



# 2017 ANNUAL REPORT



2018 SHAREHOLDER MEETING

# CITYHOUSING HAMILTON

2017 ANNUAL REPORT



## **Our Vision**

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

# The City of Hamilton Council Commitment

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

**\$20**  
Million

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

Tax Exemption

**\$800**  
Thousand

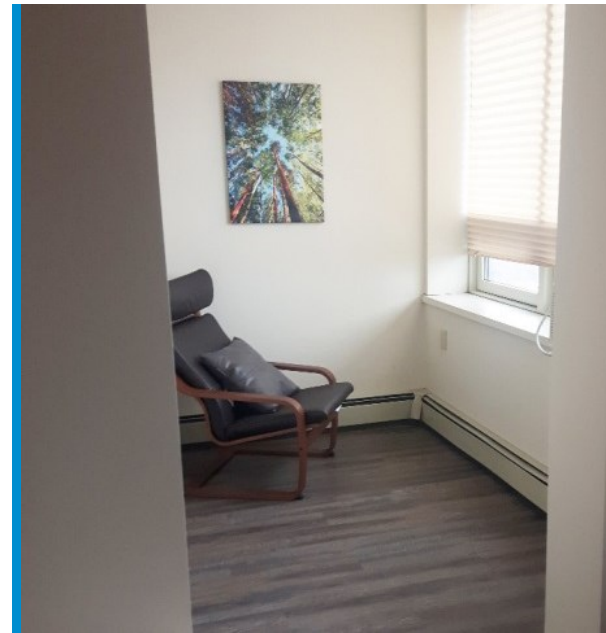
Annually

Area-Rated Funds

**\$167**  
Thousand

# Community Partnerships

## 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

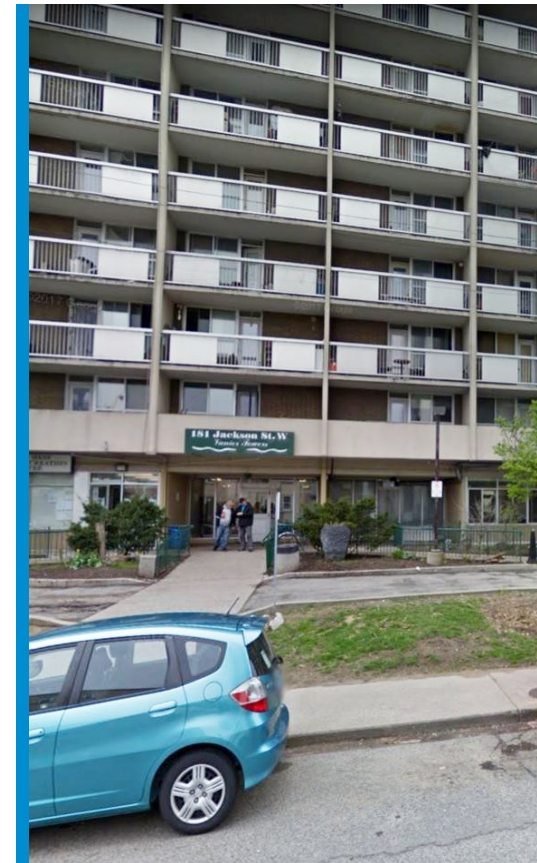




## Vanier Towers

### 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



**Ontario**

---

Local Health Integration  
Network

**McMaster**  
University



# 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**



# Quality Improvement Initiatives

## 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

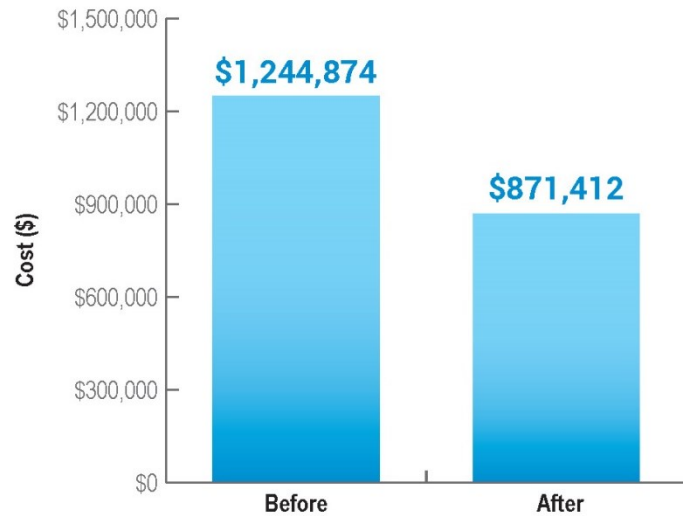
## Collection of Maintenance Repair

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

Integrated Pest Management

		<b>2016</b>	<b>2017</b>
	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

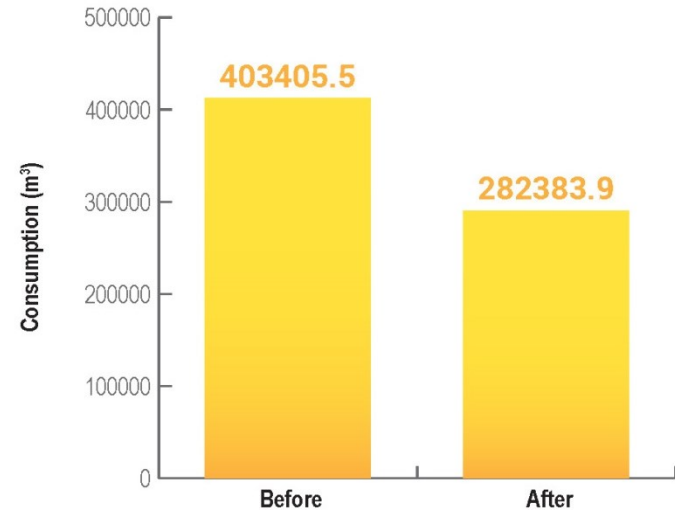
## Annual Water Cost



**PROJECTED  
COST SAVINGS:**

**\$375,000**  
per year in  
Water Cost Savings

## Annual Water Consumption

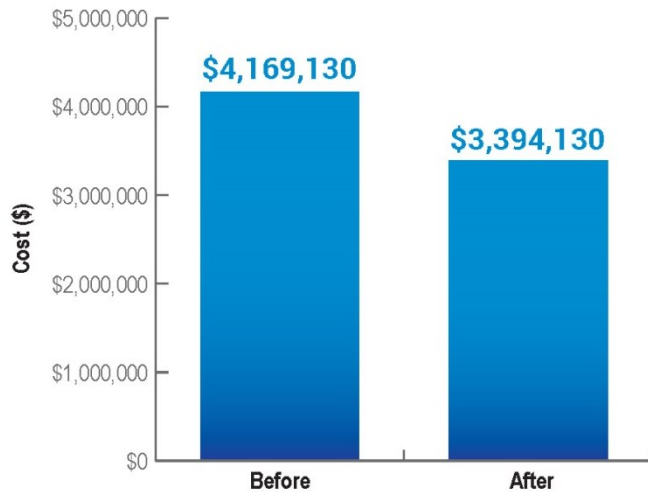


**PROJECTED  
REDUCTION:**

**121,000 m³**  
per year in  
Water Consumption



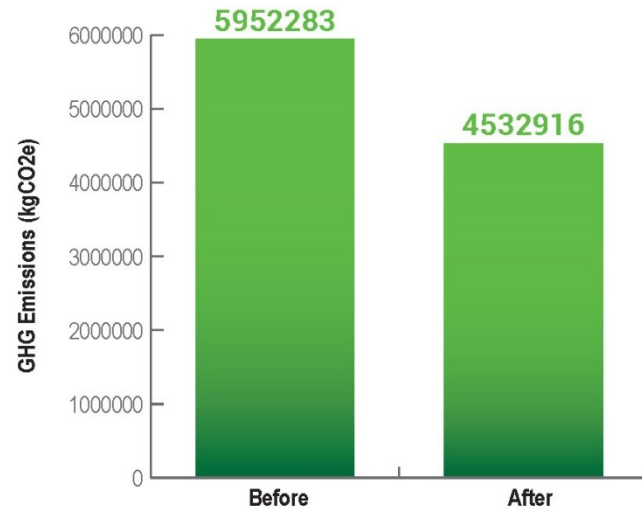
## Annual Electricity and Natural Gas Cost



**PROJECTED  
COST SAVINGS:**

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

