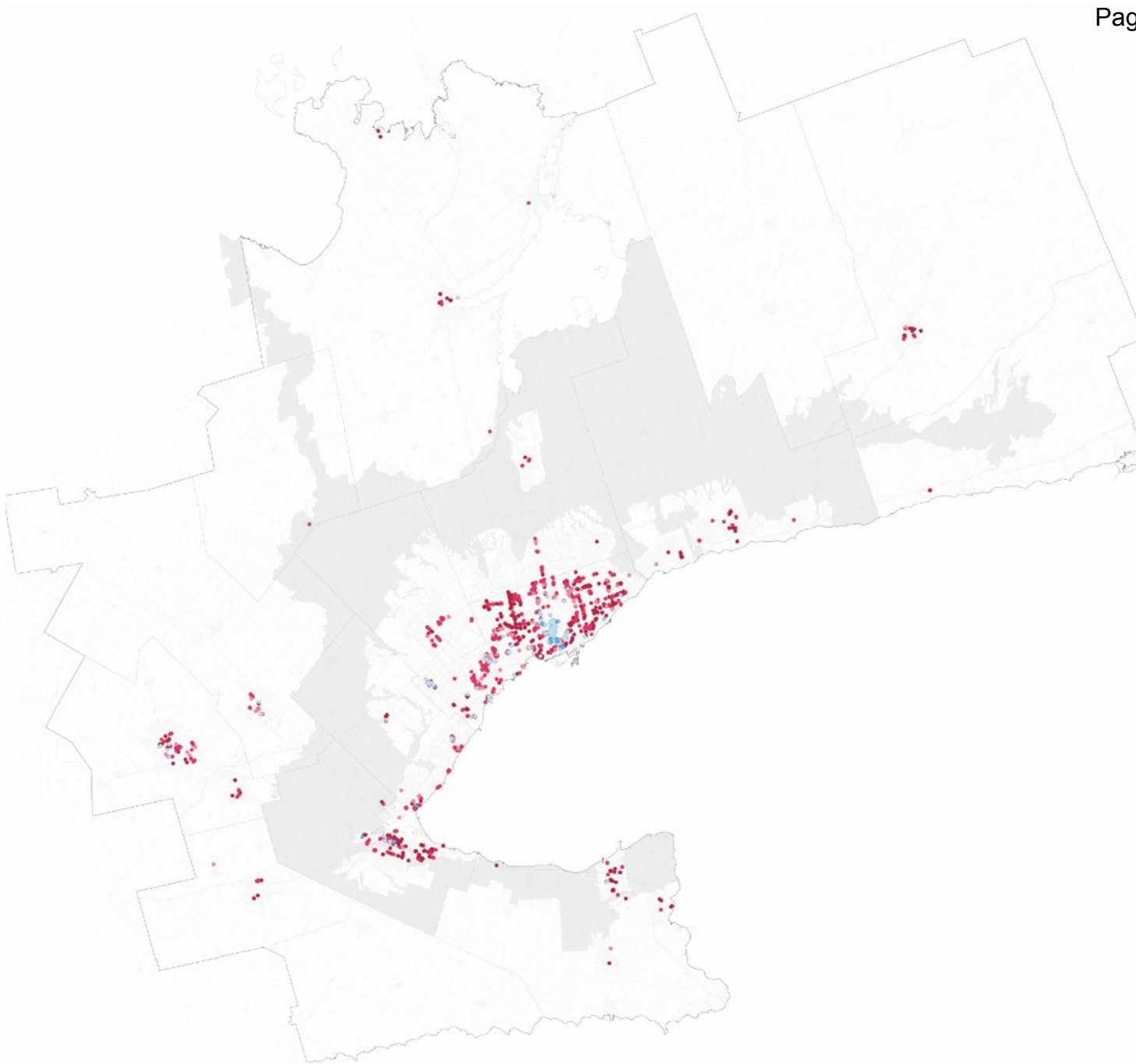
KATE MANNEN
Manager, Partnership Development
and Support Services

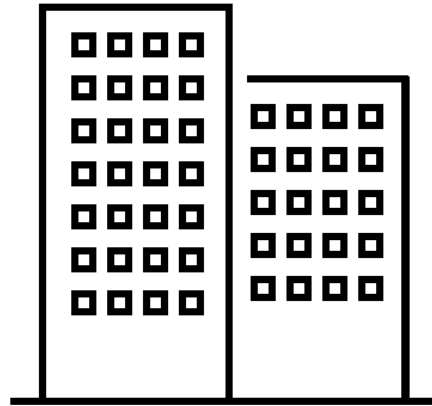
KATHY MCINNES
Manager, Business Services

Affordable Green: CHH Tower Renewal

Tom Hunter
CEO, CityHousing Hamilton

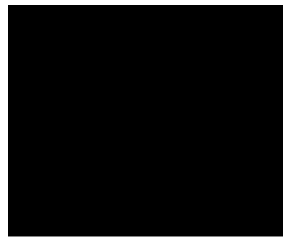




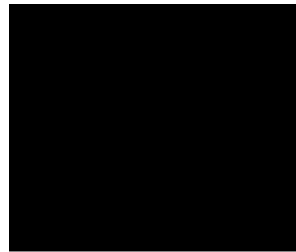


Vanier Towers 555 units

Responses by emergency services per year:



