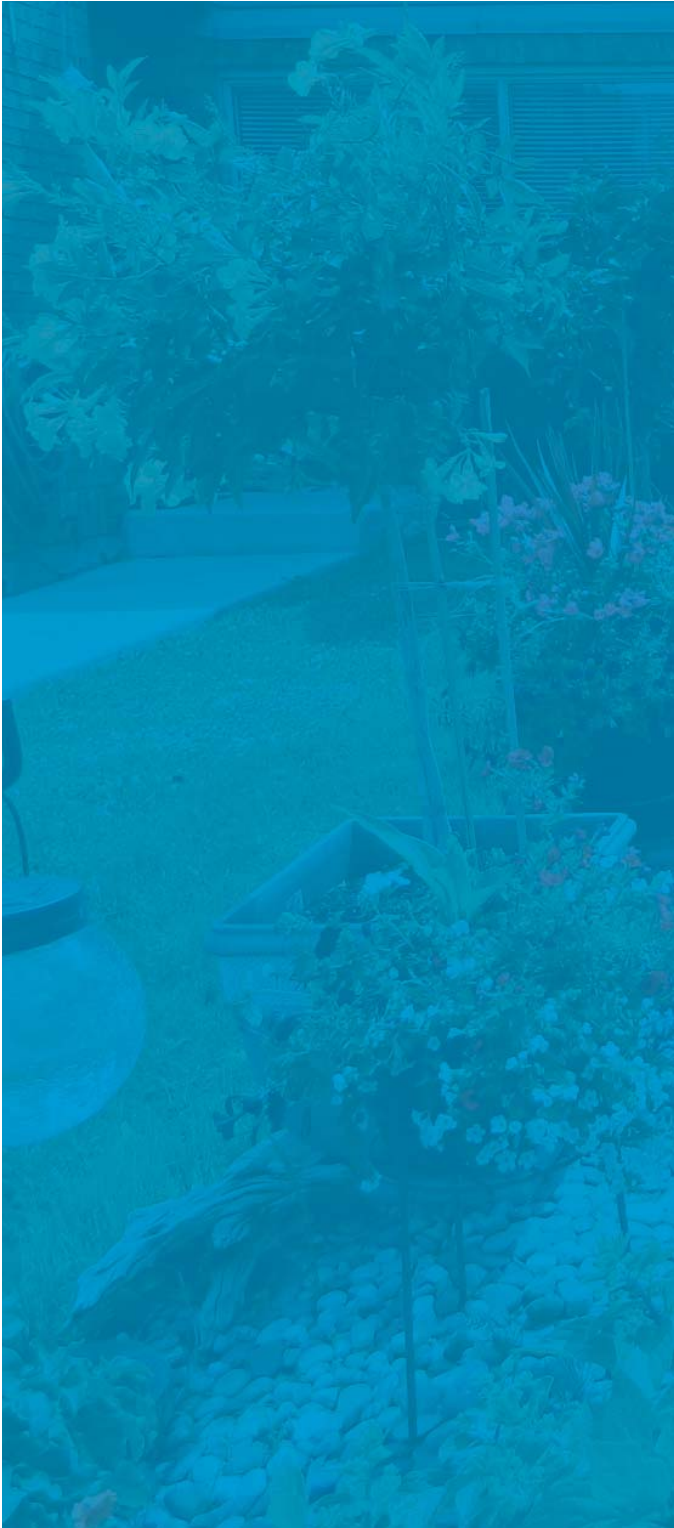




2017

ANNUAL REPORT



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A MESSAGE FROM THE BOARD PRESIDENT AND CEO

Affordable housing is a priority for the City of Hamilton. CityHousing Hamilton (CHH) has a key role to play in meeting the targets and aspirations of this renewed era of affordable housing. At all levels of government there are focussed strategies and historic investments being made to ensure that people have a place to call home.

To be successful in our work, CHH knows that this will require the collaboration and commitment of more partners than ever before. As you browse through this Report you will see how CHH has continued to nurture ongoing partnerships and created new ones in our quest to improve affordable housing in the City of Hamilton. Whether it is partnering to deliver resident programming or regenerate a building, we will best meet our goals in collaborating with others.

