



# 2018 ANNUAL REPORT

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# MESSAGE FROM THE BOARD PRESIDENT AND CEO

Affordable housing continues to be a priority for our City and for communities across the country. Providing housing to everyone is a basic human right, and pivotal to the wellness of individuals and a robust community. As well, it is increasingly evident that with the provision of deep affordable housing there is the obligation to ensure people have the supports they need to obtain and maintain housing.

CityHousing Hamilton (CHH) continues to work at maintaining its housing infrastructure and seek out opportunities to ensure there is more affordable rental housing in Hamilton. CHH is focused on providing housing that is of good quality and safe. The revitalization and development work at CHH is attentive to creating affordable housing that is more sustainable and integrated into the fabric of our community.

This year's annual report provides a cross section of the innovative work that is taking place at CHH to address the affordable housing challenge. As an example, the Vanier Towers project illustrates our extensive work with our community partners to provide enriched supports to our residents. Creating a more sustainable organization has led to a focus on such projects as waste management and energy conservation. Our development work now includes housing projects on eight properties and will result in the revitalization of 441 units and the addition of 80 net new units. CHH has an important role to play in changing the housing landscape in Hamilton.

This work is only possible with the collective efforts of our community. We would like to thank the CHH Board of Directors for their leadership in addressing the affordable housing needs in Hamilton. We would like to thank the City of Hamilton, staff, residents and community partners for the part they play in helping to enable all people to experience equity in housing.

Together we will strengthen affordable housing, leading us to better housing outcomes for everyone in our community.



**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

# COMMUNITY PARTNERSHIPS

## New Medical Clinic at Vanier Towers

In July 2018, a new medical clinic opened at the 95 Hess Street South location of Vanier Towers to provide primary care services to its residents, which also includes residents at 181 Jackson Street. The goal is to enhance the health of the Vanier Towers community by improving collaboration and relationships between the residents, public health, housing, primary care, and other health and social service sectors.

Patient visits increased consistently throughout 2018. Future plans include exploring solutions to further address health disparities among Vanier Tower residents.

The medical clinic was made possible through a partnership with Shelter Health Network and collaboration with other community partners. CHH thanks PRISMS Pharmasave for their generosity in sponsoring the start-up and ongoing supply costs for the medical clinic.

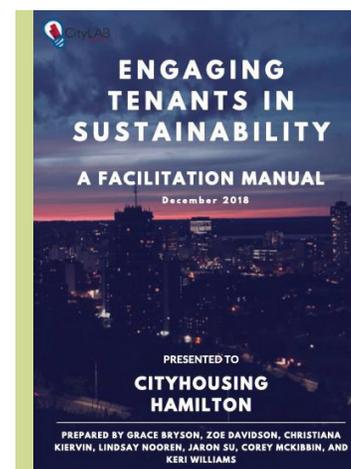


## CityLAB Partnership – 226 Rebecca Street

CityLAB Hamilton is an innovation hub that brings together student, academic, and civic leaders to co-create a better Hamilton for all. In 2018, CHH partnered in the CityLAB Hamilton to engage CHH residents in sustainable living. Students from CityLAB designed and implemented a three-step plan related to energy and solid waste management.

As a first step, students conducted relevant background research, focussing on 226 Rebecca Street as a case study for the assignment. Next, they held an engaging, interactive meeting with the residents at 226 Rebecca Street to provide education and raise awareness about recycling, composting, and energy-efficient behaviour. Finally, they provided residents with compost bins and decks of playing cards containing sustainable living tips on each card.

The students documented their research in the form of a facilitation manual which CHH can use to extend this initiative to residents of other CHH sites.



## CityLAB Partnership – 980 Upper Ottawa Street

CHH and Mohawk College collaborated on a unique project that placed students from the classroom into the community to rebuild and renovate housing units. Students engaged in hands-on learning by renovating a CHH townhouse on the east mountain, participating in work related to painting, flooring, electrical and general repairs. The work was supervised by a Mohawk College teacher who ensured both quality work, and that students' learning needs were met.

CHH and Mohawk College are building on the success of this partnership by having students renovate two additional units, incorporating an emphasis on accessibility and energy conservation.



## Improving Fire Safety Awareness and Compliance

In response to fire-related incidents across Ontario and within CHH sites in 2017, CHH partnered with the Hamilton Fire Department to create a plan for improving fire safety awareness and compliance across our buildings.

Two key initiatives were undertaken to address two main areas of focus: resident education and staff competency.