Police
305



Paramedic
261



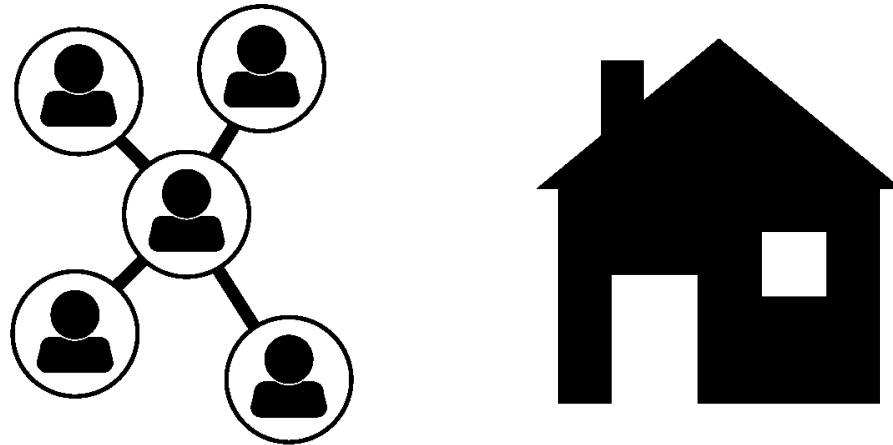
Fire
105



An estimated
23,000

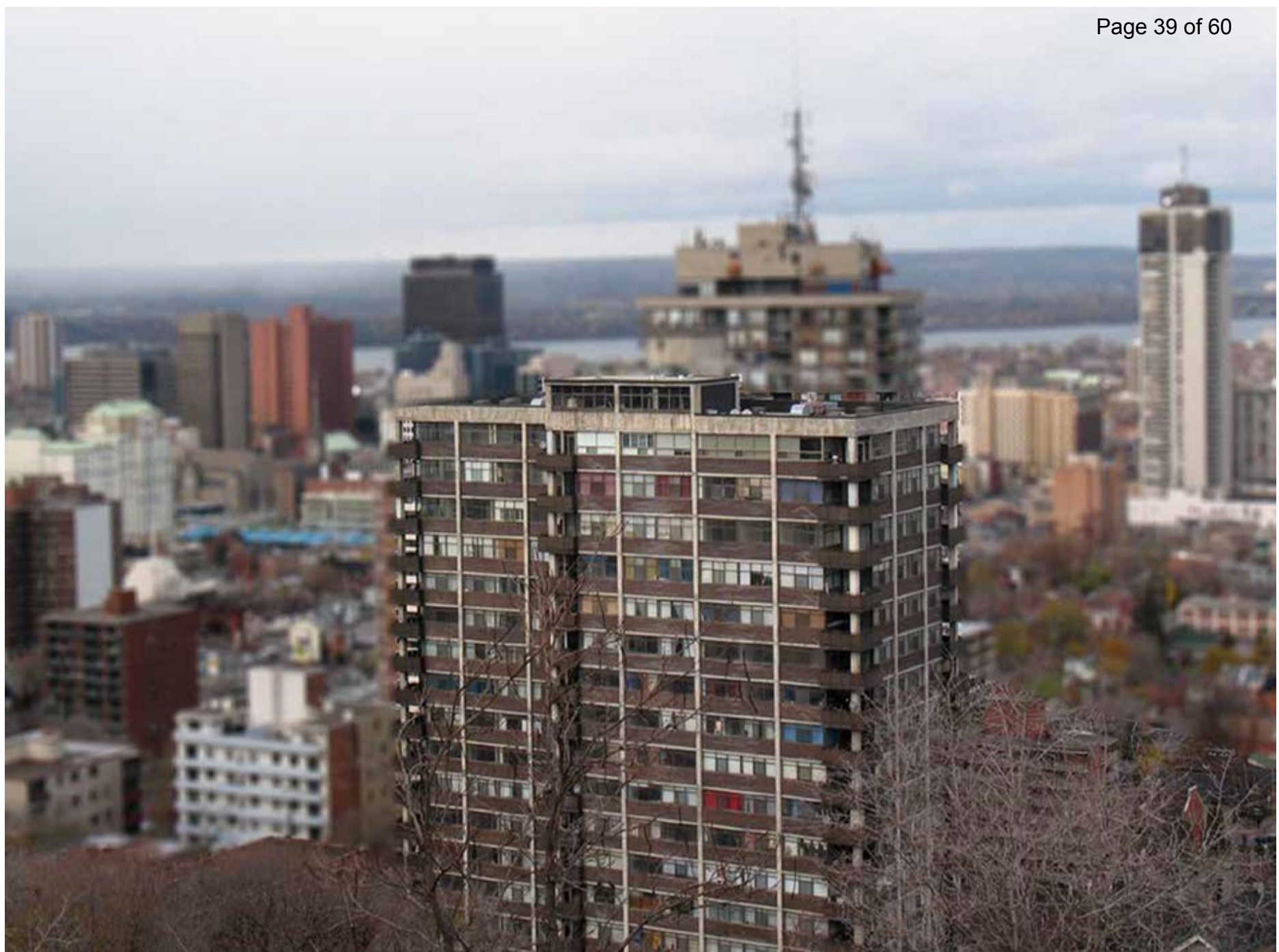
adults with a serious and persistent
mental illness live in Ontario's
municipally-funded social housing.