We would like to make mention, that over the past year, the City of Hamilton made an unprecedented investment of \$50M dollars to the Poverty Reduction Fund. As part of this investment, CHH will be receiving \$1M per year for the next ten years for the maintenance and preservation of existing units, and \$2M over 5 years to build new affordable rental housing. CHH is grateful for this support and the City of Hamilton's commitment to change the face of affordable housing in Hamilton.

To achieve our goals, CHH continues to focus on building our organization. This includes strengthening our day-to-day operations; enhancing customer service; ensuring continuous quality improvement; and nurturing engaged and motivated staff. Each one of these components is illustrated in the Report and speaks on CHH progressing to achieve its vision.

In reflecting on 2017, it is evident that our accomplishments are made possible due to the collective work of our community. We would like to thank the Board, the City of Hamilton, staff, residents, and community partners for their commitment to CityHousing Hamilton and helping us define our continued and future role in affordable housing in Hamilton.



Chad Collins
President and Ward 5 Councillor



Tom Hunter
Chief Executive Officer (CEO)



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

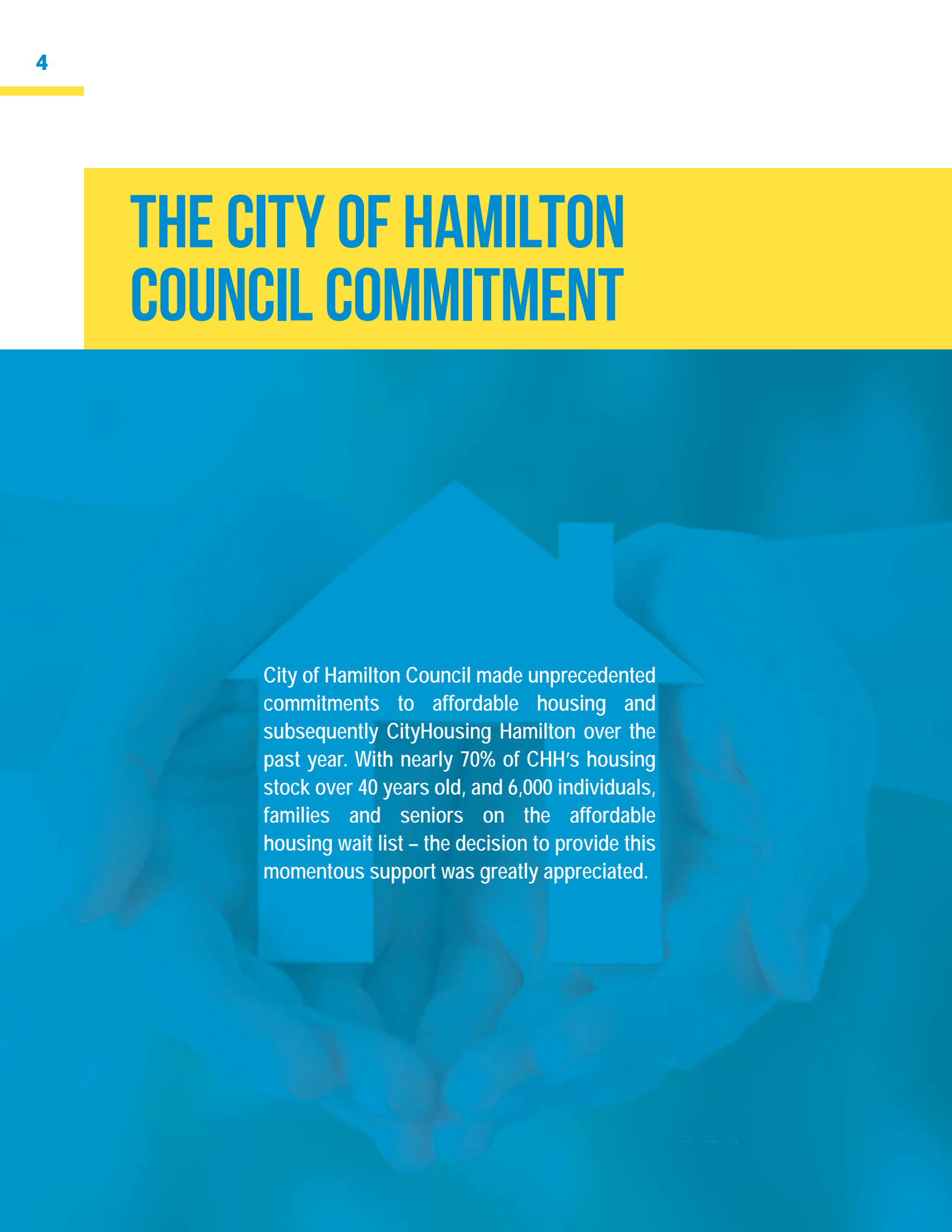
DONNA KIRCHKNOFF
Manager, Residency Administration