## Annual Greenhouse Gas Emissions



**PROJECTED  
REDUCTION:**

**1,419,000** kgCO<sub>2</sub>e  
per year in  
Greenhouse Gas Emissions

### 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



## 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

<b>CityHousing Hamilton Corporation</b>		
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)	
<b>1.0 POLICY STATEMENT AND PURPOSE</b>		
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.		
<b>2.0 SCOPE</b>		
The policy will provide guidance on preparing Requests for Tenders (RFT).		
<b>3.0 POLICY</b>		
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"> <li>• Tender number;</li> <li>• Details of goods and/or services to be provided;</li> <li>• Copy of advertisement posted on the website or other media outlets;</li> <li>• Closing date and time for tender;</li> <li>• Scope of work, plans, specifications and any subsequent amendments and addenda;</li> <li>• Tender Bid Submission Forms received;</li> <li>• Tender evaluation report;</li> <li>• Correspondence to successful Contractor;</li> <li>• Record of release of bid security to other Contractors;</li> <li>• A copy of the contract (Purchase Order is generated by the Finance Department);</li> <li>• 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));</li> <li>• Change Orders pertaining to the scope of work;</li> <li>• Suitable evidence of compliance;</li> <li>• Workplace Safety Insurance Board (WSIB) Clearance Certificate;</li> <li>• Certificate of Insurance;</li> <li>• Evidence of payment of holdbacks as required, 45 calendar days after substantial performance of the contract;</li> </ul>		