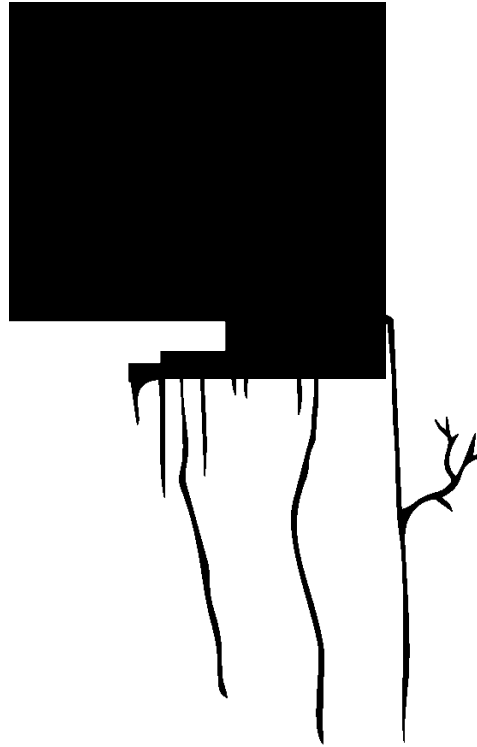
(2x the number in supportive housing)



Determinants of health include: social
and environmental factors

50% + 10%



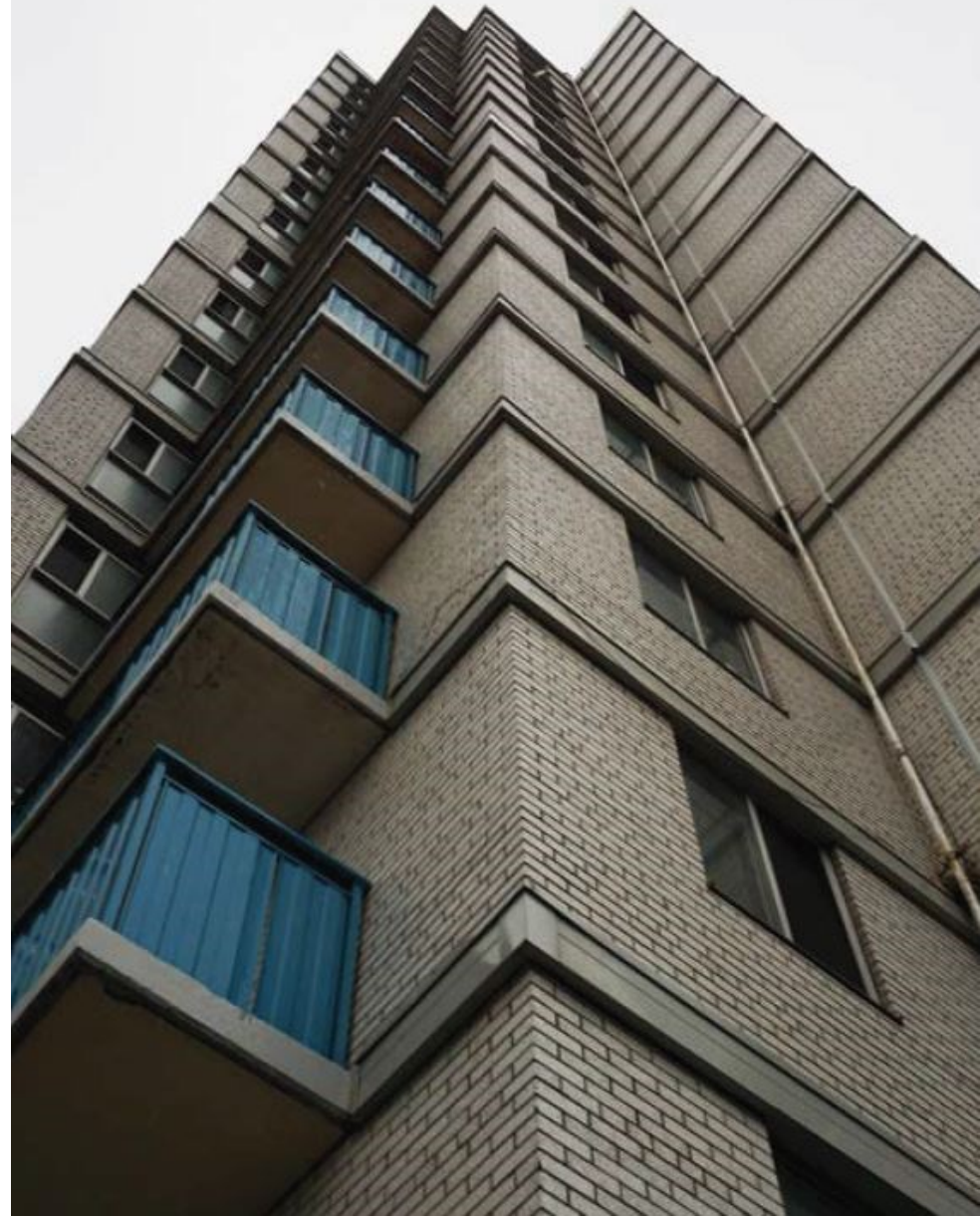


\$95 million

backlog in capital maintenance.

welcome to
unstoppable







What if...

