

City Housing HAMILTON

2020 Annual Report



...more than a place to live



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Note: The images featured in this document reflect the pandemic guidelines and restrictions in place at that time.

MESSAGE

FROM THE BOARD PRESIDENT AND CEO

This is a message of thanks and gratitude. In particular, to the dedicated CityHousing Hamilton staff team who have continued to provide services to our tenants and maintain our buildings throughout one of the most difficult times in our organization's history. The pandemic clearly highlighted fault lines across the housing system, but despite the many challenges and struggles, staff remained focused, steadfast and compassionate.

From the onset of the pandemic, staff turned their attention to keeping tenants safe and connected. They quickly organized wellness checks for all tenants. Many staff were redeployed and within weeks, every tenant household had been called. When it was apparent that food security was a concern, staff set up an emergency food bank – work that has continued to evolve into a robust food security strategy. This is just one example of the quantum effort made by staff to support our tenants.

This year's Annual Report highlights many initiatives, services and programs that were introduced or enhanced over the past year. We continued to develop support services for tenants and in 2020, formalized a partnership with the Hamilton Regional Indian Centre (HRIC) to provide housing and supports for Indigenous youth between 16 to 24 years of age. We also enhanced safety and security with the installation of security cameras at nine properties and the implementation of a new emergency notification system (RAVE) for staff.

Affordable housing is an integral part of the path to sustainable communities. As an organization, we are committed to promoting and improving affordable housing in Hamilton. We remain focused on our aggressive development strategy and sourcing funding for energy and infrastructure projects. Alongside other housing providers, together we strive to fundamentally change the affordable housing landscape in our city.

There was not a single service or program at CHH that was untouched by the pandemic, yet it is truly incredible to share the amazing work that has taken place. Thank you to the Board of Directors, City of Hamilton, our tenants, community partners and to our remarkable staff – we are grateful for your hard work, talent and commitment.

We are in this together. Stay well.



Chad Collins
President and
Ward 5 Councillor



Tom Hunter
Chief Executive Officer

BOARD OF DIRECTORS

Chad Collins, President
Ward 5 Councillor

Jason Farr, Vice President
Ward 2 Councillor

Nrinder Nann, Treasurer
Ward 3 Councillor

Tom Jackson
Ward 6 Councillor

Maureen Wilson
Ward 1 Councillor

Jacqueline Aird
Citizen Member

Nicholas But
Citizen Member

Adriana Harris
Citizen Member

Patricia Reid
Citizen Member

SENIOR MANAGEMENT

Tom Hunter
Chief Executive Officer

Rochelle Desouza
Chief Financial Officer

Brian Kinaschuk
Manager, Maintenance

Bernice Lilley
Manager, Asset Renewal

Kate Mannen
Manager, Partnership Development and Support Services

Tracy Murphy
Manager (Acting), Residency Administration

Leanne Ward
Manager (Acting), Operations

Amanda Warren-Ritchie
Manager, Strategy and Quality Improvements



COMMUNITY PARTNERSHIPS

Mobile Market Van Supports Seniors' Food Security

The Mobile Market Van delivers food right to seniors' doors, in partnership with St. Matthew's House, Goodwill, Food for Life and Tim Hortons.

Six seniors' buildings were identified as part of this pilot project: 30 Sanford Avenue South, 120 Strathcona Avenue North, 181 Jackson Street West, 200 Jackson Street West, 155 Park Street South and 555 Queenston Road. Once every three weeks during the pilot period, the van will visit each site offering dry food, fresh fruit and vegetables, dairy products, and boxed fresh lunches. St. Matthew's House, Goodwill and Food for Life provide the food while coffee and baked good are provided by Tim Hortons.

Our goal is to collect data that will support a proposal to create a sustainable program offering food security to all CHH senior buildings in 2021.

Branded SINKS (Seniors in Kitchens: a program at First Place), the van design was created by local agency Kitestring.



150

tenants served at first launch of SINKS to go

New Kitchen and Modular Farm for Vanier Towers

Through a continuing partnership with Wesley and a supporting private foundation, a modular farm was installed at Vanier Towers in June 2020. Under the guidance of a horticulturist, Wesley staff and interested tenants have been trained in the hydroponic production of vegetables and herbs. Crops grow quickly in these conditions and support Wesley food programming both at First Place and Vanier Towers.

The modular farm compliments the new community kitchen, funded through Councillor Farr's Ward 2 Office. Final approval from Hamilton Public Health Services was received in November 2020. We look forward to planning community kitchen activities – complete with BBQ garnishes and greens from the modular farm! – post-pandemic.

998

visits to the
Vanier Towers
food pantry



Celebrating New Community Partnerships

ST. MATTHEW'S HOUSE

In May 2020, we partnered with St. Matthew's House, a non-profit serving vulnerable populations in Hamilton. Together, we created an emergency food delivery program to support vulnerable tenants, with a focus on seniors living in isolation.