Maintenance Improvements at CityHousing Hamilton



Maintenance and Utilities Expenses

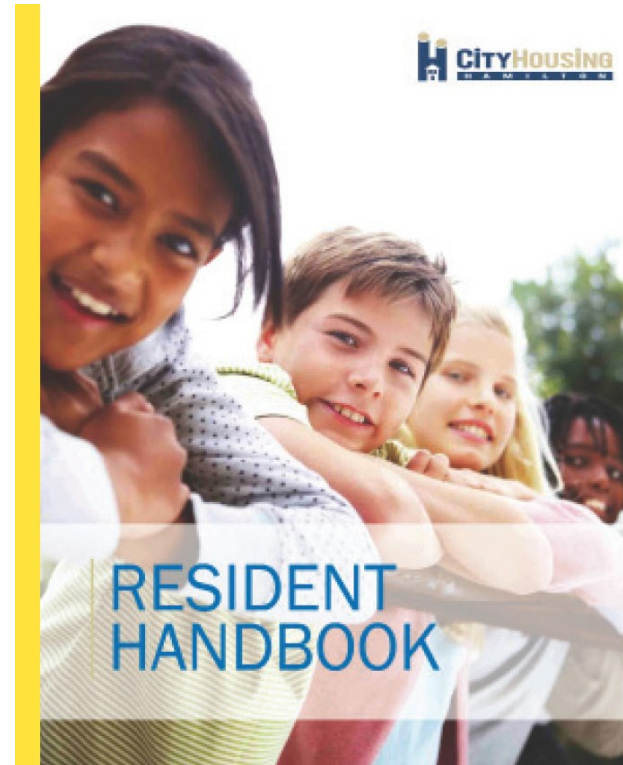


	<b>2016</b> Actual	<b>2017</b> Actual	<b>2018</b> Budgeted
Maintenance	\$10.64M	\$11.61M	\$12.81M
Utilities	\$11.61M	\$11.53M	\$11.03M

Strategic Plan 2017 - 2021



Renewed Resident Handbook



# Residents of CityHousing Hamilton

Step by Step – Community Builder Award





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



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

**TOTAL: \$59,022,581**



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

**TOTAL: \$58,413,720**



<b>68%</b>	Replacement Reserve Allocation	\$8,375,889
<b>32%</b>	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*



<b>92%</b>	Building Rehabilitation*	\$11,532,980
<b>3%</b>	350-360 Garage Reparation	\$383,469
<b>5%</b>	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