BERNICE LILLEY
Manager, Asset Renewal

KATE MANNEN
Manager, Partnership Development
and Support Services

KATHY MCINNES
Manager, Business Services

THE CITY OF HAMILTON COUNCIL COMMITMENT

A blue-tinted photograph of two hands holding a white paper house cutout. The hands are positioned at the bottom, with fingers spread, supporting the house cutout from below. The house cutout is a simple silhouette with a chimney on the right side. The background is a solid blue color.

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.

Poverty Reduction Investment Fund

CityHousing will receive in total \$20M from the Poverty Reduction Fund as per the direction of Council. These funds are broken into two streams:

- New Affordable Rental Housing - The investment of \$10 million for new affordable rental housing supply will be allocated in the first five years of the Investment Plan (2017-2021).
- Quality and Regeneration of Social Housing Stock - The investment of \$10 million towards the quality of social housing stock will be prioritized for uninhabitable vacant units and the preservation of existing units. It is expected that the funding will positively impact approximately 800 units of CHH (2018-2027).

Tax Exemption

In 2017, Council designated eligible properties owned by CityHousing Hamilton as Municipal Capital Housing Facilities. This was done to exempt eligible properties from taxation for municipal and education purposes commencing in 2017 and to require CityHousing Hamilton to direct funds equal to the savings of the education portion of the property taxes towards capital repairs and regeneration of its housing stock. On an annual basis, this resulted in additional revenues of \$750,000.

Area-Rated Funds

Councillor area rating funds were received for the below projects:

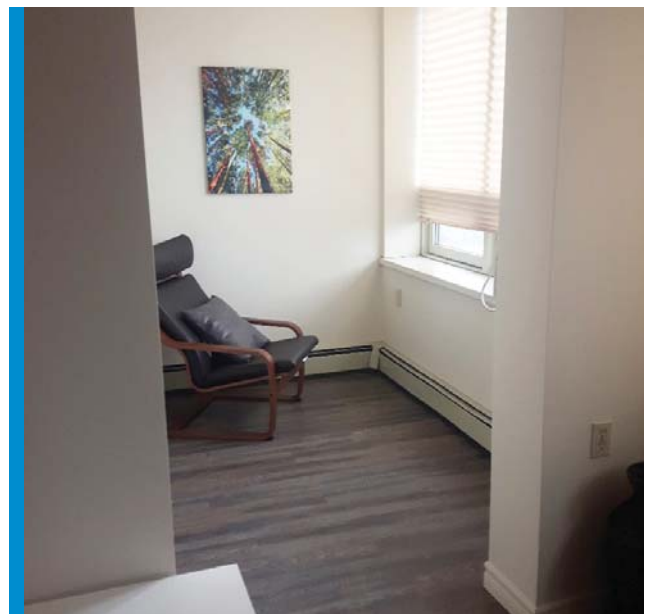
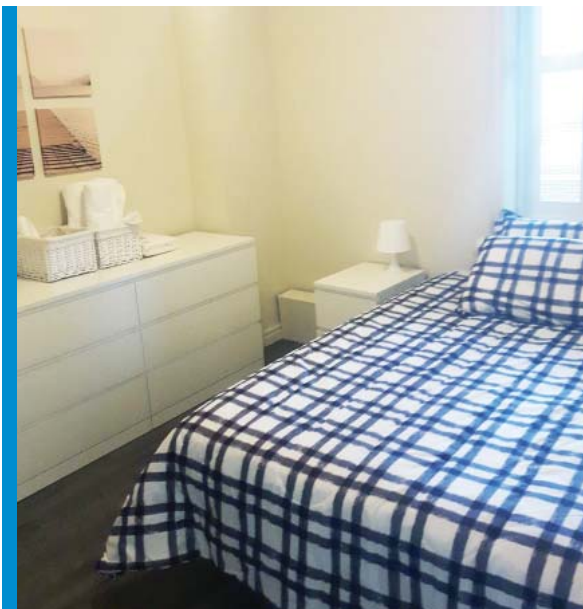
WARD 1	\$80,000	1884/1900 Main St.	Playground upgrade
WARD 2	\$20,000	185 Jackson	Hallway repairs and painting
WARD 3	\$28,920	30 Sanford	Surveillance
WARD 5	\$19,300	555 Queenston	Baseboard and flooring
	\$18,900	10 St. Andrews	Surveillance