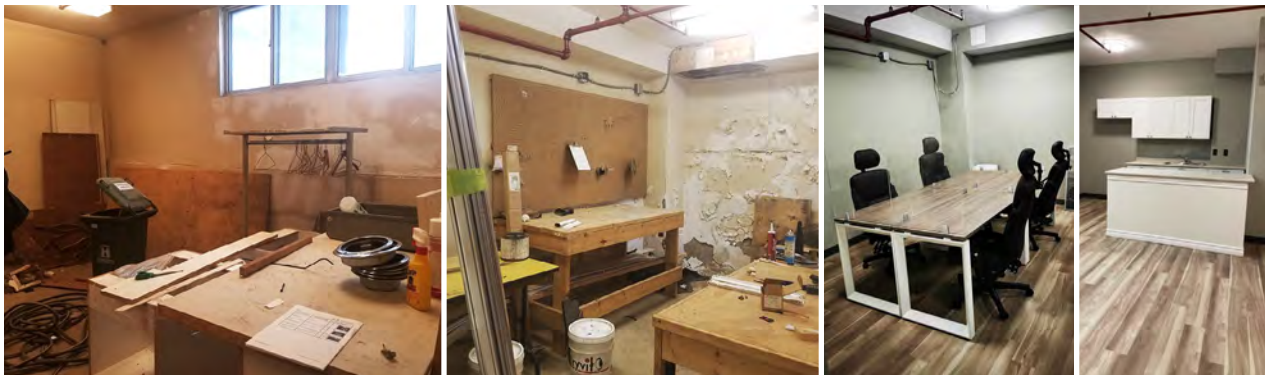
For many of our tenants, this program not only allows for a healthy, balanced diet, but also offers a connection to the outside world. As social isolation has increased dramatically because of the pandemic, this service is more important than ever before.

The food box drop-off creates an opportunity for a follow up wellness call check-in with tenants. In addressing food security through this program, we form a connection with tenants and often times learn they may have additional needs and are facing other issues. St. Matthew's House helps to triage clients into additional support or services as required.

15% of tenants identified they could not access food during the pandemic

HAMILTON REGIONAL INDIAN CENTRE

The Hamilton Regional Indian Centre (HRIC) partnered with us to create a 10-unit head lease at Vanier Towers to support 10 Indigenous youth ages 16 to 24 years in successful tenancies. HRIC also renovated the basement at 95 Hess Street South to provide a safe place for cultural practices, as well as an office space. Although HRIC has not been able to be on-site due to COVID-19, the future looks bright for this partnership once services can resume safely.



We are grateful for our new and existing partners. Thank you!

Ontario Non-Profit Housing Association Innovation Award Winners

Every year, the Ontario Non-Profit Housing Association (ONPHA) recognizes a non-profit housing provider that has developed an innovative response to an environmental, operational or community challenge. The winning initiative must demonstrate promising outcomes and serve as an inspiration for other non-profit housing providers.

We are honoured to have been selected as the 2020 recipient of this prestigious provincial award for our efforts at Vanier Towers. ONPHA recognized our responsive efforts to provide

mental and physical support to tenants by delivering services based directly on tenant input. Particularly noted were our innovative addiction services with on-site social workers and at-home detox methods.

ONPHA believes our work at Vanier Towers serves as an innovative model for other social housing providers, as well as for Ontario Health Teams. The award proves that community hubs can be successful and create change to improve the lives of tenants.



20%

of tenants accessing these programs did so for the first time

197

1280

197 health, wellness and recreation groups were run which were accessed 1280 times

13

20

13 community partners delivered over 20 services on-site at Vanier and remotely

A New Place to Play at 430 Cumberland

This highly anticipated addition of a new playground and half basketball court at 430 Cumberland Avenue was made possible thanks to the generous donation of area-rated funds from Councillor Ninder Nann's Ward 3 budget. A ribbon cutting held in August was attended by Councillor Nann, Rayka Todorova, Property Manager, and many excited young tenants.

We are grateful for the support and partnership of Councillor Nann and her team for not only providing a safe place for children to play, but also enhancing health and development, and building social connections with tenants.



Seniors Connect Thanks to New Horizons Grant

Thanks to a \$25,000 grant from New Horizons, we can better support and connect with tenants.

The grant money will support seniors in two key ways: \$10,000 will cover a new closed-circuit television for residents of First Place. The Seniors Connect initiative provides tenants a fast, easy way to receive important news and information about their building and community – especially important and timely given the added impact of social isolation, particularly among seniors, during the pandemic.

Community service providers and City services are also able to contribute information to reach

tenants directly in their homes. An added (green) bonus is the elimination of flyers.

To address food security, \$15,000 will support the new community kitchen at First Place as part of our food strategy partnership with St. Matthew’s House.

Any remaining funds from the grant will be used to cover the transportation costs of First Place tenants attending medical appointments, an important need during the pandemic.



82

tenants subscribe to Seniors Connect television



Hamilton Police Service Mounted Patrol Unit horses, MacNab and Argyll, visit with tenants and staff in June 2020.

SUSTAINING INFRASTRUCTURE

Canada-Ontario Community Housing Initiative Repairs

Thanks to \$1,125,000 in Canada-Ontario Community Housing Initiative (COCHI) funding, capital repairs at five eligible properties will be completed between 2020 – 2022 to address safety, energy efficiency and durability. In 2020, the completed COCHI-funded repairs targeted door replacements, LED lighting retrofits and heating equipment upgrades. The remaining repairs will address window and electrical/mechanical equipment replacements and are scheduled to be completed by March 2022.