---

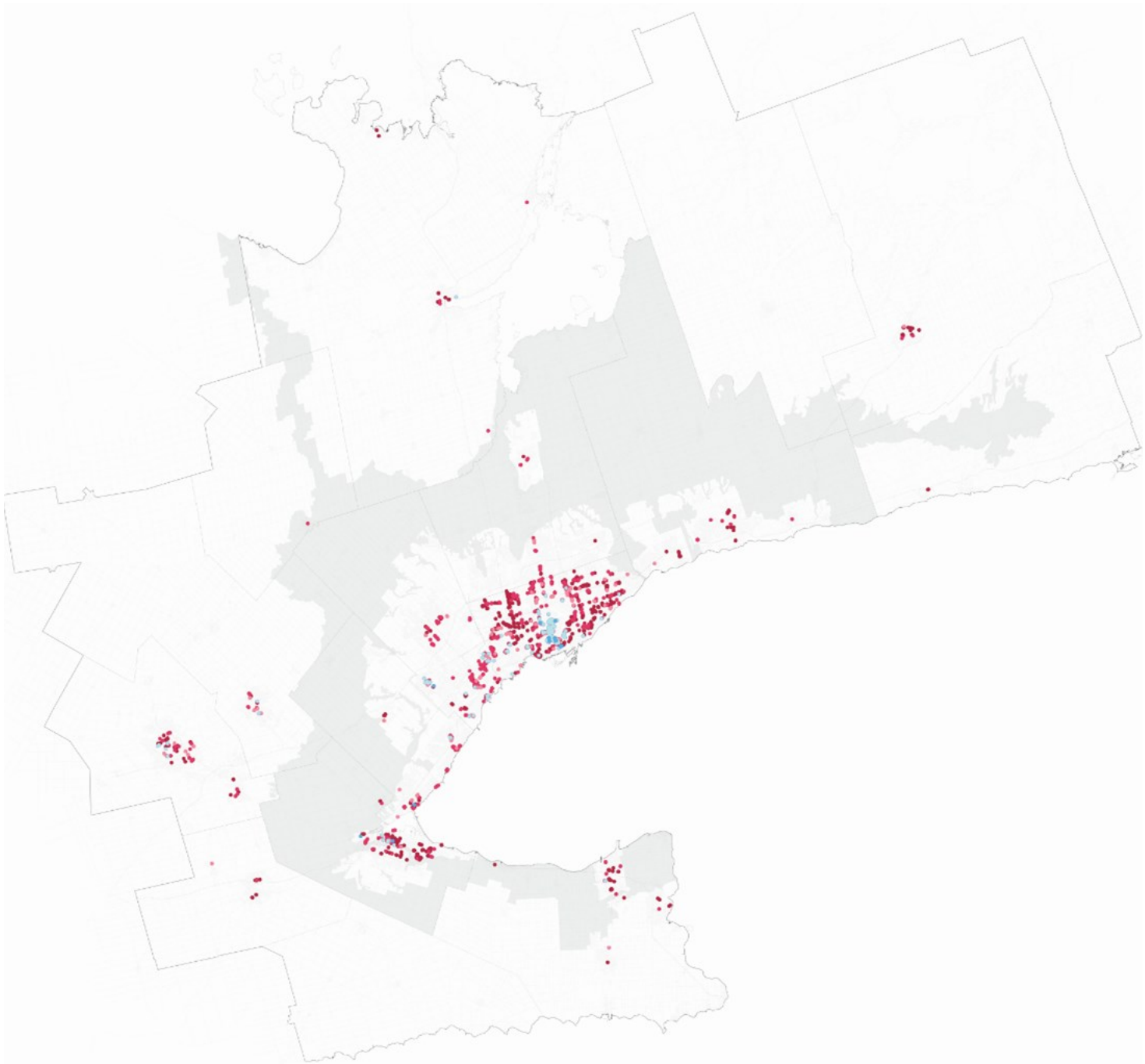
# Affordable Green: CHH Tower Renewal

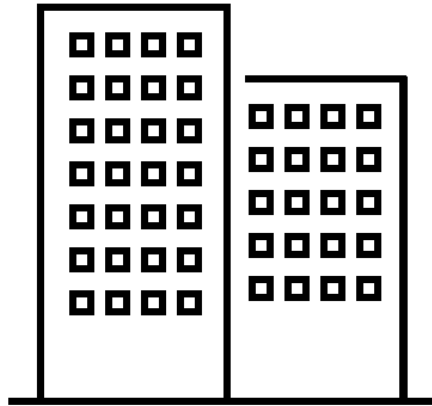
Tom Hunter  
CEO, CityHousing Hamilton

---



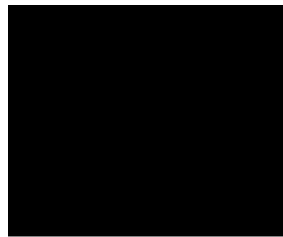




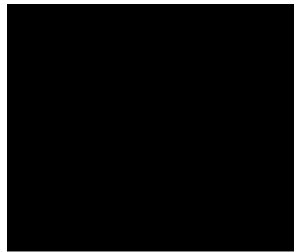


**Vanier Towers**  
**555 units**

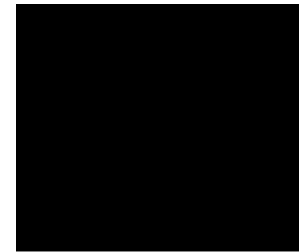
Responses by emergency services per year:



Police  
**305**



Paramedic  
**261**



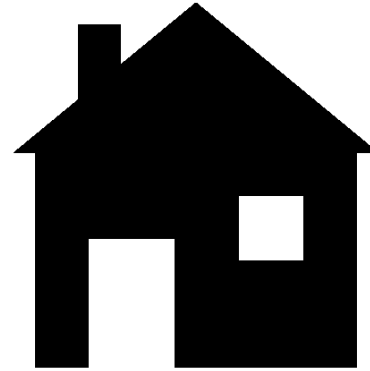
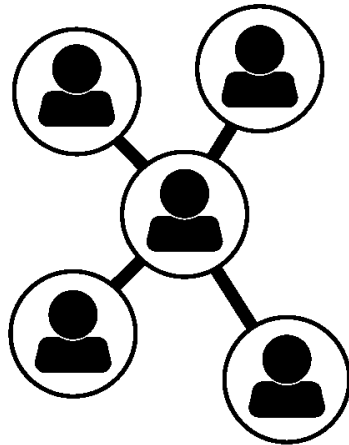
Fire  
**105**



An estimated  
**23,000**

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

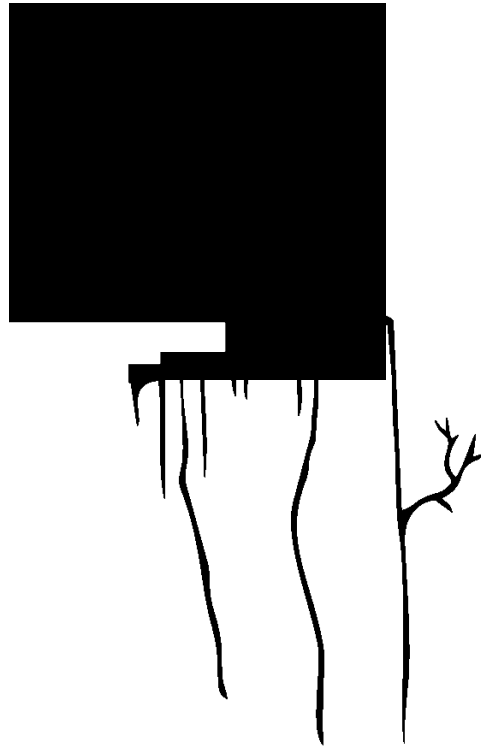
(2x the number in supportive housing)