The first initiative involved a review of all fire safety plans for CHH sites. A consistent template was developed, and all plans were updated and shared with the fire department. This process enabled staff to review their respective roles and responsibilities as outlined in fire safety plans.



The second initiative involved a review and evaluation of areas of non-compliance. This led to changes in documentation procedures to improve record-keeping practices and accuracy, and to the development and enhancement of staff training materials to support improved building compliance.

Fire safety officers also provided fire safety education to CHH residents through involvement in various activities including resident meetings, door-to-door visits, and community health fairs. In addition, an evacuation of the residents of 226 Rebecca Street was conducted and evaluated to better understand how seniors with limitations respond during a fire drill.

CHH continues to work together with the Hamilton Fire Department to ensure the safety of our residents.



## Smoke-Free Living at CityHousing Hamilton

CHH and Hamilton Public Health Services are committed to promoting a healthy community and providing smoke-free environments for residents, workers and visitors across our sites. This commitment is reflected in a new CHH policy which was passed by the Board of Directors in June 2018.

This policy, however, recognizes and respects the rights of individuals related to the medical use of cannabis in accordance with relevant legislation, as well as to the traditional use of tobacco by Indigenous peoples.

The partnership between CHH and Hamilton Public Health Services towards smoke-free living will continue in 2019 with a resident survey to determine the future of smoking at CHH.



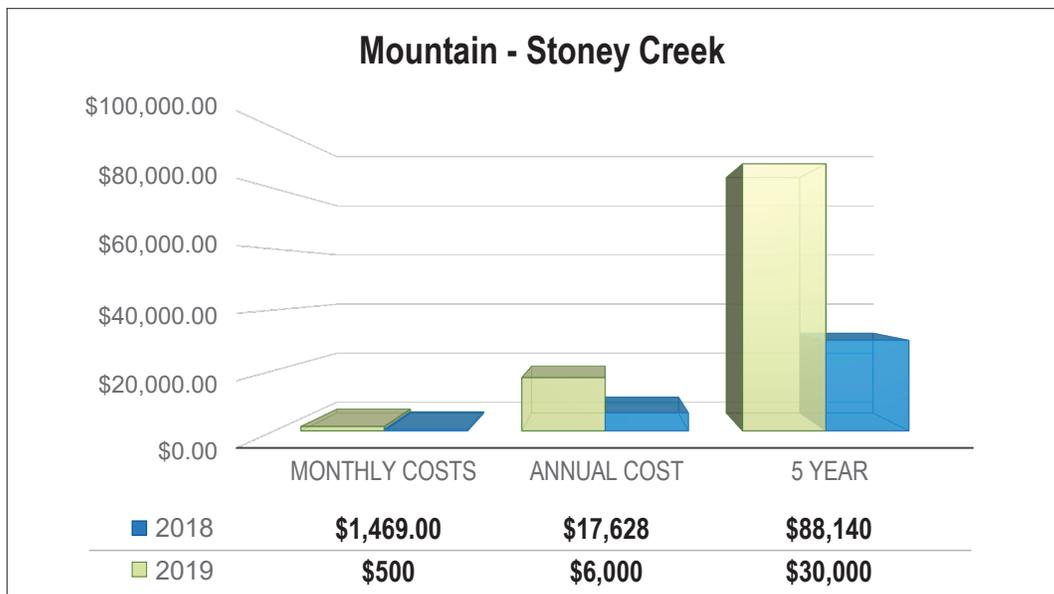
# QUALITY IMPROVEMENT INITIATIVES

## Improving Waste Management

CHH has been focused on making improvements to its waste management program. More specifically, the goals for this work include:

- Reducing and controlling waste management costs by identifying areas of wasteful spending, creating efficiencies, and developing an affordable and sustainable waste management plan for CHH.
- Creating standard operating procedures, best practices, policies and creative solutions to “clean up” garbage-related issues across CHH sites ensuring they are as clean, neat and as safe as possible for our community.
- Developing a long-term strategy for a waste management program to meet the changing needs of our residents, community and new developments.

For example, at one of the CHH townhouse locations it was possible to move away from a contractor based pick-up program to using the City of Hamilton’s waste services. This resulted in reducing waste management costs:



A second example involved a more comprehensive Curbside Program. The focus of this work involved:

- Reducing garbage at the various townhouse sites to meet the City of Hamilton expectation of one bag per household and encourage residents to recycle and manage green waste.
- Empowering residents to manage their own garbage and take responsibility for their own household waste.
- Decreasing costs for removal and management of waste.
- Creating a healthier, cleaner and safer waste management program for our community.