QUALITY IMPROVEMENT INITIATIVES

Energy Initiatives

We continued to implement energy efficiency initiatives by securing and capitalizing on grant funding and incentive programs from the following sources:

- **Funding Programs and Contribution Agreements:**
 - Social Housing Apartment Improvement Program (SHAIP)
 - Canada-Ontario Community Housing Initiative (COCHI)
 - Natural Resources Canada
 - Independent Electricity System Operator (IESO)
- **Utility Incentives:**
 - Enbridge Gas
 - Alectra Utilities
 - Independent Electricity System Operator (IESO)

HIGHLIGHTS FROM THE ABOVE INITIATIVES INCLUDE:

SMART THERMOSTATS

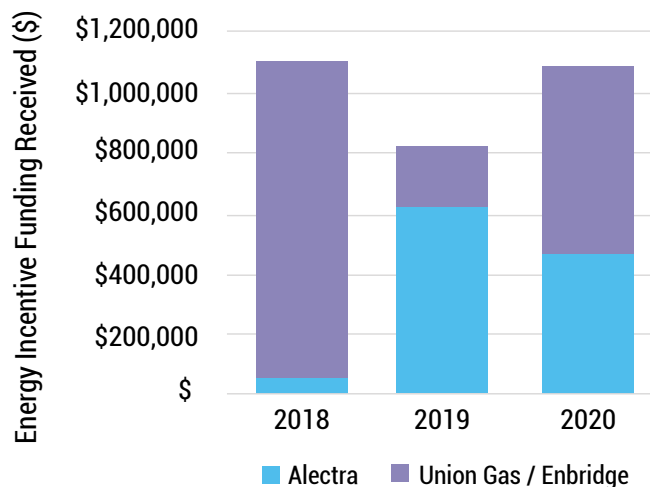
- **526** installed in various townhouses, detached and semi-detached households between October 2019 to March 2021
- Cost and installations fully funded by Enbridge Gas
- **13%** savings on heating energy
- Overall cost savings of approximately **\$19,500/year**
- Reduced emissions of approximately **150,000 ekgCO2/year**



UTILITY INCENTIVES

Energy and water efficiency continue to be an important component of our financial and environmental sustainability. In 2020, we secured **\$1,087,794** in utility incentive funding as a result of implementing energy efficiency retrofits across the portfolio.

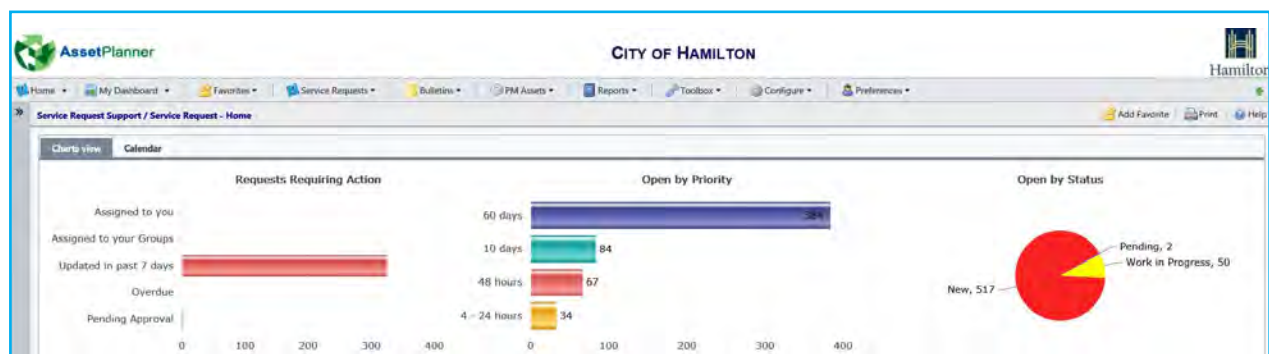
\$1,087,794
UTILITY INCENTIVE FUNDING
2020



Improving the Maintenance Service Model

In 2017, we implemented a new maintenance model that included hiring more maintenance servicers. This allowed more maintenance work that had been previously outsourced to contractors to be brought in house, resulting in reduced costs, improved service levels and an overall better customer service experience for tenants.

Existing technology software did not support our business needs, so in the fall of 2019 we implemented a demand and preventative maintenance software called Asset Planner. This new software dispatches work orders electronically to staff on mobile devices, making it easier to organize and schedule preventative maintenance tasks. The service request and the preventative maintenance module allows our Maintenance team to organize, schedule, assign and oversee maintenance work. Email notifications also support real-time communication, allowing our team to effectively and efficiently manage daily operations.



12,122
internal work orders completed

8,663
external work order completed

RAVE Alerts—Keeping Staff Safe and Informed

The safety, security and well-being of our staff is paramount. To provide a safe and secure work environment, we are always looking at ways to improve our response to emergency situations. In any emergency, communicating to staff quickly and in various ways is of the utmost importance.

In 2020, we implemented a new emergency notification system call RAVE that allows for

alerts to be sent to a staff's landline phone extension, email and work or personal cell phone to alert them of a pending or existing emergency. Examples of situations that warrant a RAVE Alert include Hold and Secure, Shelter in Place and Lockdown, as well as situations deemed emergencies by our CHH Operations Centre. System testing for all staff will be provided quarterly.

We've Moved! Third Floor Office Relocation

In late 2020, we started making small structural changes to the third floor at 181 Main Street West in order to convert the area into our new main office space.

Construction went well, allowing staff from the first floor offices to begin moving in mid-January. Thanks to the help of staff, moves were complete by the end of January. Staff that were originally spread out in different offices on the first floor are now located together in one central space.