Determinants of health include: social  
and environmental factors

50% + 10%





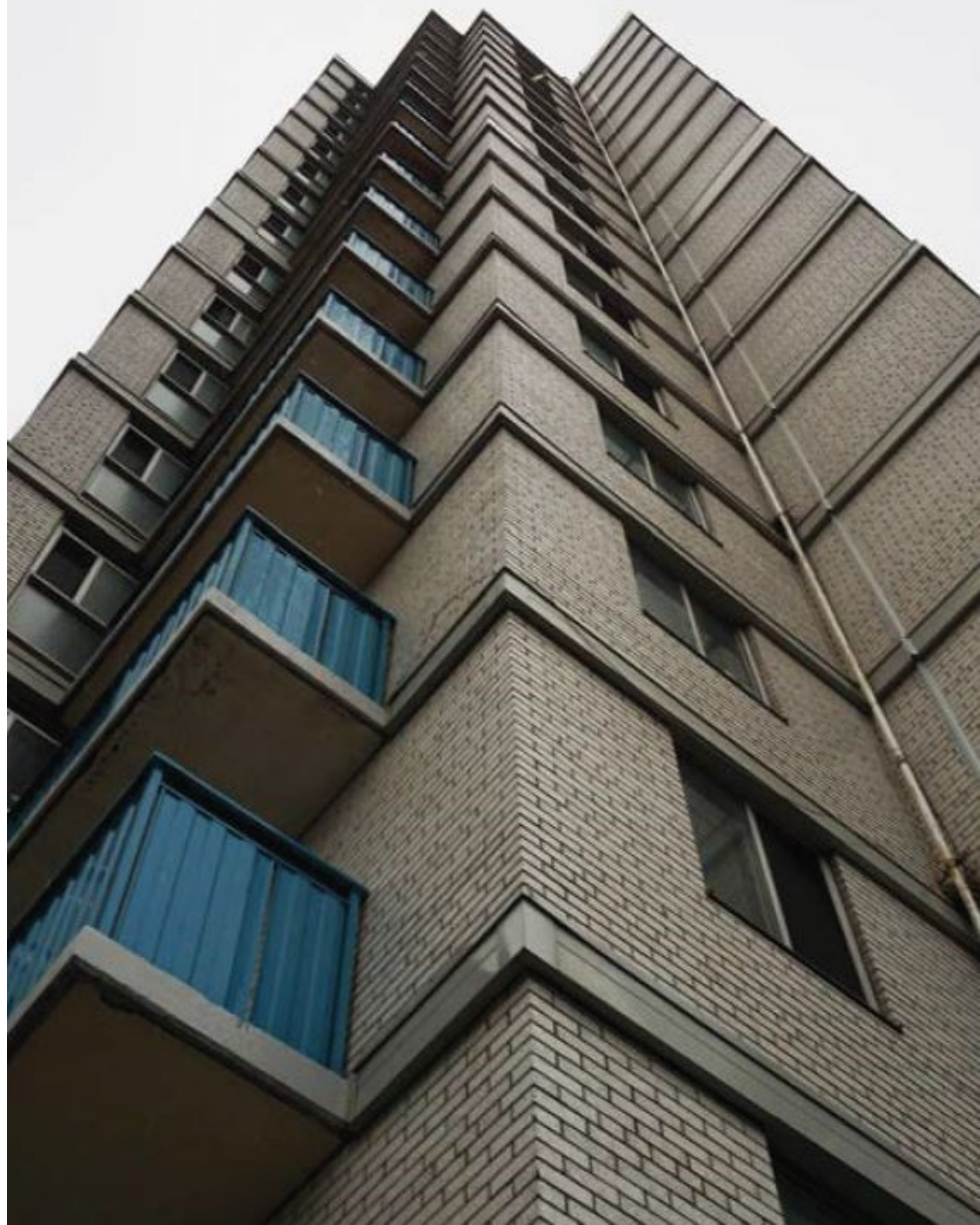
**\$95 million**

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



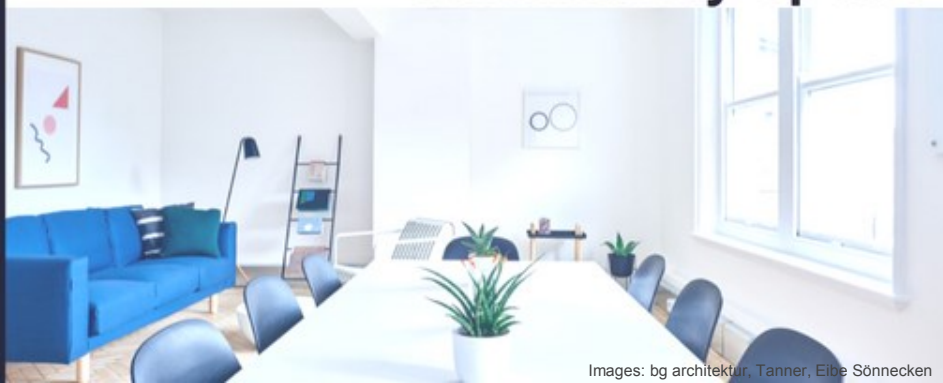
# Acoustic Comfort



# Accessibility



# Community Space



# Eliminate Capital Deficit



# Extend Building Life



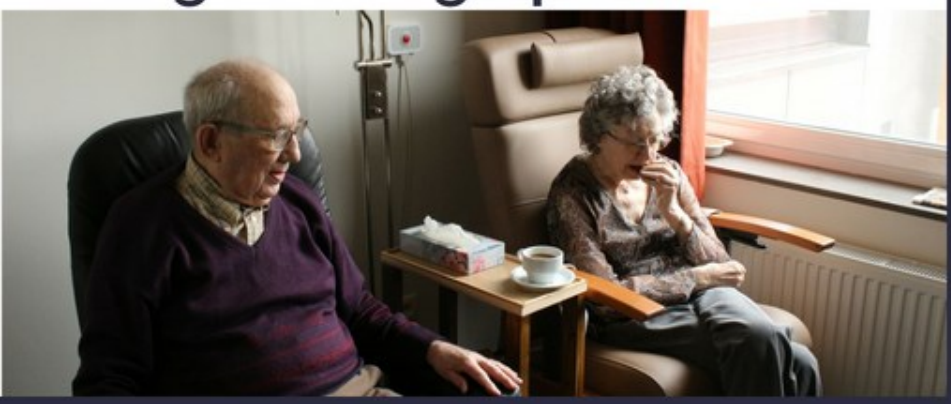