It is anticipated that at this location alone the potential annual cost savings are \$5,500.



## Energy and Water Conservation

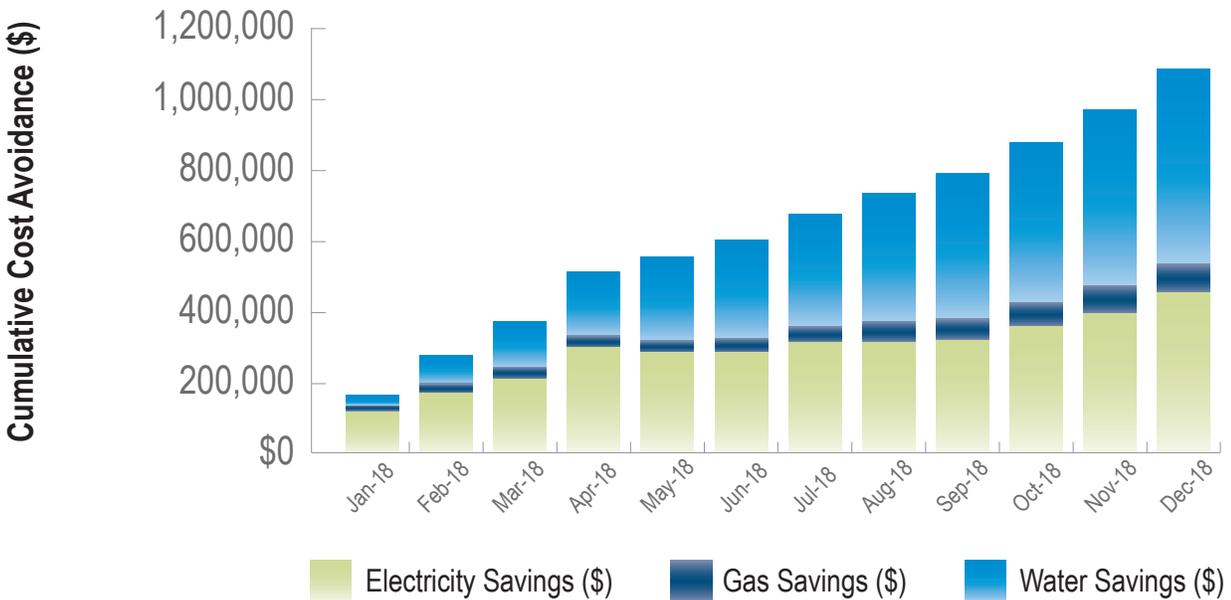
In 2018, CHH took steps to support the sustainability of our organization through energy and water conservation.

Several energy and water retrofits were completed across 17 of our mid- and high-rise apartment buildings. These included the installation of building automation systems related to heating and ventilation, LED lighting retrofits, the replacement of existing water fixtures with high efficiency fixtures, and the replacement of aging mechanical equipment with high-efficiency equipment.

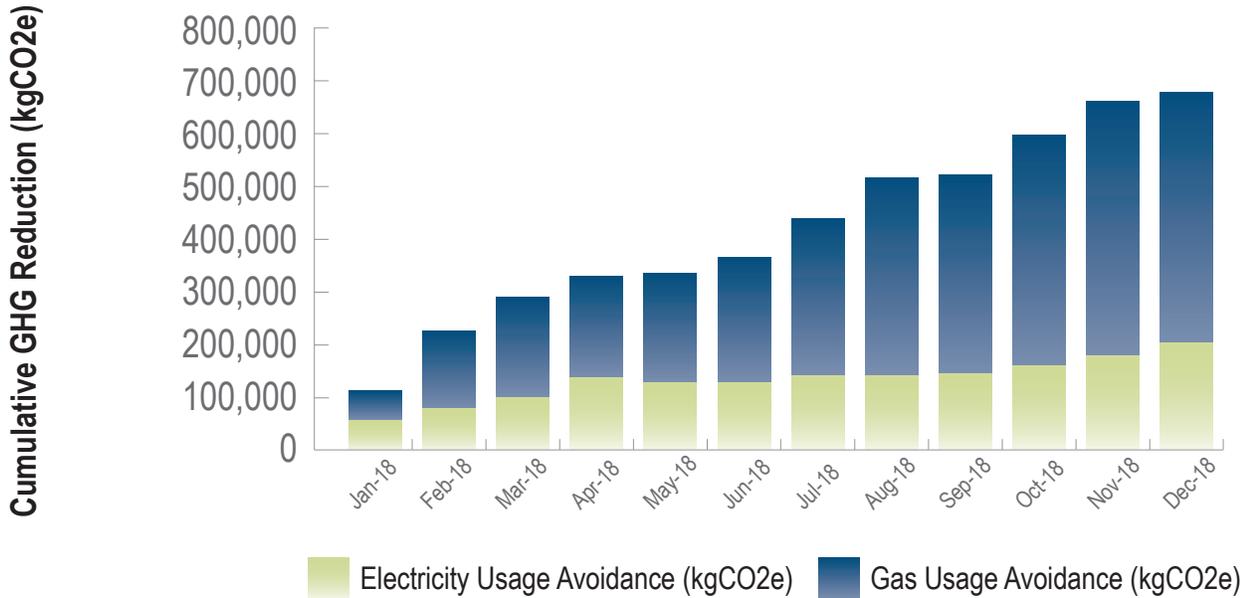
In addition to the retrofits, resident engagement sessions were conducted in each building to promote energy and water efficiency. Detailed energy audits were also completed to inform current and future energy retrofits.