...we reimagined what social housing could be and **shifted the conversation from affordable housing as liability to affordable housing as a cutting-edge landmark?**

Indoor Air Quality



Thermal Comfort



Natural Light



Acoustic Comfort



Accessibility



Community Space



Eliminate Capital Deficit



Extend Building Life



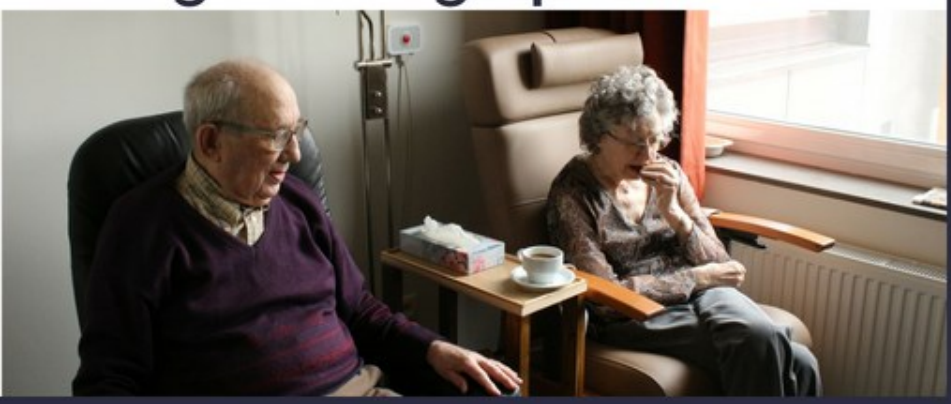
Reduce Utilities



Reduce Future Capital Repair



Change Demographic



Resident Relocation



Mandate to Meet Community Needs

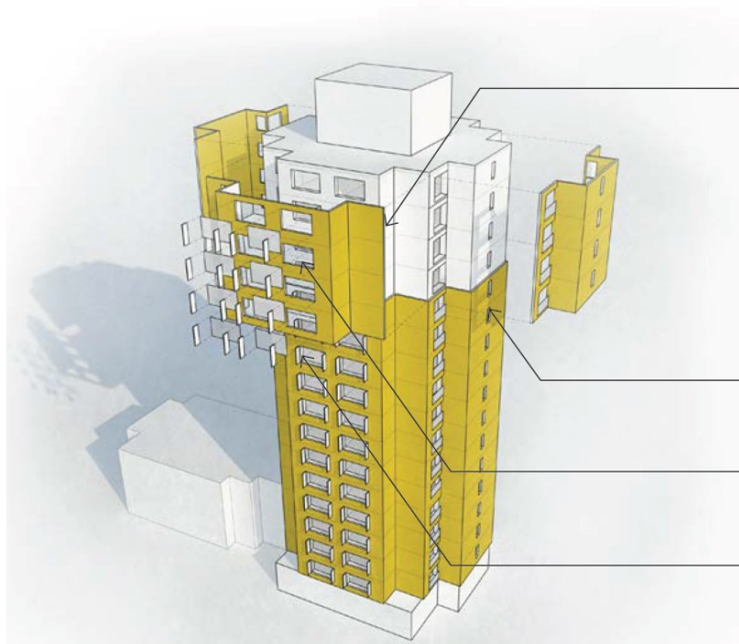


Vacancy Loss Covered



Change Funding Structure





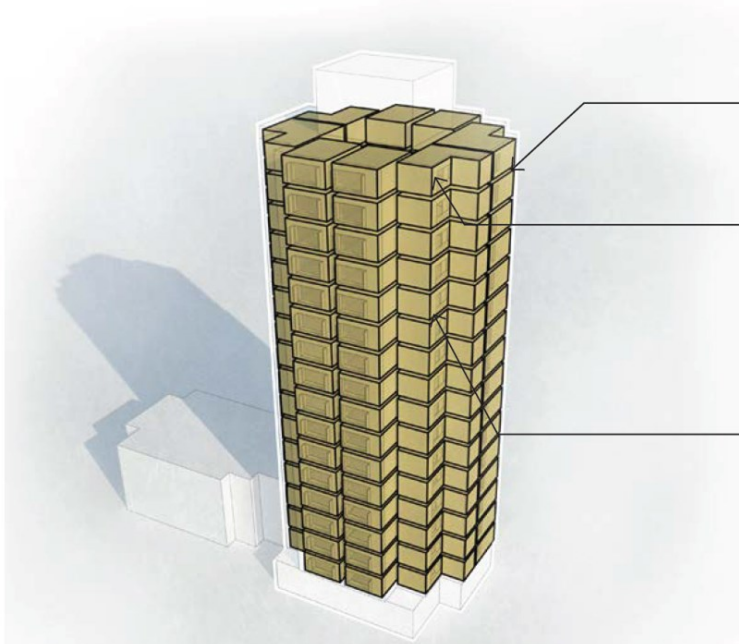
HIGH PERFORMANCE
EXTERNAL FACADE
R38 / 1 ACH @ 50Pa