# Reduce Utilities



# Reduce Future Capital Repair



# Change Demographic



# Resident Relocation



# Mandate to Meet Community Needs



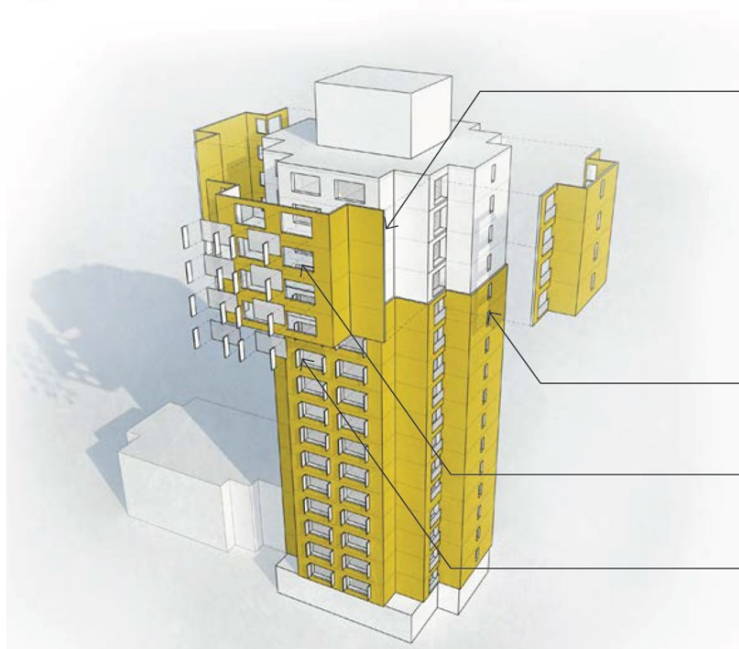
# Vacancy Loss Covered



# Change Funding Structure



## High-Performance Building Envelope Upgrades



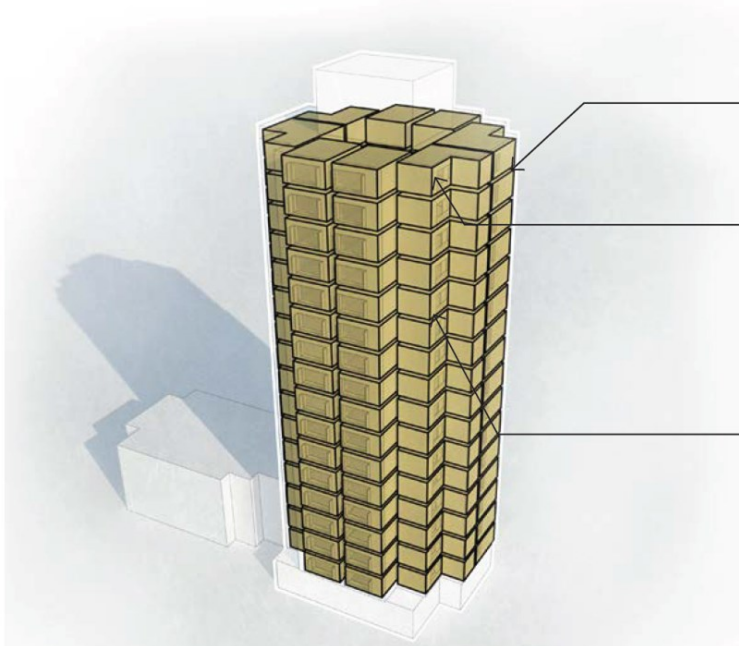
HIGH PERFORMANCE  
EXTERNAL FACADE  
R38 / 1 ACH @ 50Pa