This work resulted in significant impacts related to utility cost avoidance and reduced greenhouse gas emissions as illustrated below. Most retrofits were completed in March 2018 and as such, impacts in 2019 are expected to be even more significant.

### Utility Cost Avoidance from 2018 Energy and Water Retrofits



### Greenhouse Gas Emissions Reduction from 2018 Energy Retrofits



In addition to utility cost and greenhouse gas emission savings, there are other benefits associated with energy initiatives. These can include addressing deferred maintenance needs, and non-monetary benefits that may impact residents, such as those related to indoor air quality, safety and security, physical comfort, and aesthetics.

The total cost of \$8.85 million for energy and water retrofits completed in 2018 was fully funded as outlined below:

**\$7.15 MILLION**

in funding from the province's Cap and Trade program

Social Housing Apartment Retrofit Program – SHARP

**\$890,000**

in utility program incentives

e.g. Union Gas and SaveOnEnergy

**\$810,000**

loan through the City of Hamilton

**\$8.85 MILLION**

TOTAL COST

energy and water retrofits

# DEVELOPMENT AND REVITALIZATION

The need for affordable and social housing in Hamilton is tremendous. While there were 508 households who were housed in rent-geared-to-income (RGI) units throughout 2018, at the end of the year, there were 6,704 applicant households on the Access to Housing (ATH) wait list. CHH is implementing a strategic plan to revitalize core assets, redevelop existing 'communities of potential,' and infill new development sites to maximize social benefit and contribute to the financial sustainability of the organization.

Given the overwhelming need for more affordable housing, CHH is accelerating the renewal and growth of our portfolio by undertaking the first large scale revitalization of our social and affordable housing, covering 521 units. This includes the rehabilitation of the 146 units at 500 MacNab Street North through an extensive retrofit, and the new construction of 375 units across eight locations.

To respond to the need for more housing, in 2017 the City of Hamilton allocated \$50 million to the Poverty Reduction Fund (PRF). Through this fund, CHH will receive \$2 million annually over five years for a total investment of \$10 million in additional funding for new development. As well, in order to further support the revitalization of its portfolio, CHH continues to seek new sources of funding, for example, through federal National Housing Strategy grants. CHH is also exploring creative ways of finding value within its existing portfolio, for example, through the Jamesville Request for Proposals (RFP).

## MacNab Renderings



SITE	TYPOLOGY	TYPE	UNIT COMPOSITION			
			Total	Rehab.	Replace	Net New
500 MacNab	High-rise	Revitalization	146	146	-	-
Jamesville	Townhouse	Redevelopment Partnership	46	-	46	TBD <sup>1</sup>
Roxborough	Townhouse	Redevelopment Partnership	104	-	104	-
Queenston Phase 1	Empty Lot	New Development	41	-	41	-
Bay-Cannon Phase 1	Parking Lot	New Development	55	-	45	10
Wellington-King William	Parking Lot	New Development	20	-	14	6
Macassa	Greenfield	New Development	65	-	45	20
Riverdale	Greenfield	New Development	44	-	-	44
			<b>521</b>	<b>146</b>	<b>295</b>	<b>80</b>

**Notes:**

1 - TBD through the competitive RFP process.