BALCONIES CONVERTED TO JULIETTES
to eliminate thermal bridging

HIGH PERFORMANCE TRIPLE GLAZED
OPERABLE WINDOWS
0.65 W/m²K U-Value

EXTERNAL FIXED SHADING
on south/east/west facades

Decentralized Ultra-low Energy Building Systems

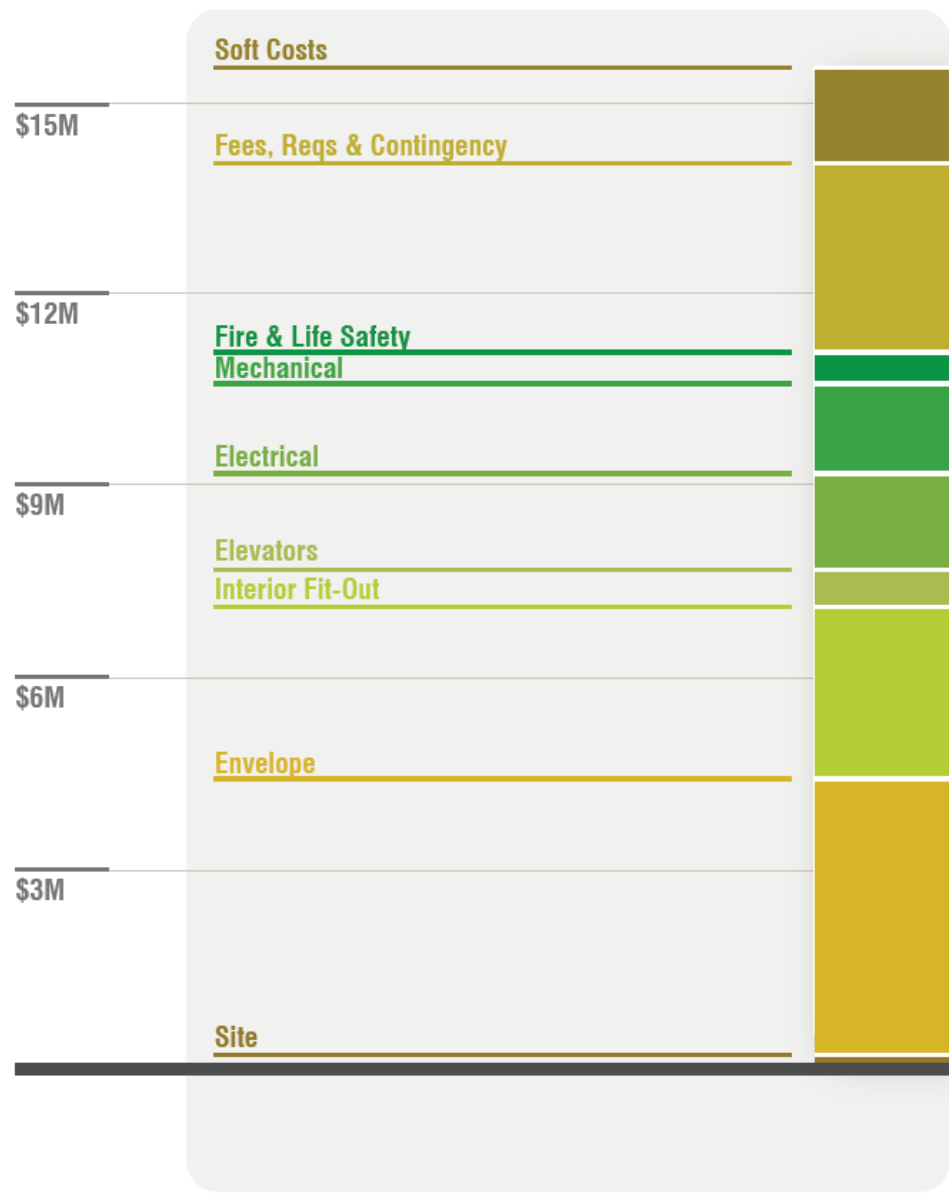


TANKLESS INSTANT HOT
WATER HEATERS

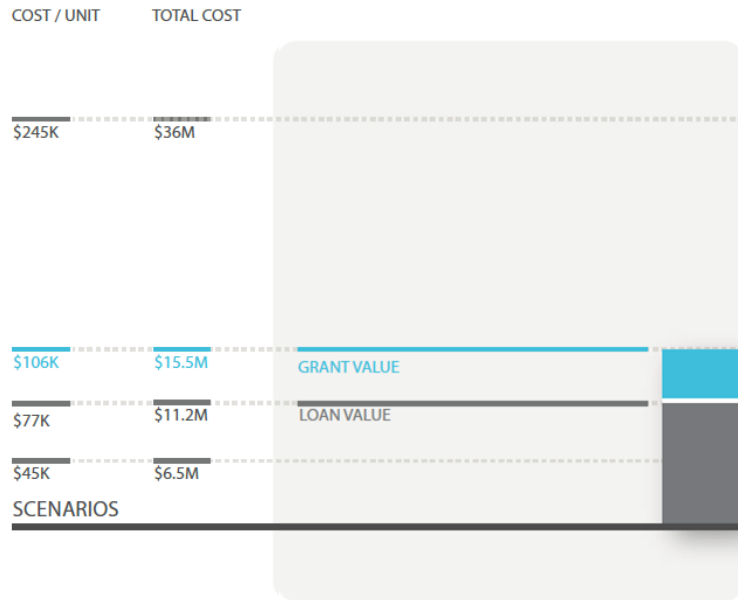
HIGH-EFFICIENCY ENERGY
RECOVERY VENTILATORS
with small integrated
electrical heater (<750W)