BENEFITS OF THE NEW SPACE INCLUDE:

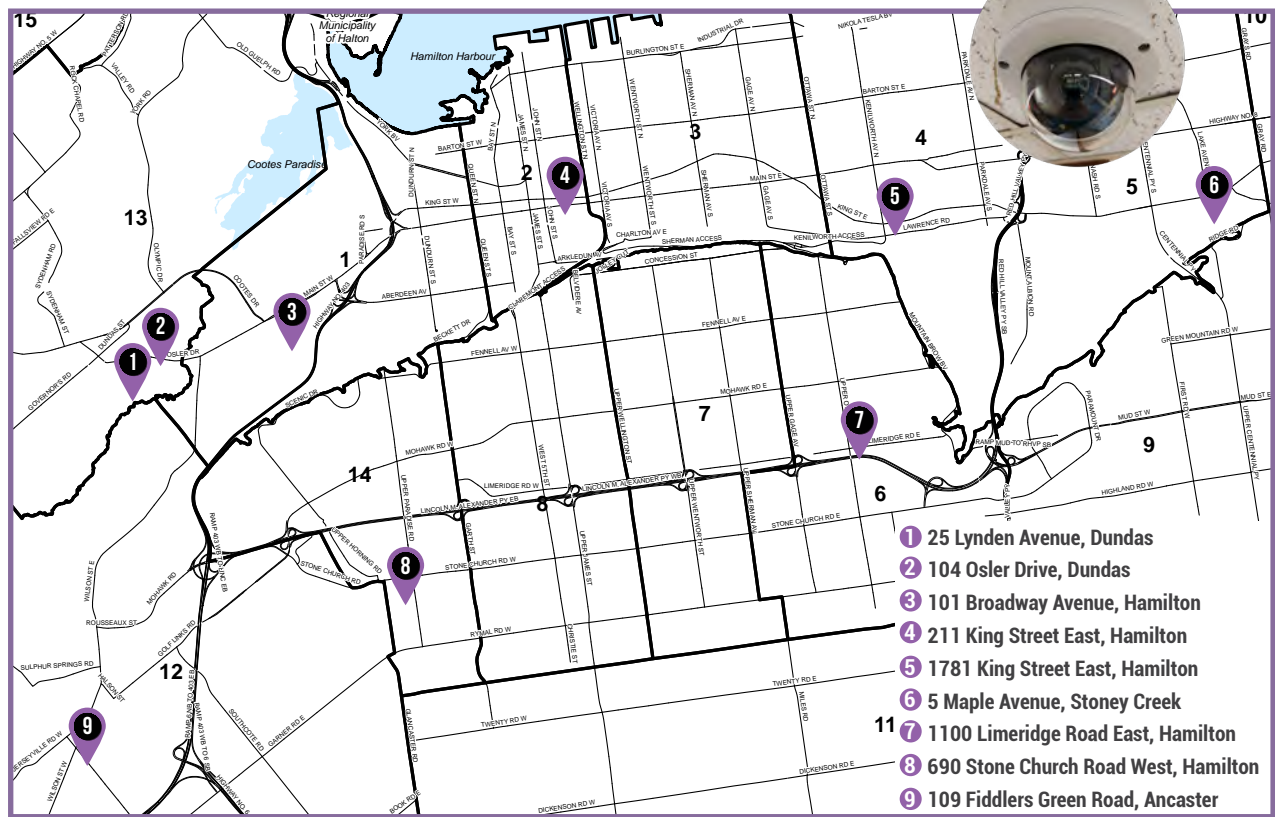
- Easier to connect and communicate
- Additional space for both staff and our tenants
- Enhanced safety features for staff and tenants
- Updated and professional aesthetic

Feedback from staff has been positive. We are pleased to have been able to improve this work environment for staff and look forward to reopening our offices for staff and tenants to enjoy.



Safety and Security – Camera Installations

As part of the ongoing work with the Safety and Security Plan, a further investment was made into security cameras at nine locations:



We have set a standard to have one to two cameras at minimum that cover the front entrance and elevators at all apartment buildings. These nine properties previously had no cameras, so this investment ensures that almost all apartment buildings in our portfolio have standard coverage.

The installation cost of these cameras was \$150,000 to ensure a high-quality camera system with good supports. The new system allows staff to access the cameras remotely (e.g. desktop/phones) which provides quick and easy access to information.



Improvement initiatives in 2020 included additional safety precautions and measures related to COVID-19.

CITY OF HAMILTON CONTRIBUTION

Area-Rated Funds

Councillor area ratings were received for the projects below:

Ward 2	\$35,000	95 Hess Street South	Offices for Hamilton Regional Indian Centre
Ward 3	\$95,000	430 Cumberland Avenue	Security fence
Ward 3	\$25,000	430 Cumberland Avenue	Security surveillance