## Resident Relocation during Redevelopment Projects

When CHH redevelops an existing apartment building and townhouse site with residents living in the units, a primary consideration is the relocation of our residents.

CHH is committed to relocating every one of our residents within our existing portfolio and we strive to make the relocation transfer process as seamless as possible. When there is discussion about possible redevelopment, CHH deploys staff to connect with each of our affected residents to understand their unique circumstances and explain the potential plans. We also host several resident information sessions to provide regular updates.



Community Relations Workers meet with every household individually to gather information about their current needs and wants. This information assists our Tenant Placement Team in matching these households to future CHH vacant units.

To date, the 146-unit apartment building at 500 MacNab Street North and the 91-unit townhouse complex known as Jamesville have been vacated. CHH is pleased to report that every resident living in units at these two complexes have been accommodated by either being rehoused at another CHH property or the resident decided to make other living arrangements. All relocation fees were paid for by CHH.

Once the redevelopment is complete, our residents will be offered the opportunity to return to their former community to a unit for which they qualify.

# STAFF DIVISIONAL DAY AND YEARS OF SERVICE

## Staff Divisional Day

Every year, one day is set aside for all staff at CHH to come together to learn, share and build relationships. For this Divisional Day, CHH took the opportunity to provide a spectrum of presentations and activities to further enrich the working environment for staff. The various events included:

- Urban Indigenous Strategy – 8th Fire: Wab’s Walk Through History
- Gender Identity / Transgender Protocol - Protocol for Gender Identity and Gender Expression; Transgender and Gender Non-Conforming Persons
- Paul Johnson, General Manager, Health & Safe Communities Dept – Opening Remarks, Afternoon Session
- Mike Zegarac, Interim City Manager – Years of Service Awards
- Kate Mannen, Manager of Resident Engagement & Support Services – Pest Control Video ‘A Day in the Life’ & new Employee Recognition Program, Raise the Roof
- Kathy McInnes, Manager of Business Services – Northgate Program Reveal



## RAISING THE ROOF

This program is about recognizing staff who exemplify the City’s foundational values every day in big and small ways.

The successful individual has the honour of displaying THE HOUSE at their work site for 2 months.

## 2018 Years of Service Milestones and Retirees

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

5 YEARS		10 YEARS	15 YEARS	20 YEARS
Lisa Aberdeen Nancy Brunet Rochelle Desouza Carrie Duffy Michael Fazzari Jordan Gage Jannifer Garside Attila Kiss Norman Troy Ledger Walter Long Kane Losier Kevin MacDonnell	Katherine MacIntyre Tina Mantopoulos Ahmed Mohammed Joan Owen Navneal Parmar Tobi Scott Dave Woodcox	Carolyn Alexander Sharon Churcher Susan Edwards Karen Hayton Eric Lovell Kate Mannen Kimberly Moore Tina Rhora Jacqueline Rosettani Marlene Secord Robin Smith Marcia Villamoya	David Gerrie John Hill Bill Hind Marilyn Kohler Scott McLeod Christine Saunders	Mira Cviticanin Nancy Pell
25 YEARS	30 YEARS	35 YEARS	A CELEBRATION OF <i>Service</i>	
Gabriella Mullins	Heather Horwath	Christine Buckley Kathleen McInnes	The following retirees were honoured: Pat Finnerty, December 2017 Robin Hillgartner, April 2018 Mike Galizzi, August 2018	

# THE CITY OF HAMILTON COUNCIL COMMITMENT

## Poverty Reduction Funds

In 2017, the City of Hamilton made an investment of \$50 million to the Poverty Reduction Fund. As part of this investment, CHH received \$1 million per year for the next 10 years for the maintenance and preservation of existing units.

CHH is pleased to share that in 2018, there were 196 units that were renovated and turned over to rent. The average cost per unit was \$5,102.

## Area-Rated Funds

Councillor area ratings were received for the projects below:

<b>WARD 2</b>	155 Park Street	<b>\$7,000</b>	Garbage disposal compound
<b>WARD 2</b>	226 Rebecca Street	<b>\$50,000</b>	Security cameras
<b>WARD 3</b>	360 King Street East	<b>\$100,000</b>	Front entrance
<b>WARD 3</b>	30 Sanford Avenue South	<b>\$150,000</b>	Outdoor seating and gazebo
<b>WARD 3</b>	430 Cumberland Avenue	<b>\$238,000</b>	Playground and corridors upgrade
<b>WARD 6</b>	980 Upper Ottawa Street	<b>\$15,000</b>	Basketball court
<b>WARD 7</b>	395 Mohawk Road East	<b>\$7,000</b>	Intercom system replacement