SEALED INDIVIDUAL UNITS
to minimize pest/odour/air
infiltration

PROJECT COSTS

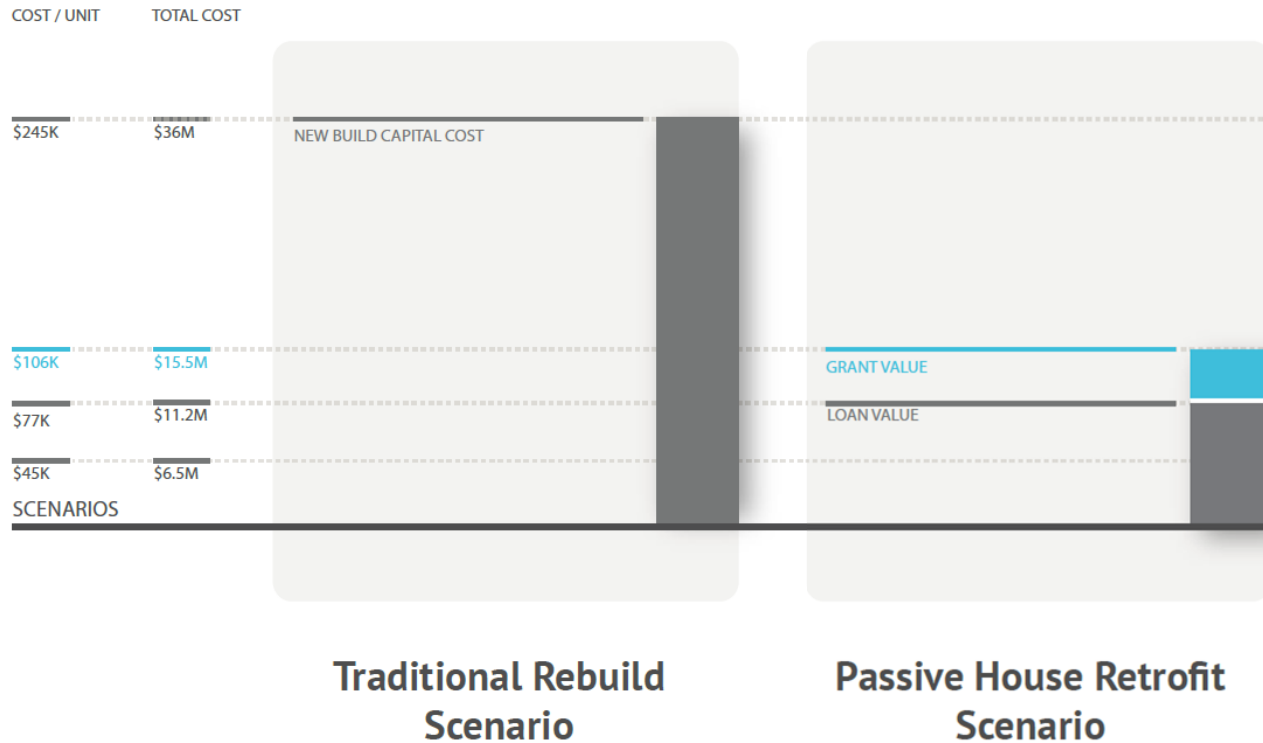


Option cost comparison

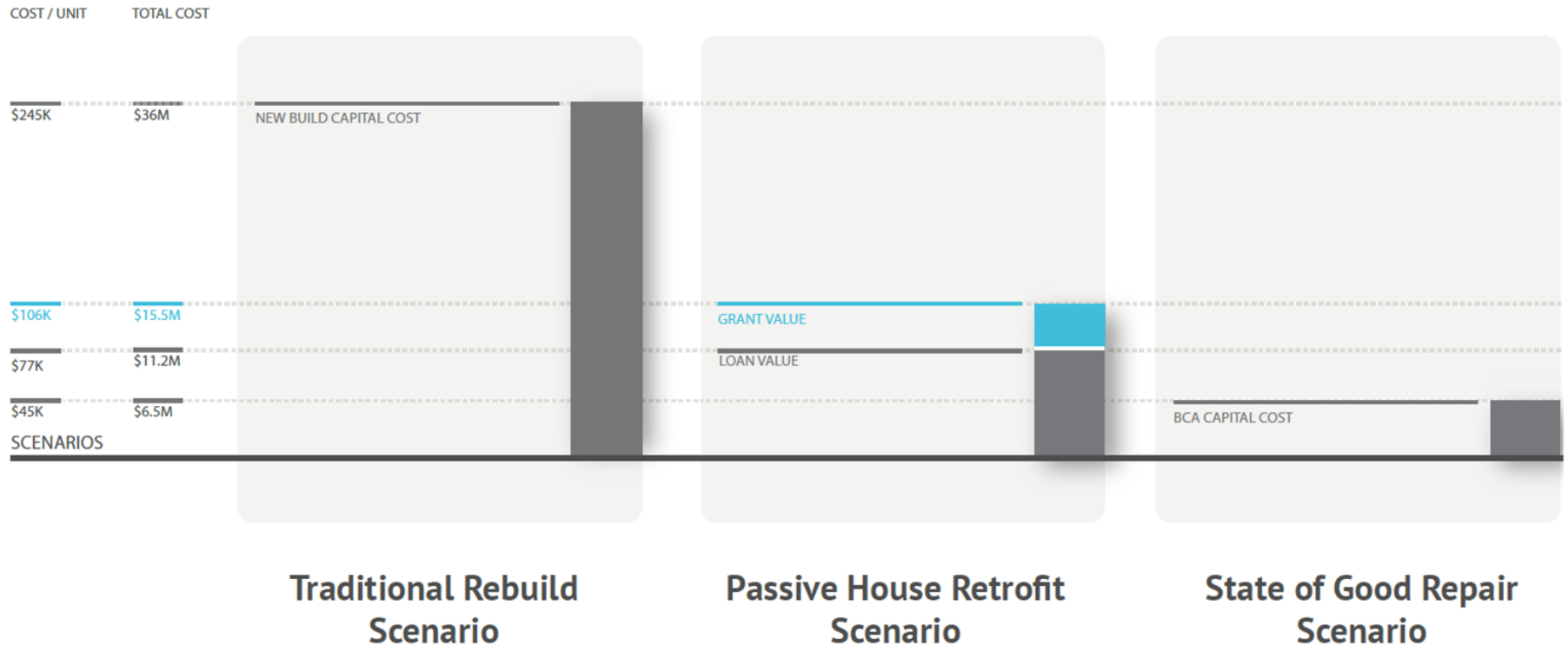