COMMUNITY PARTNERSHIPS

First Place Supportive Housing Program

On October 25, 2017, St. Joseph's Home Care, in partnership with CityHousing Hamilton received funding from the Ministry of Health and Long Term Care and Hamilton Niagara Haldimand Brant LHIN to provide 40 individuals with subsidized accommodations and personal support services. The targeted population for this program is patients, who are in the hospital, who do not have a discharge location and require personal care services and financial support.

The subsidized apartments are located at First Place, 360 King Street East in Hamilton, Ontario. Services include personal support such as dressing, personal hygiene, assisting with mobility, assisting and monitoring medication use, and safety checks. In addition, essential homemaking services such as laundry, housecleaning, and meal preparation are provided to help clients live independently in their own residences. Staff members are located in the First Place building and are available 24 hours a day on a scheduled basis, or as needed. In December 2017, we started taking our first clients and to date, all 40 of the apartments have been occupied. The success of this program is working collaboratively with our community partners to ensure that services are tailored to meet the individual needs of our clients.



CityHousing Hamilton Partners with Wesley Urban Ministries

First Start Café

CityHousing Hamilton entered into an agreement with Wesley Urban Ministries to provide food services for First Place Hamilton Seniors Residence and other locations. The Café opened January 1, 2018 and currently serves over 200 meals per day on-site and for several off-site locations. The program plans to expand meal service to other CityHousing Hamilton locations with an older adult population in late spring 2018. As well, the First Start Cafe is a unique social enterprise that provides employment training to vulnerable, marginalized and high barrier youth, adults and newcomers. The goal of the social enterprise is to enable participants to become independent, engaged, and employed members of the community, as well as respond to meal needs in the community.



Supportive Housing Program

This Program opened in the fall 2017 at 191 Main Street West. This new ten-bed program works to improve the quality of care and life for individuals requiring alternate level of care and living with a Dual Diagnosis and complex needs. This community-based living environment focuses on individual choice, and a wraparound approach involving many community supports from healthcare and social services in Hamilton. This program works in close partnership with the YWCA Hamilton, St. Joseph's Healthcare Hamilton, Hamilton Niagara Haldimand Brant Local Health Integration Network and the Ontario Ministry of Community and Social Services.



REVITALIZATION AT CITYHOUSING HAMILTON



\$16 MILLION

500 MACNAB

Revitalization of 146 units

- 129 studio
- 17 one bedroom

Seniors building



\$17 MILLION

BAY-CANNON

Replacement of 46 and addition of 19 net new units

- 46 three bedroom
- 19 one bedroom

Family and under 60s



\$10 MILLION

QUEENSTON-PHASE 1

Replacement of 41 units

- 15 three bedroom
- 26 one bedroom

Family and Seniors

CityHousing Hamilton (CHH) is developing new social and affordable housing throughout Hamilton to strategically renew, redevelop and expand the housing portfolio. The first phase of this work begins with four new builds and one high-rise retrofit, all providing high-performance and quality housing. The following outlines the anticipated and approximate profile for each of these sites.