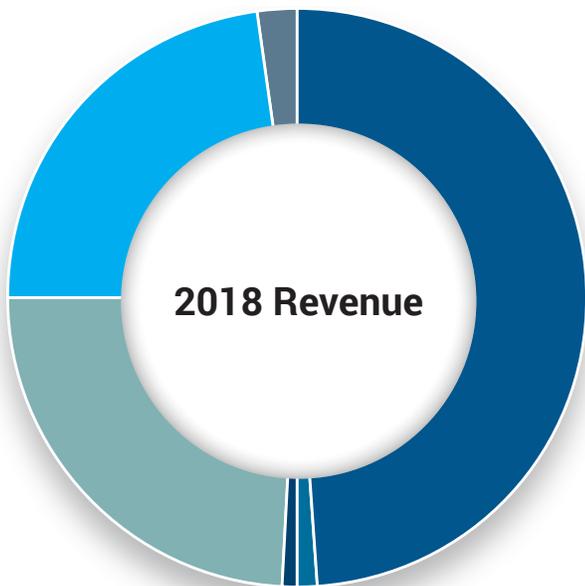


**980 UPPER OTTAWA STREET**  
Basketball Court



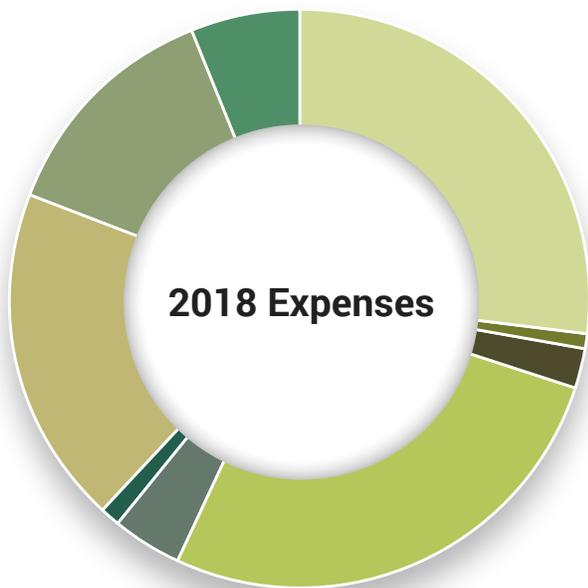
**430 CUMBERLAND AVENUE**  
Playground and corridors update announcement

# FINANCIAL YEAR IN REVIEW



<b>49%</b>	Residential Rent	\$36,728,260
<b>1%</b>	Commercial Rent	\$1,022,181
<b>1%</b>	Tenant Recoveries	\$849,028
<b>24%</b>	Government Subsidies	\$17,879,068
<b>23%</b>	Other	\$16,249,061
<b>2%</b>	Amortization of Deferred Revenue	\$435,211

**TOTAL: \$73,162,809**



<b>27%</b>	Administration	\$13,870,833
<b>1%</b>	Bad Debt	\$437,884
<b>2%</b>	Insurance	\$955,601
<b>27%</b>	Maintenance	\$13,790,482
<b>4%</b>	Interest on Long-term Debt	\$2,267,080
<b>1%</b>	Municipal Taxes	\$664,797
<b>19%</b>	Utilities	\$9,600,062
<b>13%</b>	Amortization	\$6,657,284
<b>6%</b>	Repayment of OHC Debt	3,035,164
<b>TOTAL:</b>		<b>\$73,162,809</b>

Complete audited financial statements available on our website, [www.cityhousinghamilton.com](http://www.cityhousinghamilton.com) or upon request.

**Note:** CityHousing Hamilton converted financial statements to Public Sector Accounting Standards in 2018.

# 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
- Canada Revenue Agency
- Canadian Mental Health Association (CMHA)
- Care Dove
- Cheshire Independent Living Services
- Children's Aid Society of Hamilton
- City of Hamilton:
  - Home Management Program
  - Neighbourhood Action Strategy
  - Ontario Works
  - Public Health Services
  - 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
- Empowerment Squared
- 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 Philharmonic Orchestra
- Hamilton Police Services (HPS)
- Hamilton Program for Schizophrenia (HPS)
- Hamilton Urban Core Community Health Centre
- Hamilton-Wentworth District School Board (HWDSB)
- Healing Arts and Recovery through Peer Support
- 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
- Shelter Health Network Clinic
- 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



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