Passive House Retrofit Scenario

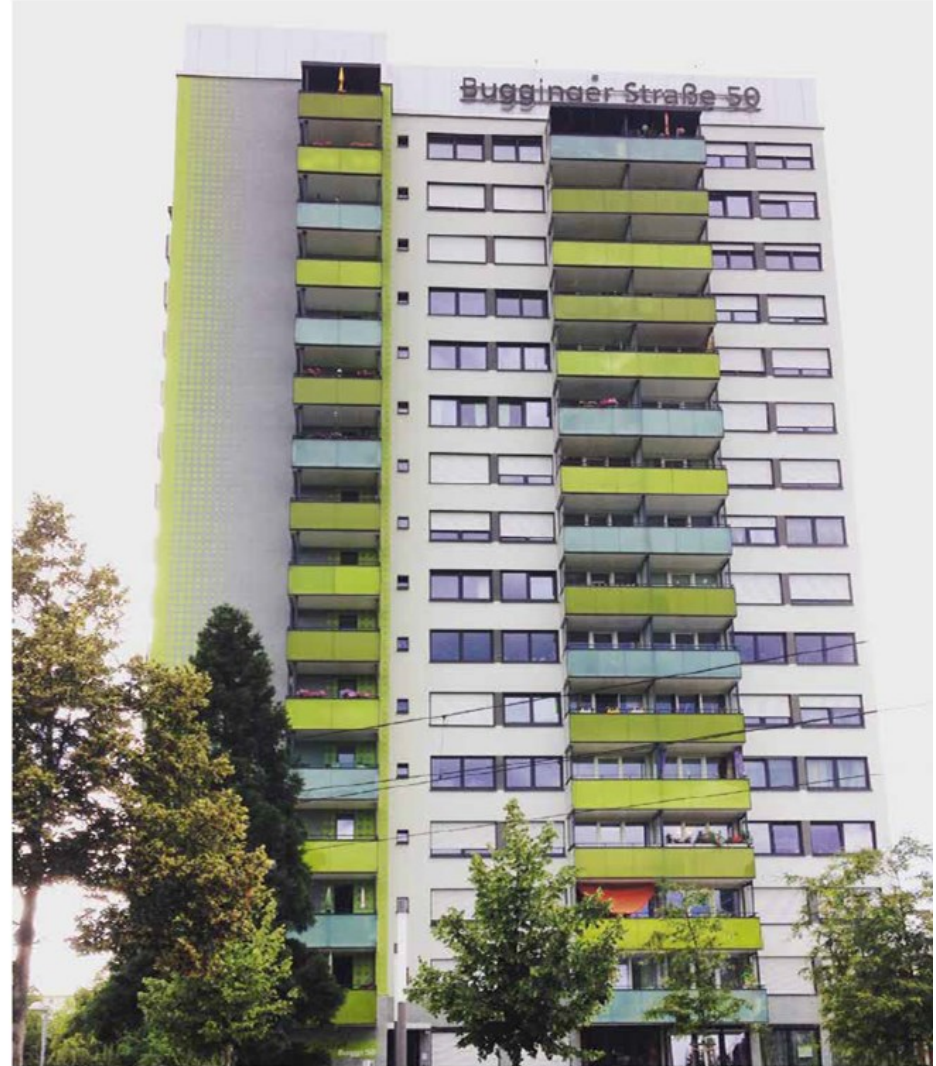
Option cost comparison



Option cost comparison



Proven in Europe. Replicable here?