\$15 MILLION

MACASSA

Replacement of 45 and addition of 20 net new units

- 65 one bedroom

Seniors



\$6 MILLION

WELLINGTON-KING WILLIAM

Replacement of 14 and addition of 6 net new units

- 20 three bedroom

Family



DEVELOPMENT PARTNERSHIP

JAMESVILLE

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

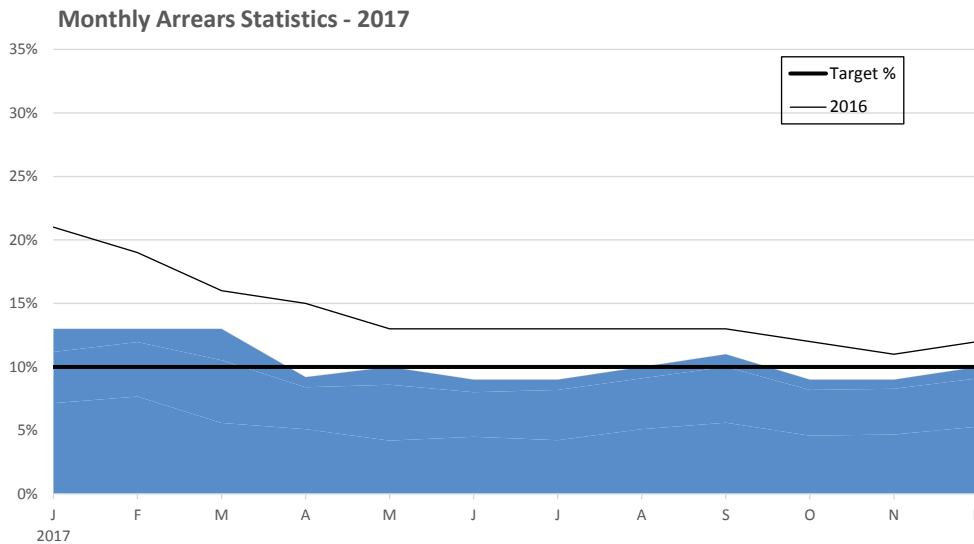
This community will be a combination of 350 to 500 affordable and market units.

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

QUALITY IMPROVEMENT INITIATIVES

Using Lean Six Sigma to Streamline our Processes

In 2017, staff continued its Lean Six focus on streamlining rent collection processes, software enhancements, improved resident communication and eviction prevention strategies. In April 2017, CHH met its Lean Six target of 10%, a percentage that has been maintained throughout the year.



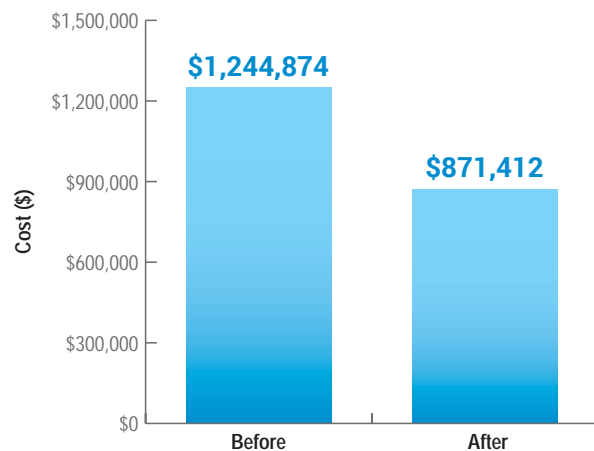
As well, in the latter part of 2017, CityHousing Hamilton implemented 24 hour vacancy turnover targets for market units as a continuous improvement program utilizing Lean Six Sigma as the methodology tool. Staff continue to work collaboratively to improve performance by identifying and removing procedural waste and reducing variation.

Water Conservation at our Properties

In 2017, CHH completed a water conservation retrofit at 11 of 13 selected mid and high-rise buildings; all of which will be completed by April 2018. The retrofit involved replacing existing water fixtures with high-efficiency fixtures such as toilets, showerheads and faucet aerators.

This project was funded through a \$1.0M loan from the City of Hamilton in accordance with the City's External Loan Guidelines. It is expected to have a significant impact on annual water costs and consumption at the 13 affected buildings, as illustrated in the graphs below, beginning in April 2018.