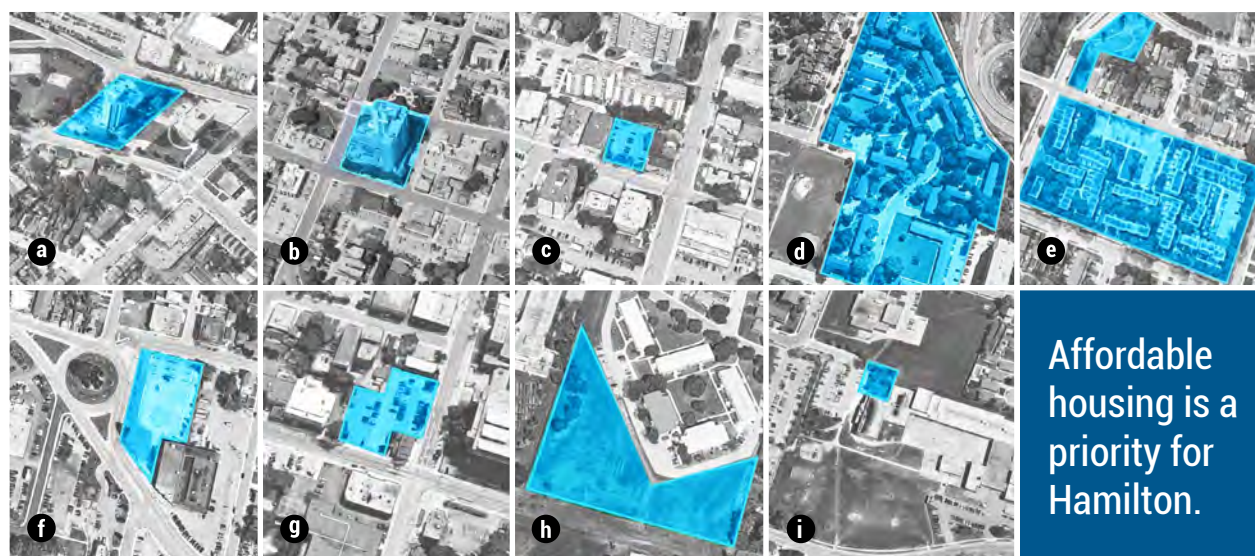
Poverty Reduction Funds

In 2017, the City of Hamilton invested \$50 million in the Poverty Reduction Fund. As part of this investment, we will receive \$1 million each year over 10 years for the maintenance and preservation of existing units.

99

units renovated and turned over to rent in 2020

DEVELOPMENT AND REVITALIZATION



CHH is embarking on an ambitious revitalization plan to address community need for additional affordable housing and continued operational sustainability. The new development work includes an extensive retrofit of an existing high-rise, and new developments that replace older building stock to provide portfolio renewal and create net new affordable units. This revitalization of our housing stock also enables us to provide enhanced buildings with greater provision of accessibility, sustainability, and reduced capital and operational costs.

As an organization, we strive to create affordable housing that maximizes social benefit and contributes to the financial sustainability of the organization and the City of Hamilton. Given the overwhelming need for more affordable housing and the rising costs of construction, we've started to look at new delivery and construction approaches, including modular building to further accelerate our ability to provide affordable housing. Our development strategy will help to create and replace over 580 units over the next four years.

	NAME	SITE	TYPE	UNIT COMPOSITION				
				Existing	Rehab.	Replace	Net New	Future
a	500 MacNab	High-rise	Revitalization	146	146	0	0	146
b	First Place Conversion	High-rise	Commercial Conversion	0	0	0	15	15
c	Wellington-King William	Parking Lot	New Development	0	0	14	10	24
d	Roxborough	Townhouse	Redevelopment Partnership	107	0	103	-4	103
e	Jamesville	Townhouse	Redevelopment Partnership	91	0	46	1	46 ¹
f	Queenston Phase 1	Empty Lot	New Development	0	0	40	0	40
g	Bay-Cannon Phase 1	Parking Lot	New Development	0	0	45	10	55
h	Macassa	Greenfield	New Development	0	0	46	20	66
i	Riverdale	Greenfield	New Development	0	0	0	44	44
				344	146	294	95	539

¹: plus additional affordability to be determined through a competitive RFP process.

Rapid Housing Initiative – First Place

In fall 2020, the Federal Government publicly announced an investment of \$1 billion through the Rapid Housing Initiative (RHI) to fund affordable housing across Canada.

The RHI program provides up front capital to support three types of projects: permanent modular housing, conversion to residential units and rehabilitation of uninhabitable housing. All projects must be completed and occupied within one year.

We immediately identified a site and had an architect sketch out a concept plan for the commercial conversion of vacant space at First Place, 350 King Street East, into residential units.

The ambitious timelines of the RHI program meant that a number of fast-tracking actions were required to make the project a reality. These included: Council and CHH Board approvals for accelerated procurement, a Council Motion supporting the use of a Ministerial Zoning Order (MZO) and provision

of this order from the Province, as well as the accelerated hiring of a project team.

The City of Hamilton received \$10.8 million under the RHI Major Cities Stream, and one of the four projects selected by the Housing Services Division was the First Place project, receiving \$2.25 million.

PROJECT HIGHLIGHTS:

- Repurpose under-utilized first floor commercial space
- Create 15 new affordable units that draw from the Access-to-Housing wait list
- Provide dedicated units for seniors
- Include two barrier-free suites
- Use cleverly designed ‘nesting units’ to provide optimum livability in a compact space

This unique new development project is underway and should be completed and occupied by November 2021.

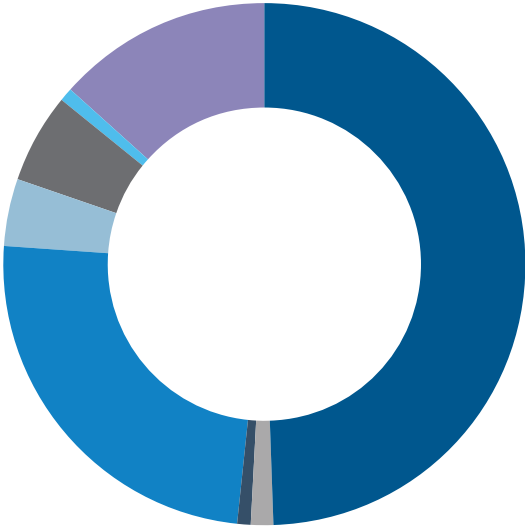




Welcome home! As the largest social housing provider in Hamilton, we provide homes that are safe, well-maintained and affordable for people who live and work in our diverse community.