BALCONIES CONVERTED TO JULIETTES  
to eliminate thermal bridging

HIGH PERFORMANCE TRIPLE GLAZED  
OPERABLE WINDOWS  
0.65 W/m<sup>2</sup>K U-Value

EXTERNAL FIXED SHADING  
on south/east/west facades

## Decentralized Ultra-low Energy Building Systems

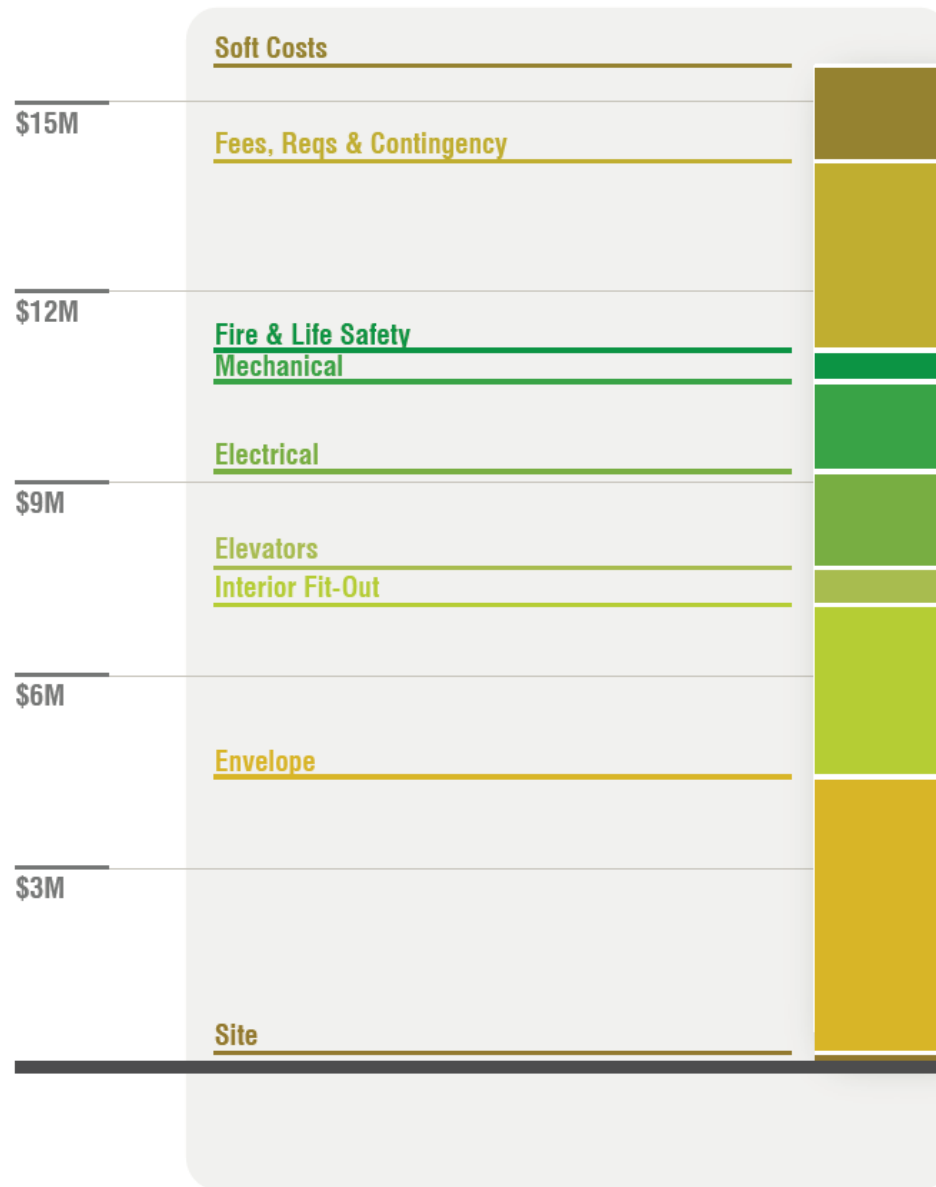


TANKLESS INSTANT HOT  
WATER HEATERS

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

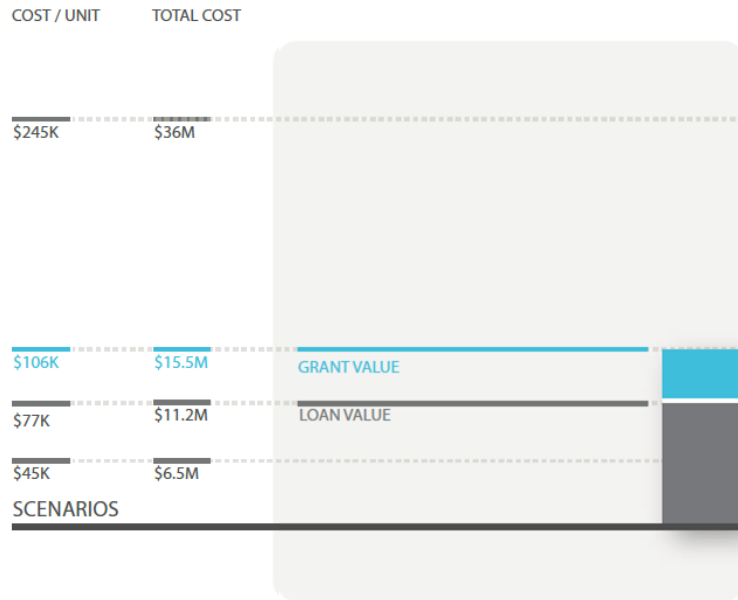
SEALED INDIVIDUAL UNITS  
to minimize pest/odour/air  
infiltration