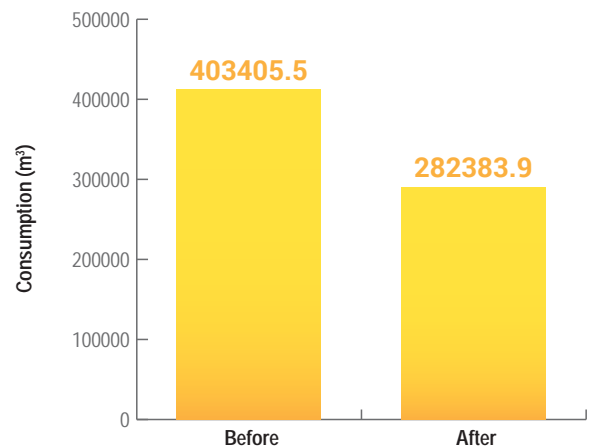
Annual Water Cost



**PROJECTED
COST SAVINGS:**

\$375,000
per year in
Water Cost Savings

Annual Water Consumption



**PROJECTED
REDUCTION:**

121,000 m³
per year in
Water Consumption

Based on the results at these 13 buildings and the fact that they were completed significantly under budget; CHH has proceeded to complete two additional high-rise buildings with the same retrofit in 2018.

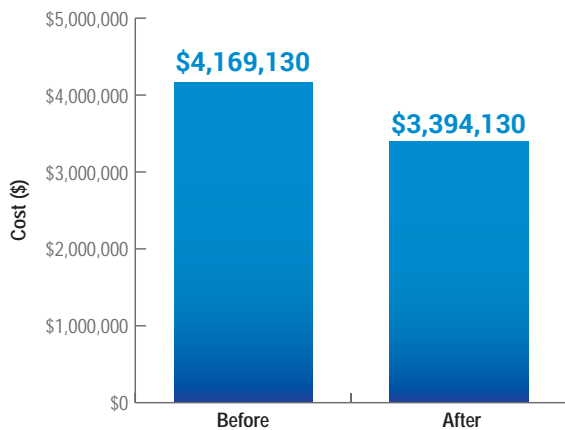
Social Housing Apartment Retrofit Program (SHARP)

CHH was awarded \$7.1M through the Social Housing Apartment Retrofit Program (SHARP). This funding was allocated by the province for energy retrofits of social housing high-rise apartment buildings having more than 150 units. CHH additionally secured approximately \$1.7M in energy project incentive funding to multiply the impact of the SHARP funding. CHH worked expeditiously throughout 2017 to ensure all SHARP-funded energy retrofits would be complete by the program deadline of March 31, 2018. The SHARP-funded projects focused on increasing resident comfort, safety, and reducing utility costs and greenhouse gas emissions. The projects generally involved the following across its 13 eligible high-rise buildings:

- Installation of Building Automation Systems for space heating, domestic hot water heating, and parking garage ventilation;
- Complete LED lighting retrofits (interior and exterior);
- Replacement of aging mechanical equipment (e.g., boilers, make-up air units, domestic cold water booster pumps, etc.) with high-efficiency equipment; and
- Conducting detailed energy audits to inform current and future energy retrofits.

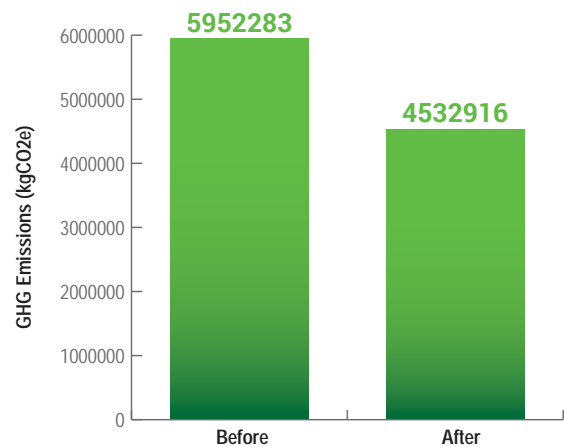
The SHARP-funded projects are expected to have a significant impact on annual utility costs and greenhouse gas emissions at the 13 affected buildings, as illustrated in the graphs below, beginning in April, 2018.