Bugginger Strasse Passive House Retrofit, Freiburg DE
Transsolar

Our Approach



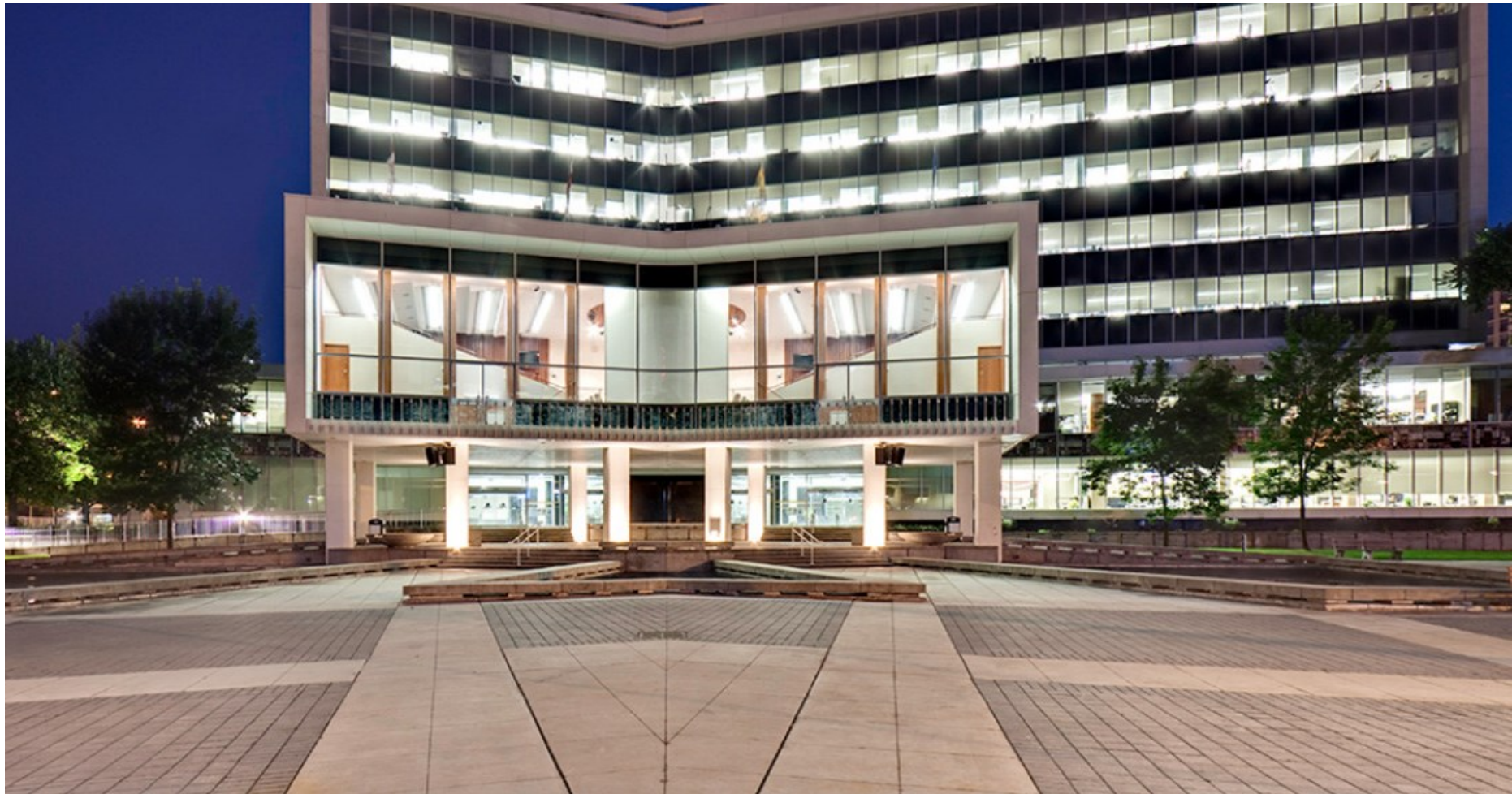
Cost: \$15.65M
Debt: \$9.75M
Equity: \$5.90M

Debt/Equity: 62:38
Cost/Unit: \$107,200
DCR: 1.1



Rent Subsidy/Supplement
Resident Relocation

Political Persistence - Board and City willing to invest in poverty alleviation



Hamilton City Hall Restoration

mcCallumSather in association with Invizij Architects predecessor firm Garwood-Jones & Hanham (GJH)

Community - Neighbourhood that desires affordable housing



Policy Alignment - Focus on affordable housing in the community and all levels of government



Social Inclusion - Maintaining affordability



Pier 7+8 Development, Hamilton
1500 residential units

Social Equity - Education and health institutional investments



**Mississauga Campus North Building,
University of Toronto**
Perkins+Will



**David Braley Health Sciences Centre,
McMaster Health Campus, Hamilton**
NORR