FINANCIAL YEAR IN REVIEW

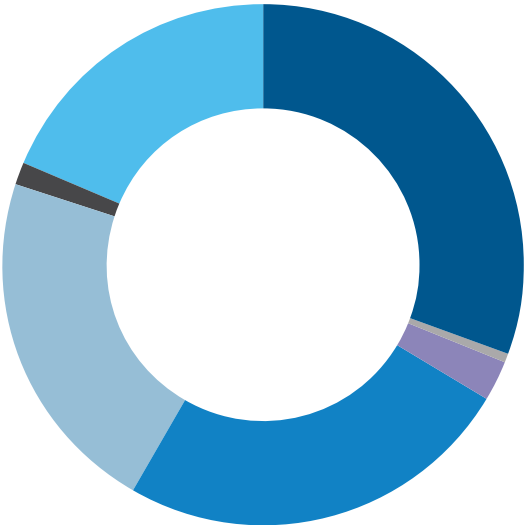
2020 Revenue



47%	Residential Rent	\$37,602,497
1%	Commercial Rent	\$1,025,733
1%	Tenant Recoveries	\$685,158
13%	Government Subsidies - Operating	\$18,472,122
3%	Other Revenue- Operating	\$3,067,420
11%	Government Subsidies-Capital	\$4,143,596
19%	Other Funding Capital**	\$803,207
5%	Sales of Units	\$9,900,330
TOTAL:		\$75,700,063

** Other Funding consists mainly of funding from the City of Hamilton for Special Projects and Interest Earned on Investment.

2020 Expenses



31%	Administration	\$16,008,371
1%	Bad Debt	\$300,735
2%	Insurance	\$1,320,069
23%	Maintenance	\$12,911,616
23%	Mortgage Amortization and Interest	\$11,312,547
1%	Municipal Taxes	\$741,730
19%	Utilities	\$9,601,536
TOTAL:		\$52,196,604

Note: In 2020, \$35,480,092 was capitalized to Tangible Capital assets. These expenses will be amortized over the life of the asset.

Complete audited financial statements are available upon request.

STAFF DIVISIONAL DAY AND YEARS OF SERVICE

Staff Divisional Day

One of the biggest impacts of the pandemic has been the way we connect with each other. This year's Division Day was held virtually for the first time, providing a new way for all staff to come together to learn, share and connect. Highlights from our November 12, 2020 event include:

- New staff introductions
- Years of service awards
- Leadership team "Thank you" video to staff
- 1st Annual CHH Food Drive Challenge (congratulations to our staff team winners!)

A special thank you to guests Janette Smith, City Manager and Orlando Bowen, Motivational Speaker.



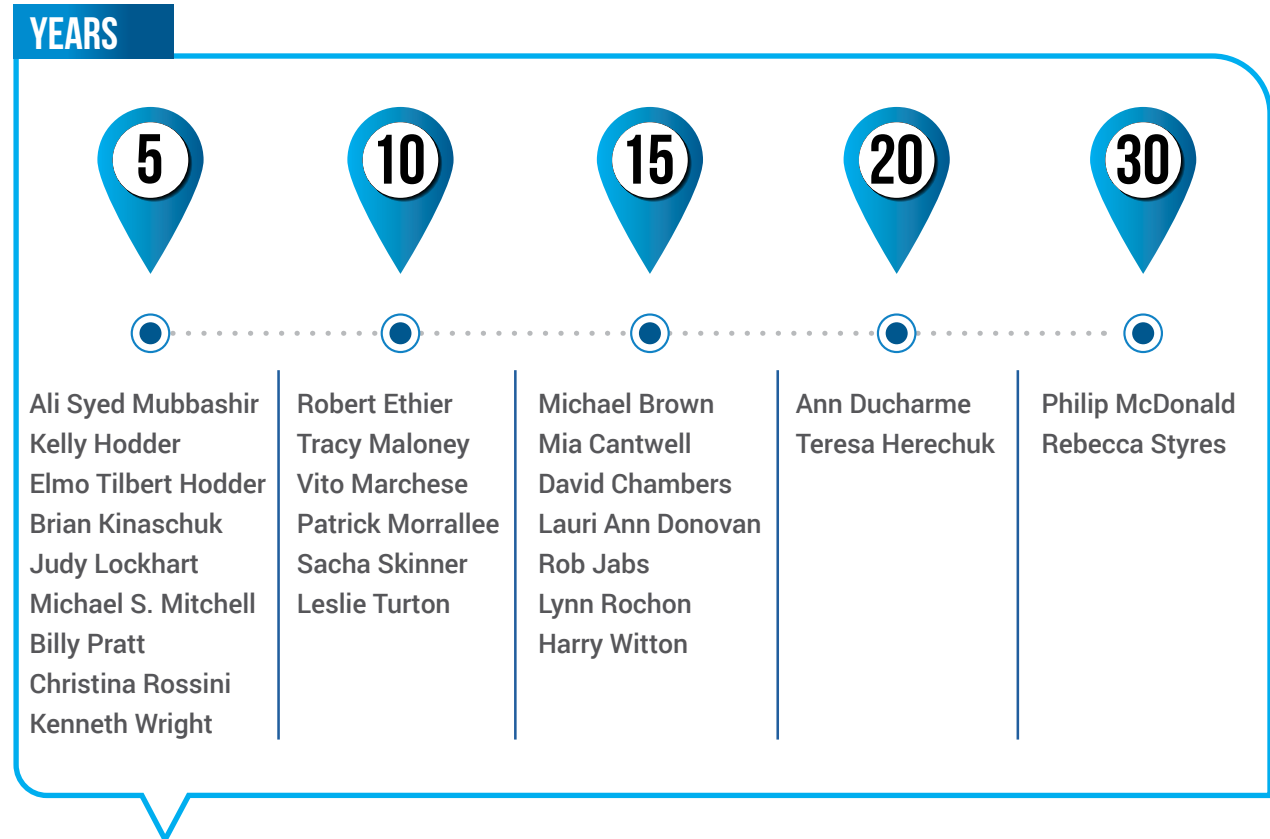
| Thank you from our Management Team



| 1st Annual CHH Food Drive Challenge

2020 Years of Service Milestones and Retirees

Join us in celebrating staff for their years of service with CHH:



5 Year Service Award recipients
Kelly Hodder and Elmo Tibert Hodder

RETIREES

Best Wishes

to the following retirees:

Carol Beale, August 2020

Donna Kirchknopf, July 2020



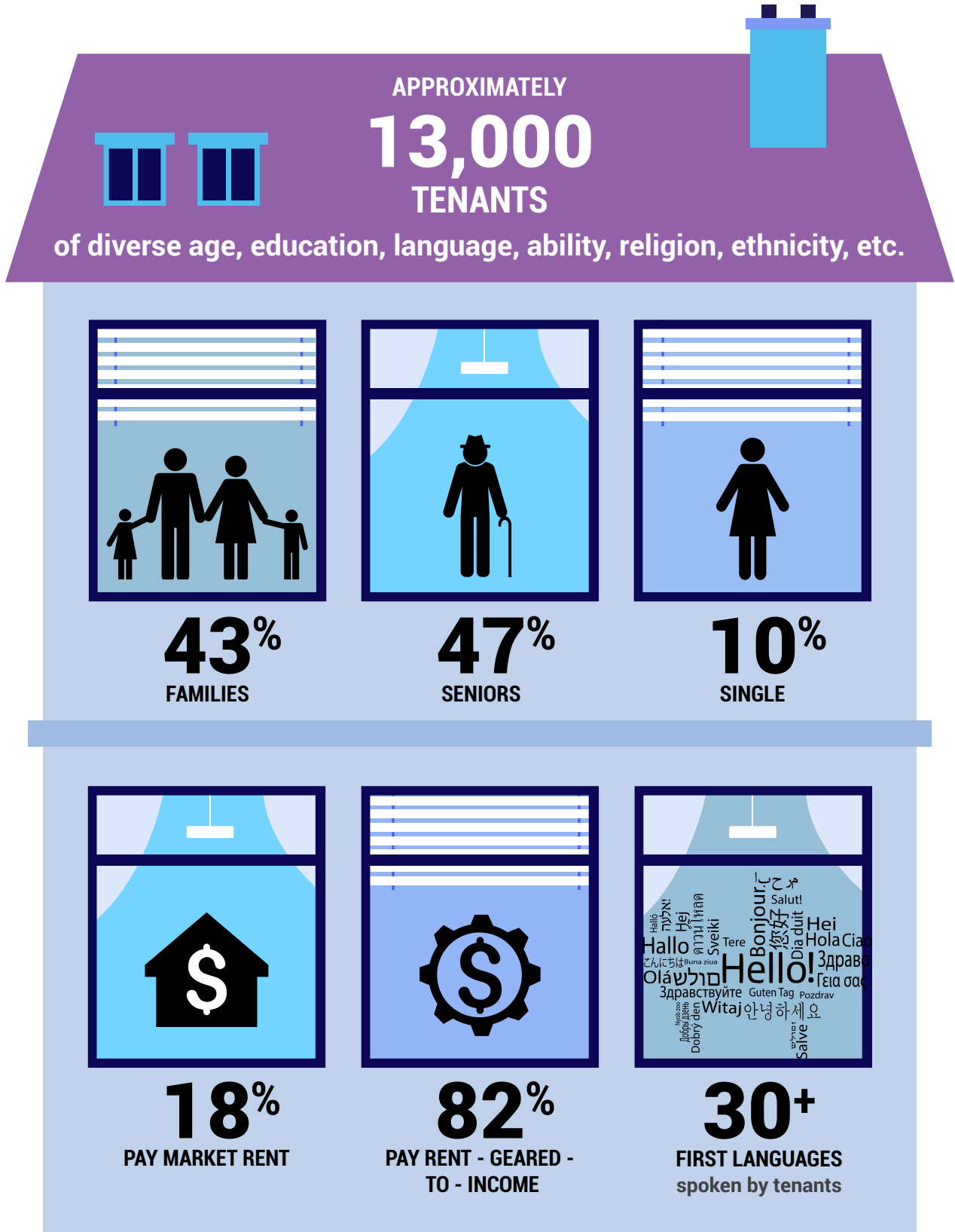
PARTNERS



- AbleLiving Services Thrive Group
- Access to Housing
- Alzheimer Society of Canada
- Baha'i Community Hamilton
- Banyan Community Services
- Boys and Girls Clubs of Hamilton
- C&D Mobility
- Cancer Screening Bus
- Canadian Hearing Society
- Canadian National Institute for the Blind
- Canadian Red Cross
- Catholic Children's Aid Society of Hamilton
- Catholic Family Services of Hamilton
- Canada Revenue Agency
- Canadian Liver Foundation
- Canadian Mental Health Association
- Children's Aid Society of Hamilton
- CityLAB Hamilton
- City of Hamilton:
 - Animal Services
 - Home Management Program
 - Housing Services Division
 - Neighbourhood Action Strategy
 - Ontario Works
 - Public Health Services
 - Recreation Division
- Community Care Access Centres of Hamilton
- Community Living Hamilton
- Community Schizophrenia Services
- Crisis Outreach and Support Team Hamilton (COAST)
- Dundas Community Services
- Dundas Valley School of Arts
- Earth Wisdom Yoga
- Empowerment Squared
- Environment Hamilton
- Enbridge Gas
- Food for Life
- Gay Spong Foot Care
- Good Shepherd Centres
- Goodwill
- Grenfell Ministries
- Gwen Lee Supportive Housing
- Green Venture
- Habitat for Humanity
- Hamilton Association for Residential and Recreational Redevelopment Programs
- Hamilton/Burlington SPCA
- Hamilton Centre for Civic Inclusion
- Hamilton Christian Fellowship
- Hamilton Community Foundation
- Hamilton Community Garden Network
- Hamilton Community Legal Clinics
- Hamilton Council on Aging
- Hamilton Crime Stoppers
- Hamilton Food Share
- Hamilton Fire Department
- Hamilton Health Sciences Corporation
- Hamilton Interval House
- Hamilton Paramedic Service (Incl. CHAP-EMS)
- Hamilton People and Animal Welfare Solution
- Hamilton Philharmonic Orchestra
- Hamilton Police Services
- Hamilton Program for Schizophrenia