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

CityHousing Hamilton develops a new Safety and Security Strategy

CHH developed their first Safety and Security Strategy in 2017. This involved partnership development with Police, Fire, and Paramedic Services to gather data in order to prioritize properties requiring enhanced safety and security measures. Numerous buildings were prioritized for consultation: 200 Jackson, 191 Main, 30 Sanford, 226 Rebecca, 155 Park and 360 King. Staff were consulted through focus groups and a survey.

Crime Prevention Through Environmental Design (CPTED) audits were conducted in partnership with the police for 200 Jackson, 191 Main, 55 Hess, 30 Sanford and 181 Main. This information allowed CHH to identify key crime prevention themes and create a strategy. Four key areas are identified in the strategy including physical safety, resident safety, staff safety and vendor/volunteer/partner safety.

Next steps for 2018 include strategy approval at the Board of Directors, staff rollout and resident engagement. Additionally, a pilot of physical safety improvements will be conducted at 30 Sanford including camera and door improvements.



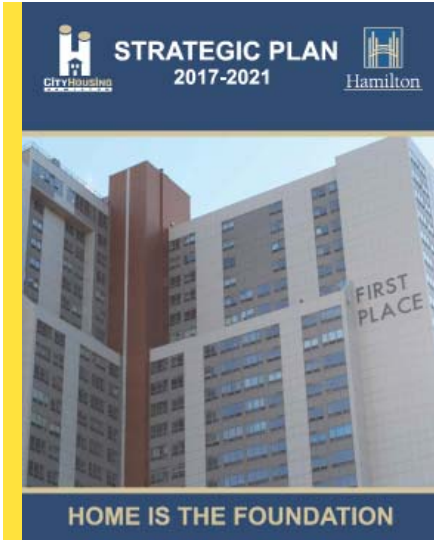
Maintenance Improvements at CityHousing Hamilton

Maintenance work at CityHousing Hamilton never stops. With 7,100 units spread over 1200 properties across the City of Hamilton, maintenance service plays a key role in the upkeep of our buildings.

In September 2017, the CityHousing Hamilton Maintenance department went through a transformation. Prior to this point in time, maintenance work was completed by a combination of Maintenance Servicers, Superintendents and Building Assistants. In the new model, maintenance work is now completed by only Maintenance Servicers. This new team includes an additional 10 Maintenance Servicers and a Maintenance Supervisor. The goals are to improve response times, complete more repairs using in-house staff, reduce operating costs, and provide an overall higher level of service to our residents.

Preliminary satisfaction surveys have been very positive. In December, the department received a 98% approval rating when internal staff was sent to make repairs. As well, the overall number of work orders being completed has increased by approximately 450 per month and wait times for repair work have been reduced. The Maintenance Team is committed to continually improving service for our residents.





Strategic Plan 2017 - 2021

CityHousing Hamilton revised its Strategic Plan for the years 2017 to 2021. This Plan is aligned with the City of Hamilton's Strategic Plan. The Mission, Values and Key Priorities are the same as the City. As it relates to the Key Priorities, there are "Signs of Success" and "Performance Measures" that are unique to CHH. As well, the document includes a "Collective Action Plan". This part of the Strategic Plan incorporates the following four areas: Strategic Priorities, Key Directions, Key Direction Activities, and Performance Measures. The Collective Action Plan is essentially the work plan for CHH and will guide the work for CHH over the next five years.

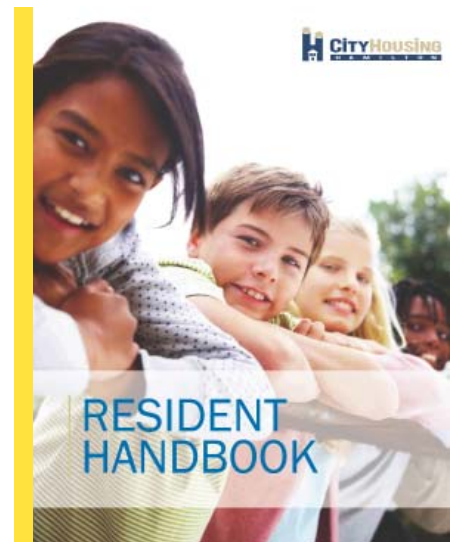
To view the full document visit www.cityhousinghamilton.com

Renewed Resident Handbook

CityHousing Hamilton launched an updated Resident Handbook in February 2017. Our goal was to create a comprehensive guide containing important information about CHH for our residents. This includes the roles of staff, maintenance and repairs, resident support, pest control, rent, rights and responsibilities, and an increased focus on safety and security including fire escape and emergency plans.