# PROJECT COSTS





# Option cost comparison

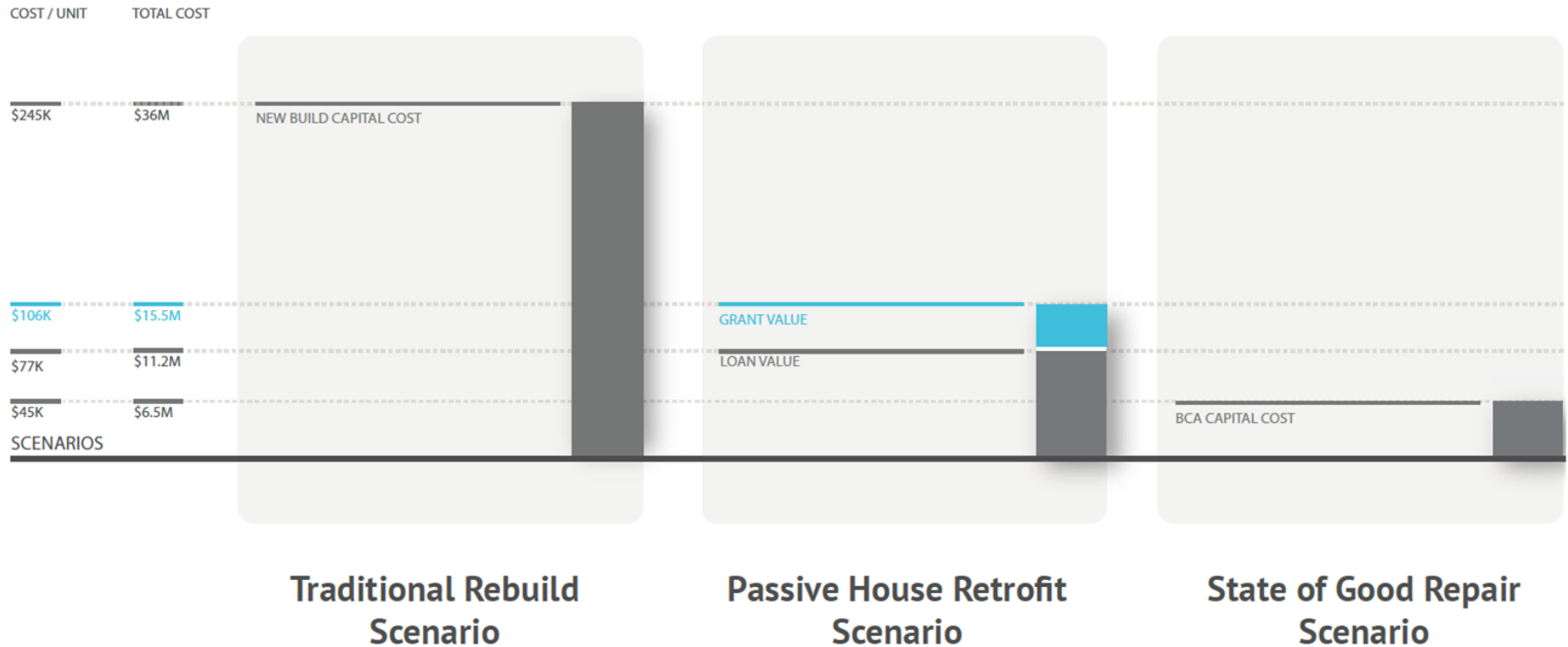


Passive House Retrofit  
Scenario

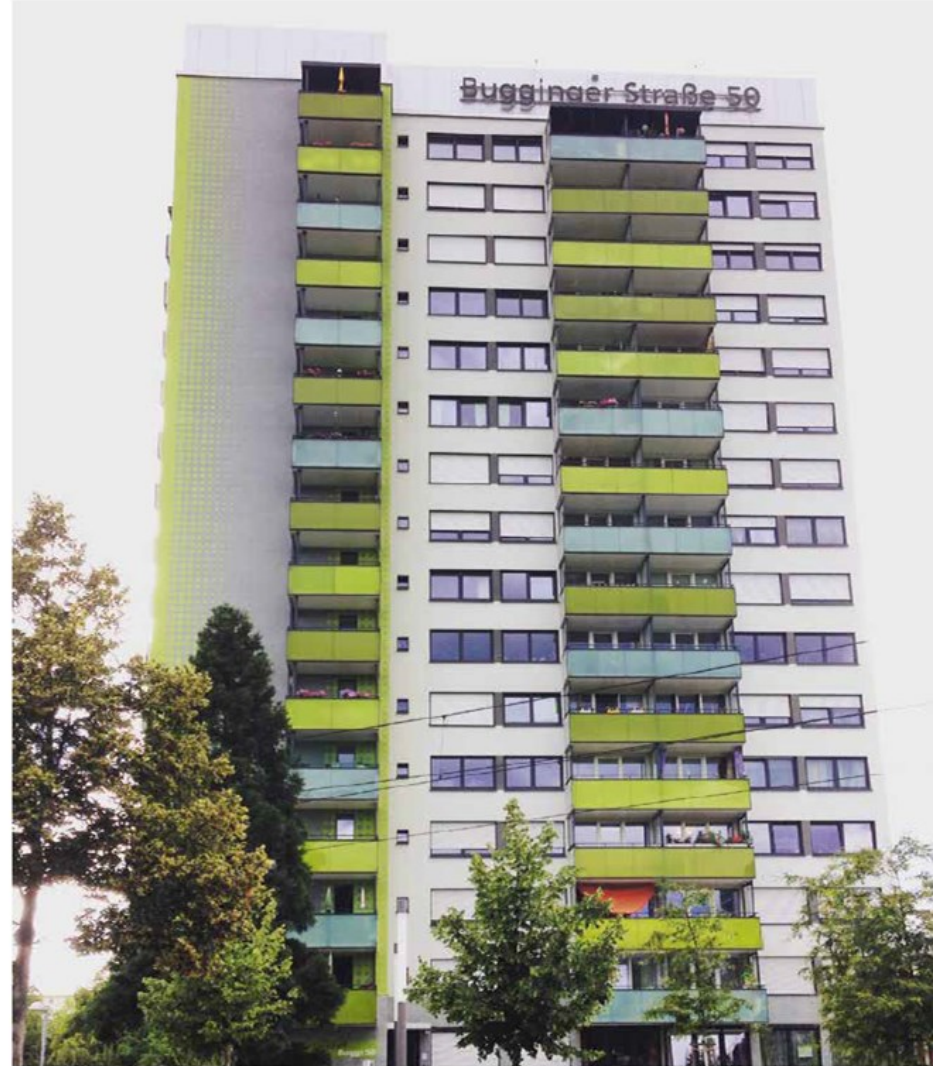
# Option cost comparison



# 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