- Hamilton Public Library
- Hamilton Regional Indian Centre
- Hamilton Tax Clinic
- Hamilton Urban Core Community Health Centre
- Hamilton-Wentworth District School Board
- Healing Arts and Recovery through Peer Support
- Head Injury Rehabilitation Ontario
- Help Age Canada
- HD Supply
- Housing Help Centre
- Indwell
- Learning and Recreation Community House
- Life Hearing Solutions
- March of Dimes Canada
- McMaster University (Incl. CHAP-EMS / Inspire & Isolated Seniors)
- McQuesten Community Planning Team
- McMaster University
- Mental Health Rights Coalition
- Ministry of Health and Long-Term Care
- 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
- New Horizons for Seniors Program
- North Compass Health
- North Hamilton Community Health Centre
- Ontario Disability Support Program
- Ontario Works
- PetSmart
- Redeemer University College
- Rotary Club of Hamilton
- Schizophrenia Society of Ontario Hamilton Chapter
- Service Canada
- Shelter Health Network Clinic
- St. Charles
- St. Joseph's Healthcare Hamilton
- St. Joseph's Home Care
- St. Joseph's Immigrant Women's Centre
- St. Matthew's House
- Strive Fitness and Athletics
- The Government of Canada
- The Office of the Public Guardian and Trustee
- The Salvation Army
- The Social Planning and Research Council of Hamilton
- Threshold School of Building
- Toronto Community Housing
- Urban Core
- Veterans Affairs Canada
- Veterinarians of Canada
- Wesley
- YWCA

ABOUT OUR TENANTS...



ABOUT US...



\$60

MILLION ANNUAL
OPERATING BUDGET



110+

COMMUNITY AND PRIVATE
SECTOR PARTNERSHIPS



1,236

PROPERTIES



7,028

RESIDENTIAL UNITS



\$1,030

MILLION
ESTIMATED ASSET VALUE



40

YEARS AVERAGE AGE OF
OUR BUILDINGS



24

COMMERCIAL UNITS



196

PEOPLE WORK
ON OUR TEAM
130 Full-time staff and
66 Building attendants



38%

HIGH-RISE UNITS
(8+ storeys)



26%

MID-RISE UNITS
(5-7 storeys)



5%

LOW-RISE UNITS
(1-4 storeys)



25%

TOWNHOMES



6%

SINGLES/SEMIS



COVID-19 TENANT SUPPORTS

Food Security



8

food security programs

8

community partnerships supporting food security efforts

998

food pantry visits at Vanier Towers

1448

meals given out at Vanier Towers

4078

fresh food, boxed lunches and dry food bags delivered door-to-door (with St. Matthew's House, Goodwill, Wesley and Food for Life)

2228

fresh food bags delivered door-to-door to seniors (with Food for Life)

1701

prepared meals delivered to seniors (with Wesley)





COVID-19 TENANT SUPPORTS

Health & Wellness

12,000+

wellness calls staff made to tenants

15

seniors' buildings offering pre-booked flu appointments

60

Community Paramedic Clinic sessions across **9** buildings

625

flu vaccines administered through Community Paramedic Clinic

163

seniors received door-to-door medical transportation (Feb 2021 – April 2021)

13

health and wellness programs delivered by **13** community partners

14

social participation programs delivered by **25** community partners

3565

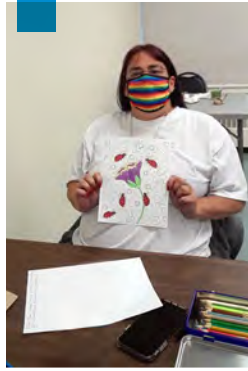
tenants participated in one or more health and wellness program

124,000

funding dollars secured to support senior wellness programs

906

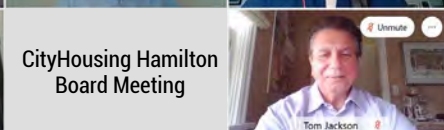
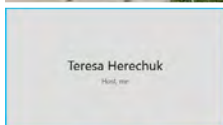
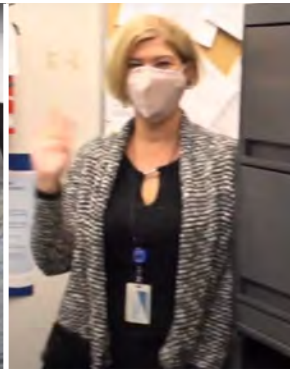
tax returns completed by **8** community volunteers



2020 IN PICTURES

GALLERY







2020 Annual Report

CityHousing Hamilton Corporation

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www.cityhousinghamilton.com



...more than a place to live