The handbook is provided to each new resident at lease signing and is updated on an annual basis.

To view the full document visit www.cityhousinghamilton.com



RESIDENTS OF CITYHOUSING HAMILTON

Step by Step – Community Builder Award

On April 24, 2017, Step by Step won the Volunteer Hamilton 2017 Community Builder Award for Civic Engagement. Step by Step is a nine member volunteer resident council that has worked in partnership with CityHousing residents and staff since 2012.

Step by Step members are strong, motivated individuals who go above and beyond the norm of regular volunteer duties to engage and support residents and resident-led groups. They have dedicated their time and energy to community building and have achieved:

- Enhanced communication with the wider CHH resident group as well as between residents and CHH management.
- Enriched resident knowledge about their rights, responsibilities and services in the community.
- Increased understanding and knowledge of members and tenants at large.
- Strengthened leadership and facilitation skills among tenant leaders.

Their community building work has involved many community and City of Hamilton partners including, but not limited to Public Health, Police, Fire, Paramedics, Community Legal Clinic, and the Roundtable on Poverty Reduction.



Congratulations to Step by Step!

Tenant Association - Club 30

The Association, whose members reside at 30 Sanford, promote and provide social, welfare, leadership, recreational, educational and training opportunities to residents. During 2017, the Association contributed \$2,905 and was successful in securing a New Horizons grant for \$15,698, as well as a Community Grant from Ward 3 for \$1,500. The \$20,103 was used to purchase and install a new sound system, 2 televisions and ten laptop computers to deliver programming and services.

With energy, desire, skill and the funding to provide equipment, the Association increased their ability to train and develop seniors to mentorship and facilitation roles and now provide 22 hours per week of programming to 350 members. A 7-week computer training program was successfully developed and implemented where residents trained and practiced on computers every week. The program included a written curriculum and midterm exam. The oldest graduate was 87 and scored 78% on the exam!

The new sound system offers a wider tonal range, which has benefitted seniors with hearing deterioration. Participation in programming has increased significantly; members have stated on many occasions that they can now hear what is happening and are much more willing to attend the Association's events. The new 72" television allows members to see what is being displayed on the television, especially in computer training.



STAFF DIVISIONAL DAY & YEARS OF SERVICE MILESTONES

Staff Divisional Day

On Divisional Day staff is provided with updates on CHH business plans, development, training and we also take the opportunity to pay special recognition to those staff who are celebrating employment milestones with CityHousing Hamilton.

This year for our group event we rented 2 HSR buses and went on a 3 hour road trip. We toured throughout the City to visit some of our communities and stopped in Ward 4 to tour the St. Helen's Community Centre and McQuesten Urban Farms. Staff also had the opportunity to visit and learn more about plans for future CityHousing Hamilton development.

Lauded as one of the best Division Days ever, everyone was excited to have had the opportunity to learn more about our properties and support programs offered by our community partners in the communities that we serve.



2017 CHH Retirees and Years of Service Milestones

During the afternoon session, staff were honoured for their years of service with CHH:

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

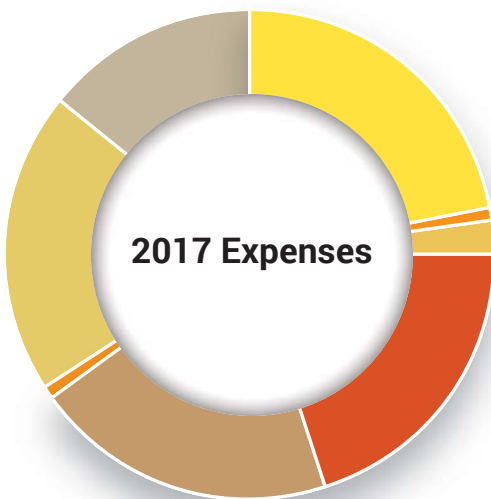
Dave Pangborn, October 2017

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



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 Repair \$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



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