

# 2019 ANNUAL REPORT Strategic Performance & Organizational Highlights

Aspire to achieve ... Inspire to succeed

# introduction

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### Message from the Windsor Essex Community Housing Corporation (CHC) Chair of the Board of Directors and Chief Executive Officer

It is exciting to look back at these last twelve months because it contains significant elements that Windsor Essex Community Housing Corporation (CHC) will be building on for the rest of this decade and onward. All of us at CHC; the board and staff will aspire to be a more pro-active local housing corporation, and we will do this by working diligently with our many partners within the City of Windsor, County of Essex, provincial and federal governments.

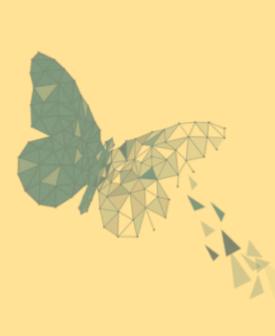
In 2019, we saw a significant increase in the number of applicants for social housing and affordable housing in Windsor and Essex County. The Central Housing Registry – Windsor Essex County (CHR) processed about 250 new applications each month. Through the Ministry of Municipal Affairs and Housing (MMAH) commitment to regulatory amendments under the <u>Housing Services Act, 2011</u>(HSA) in three distinct areas; simplifying rent-geared-to-income (RGI) rules, improving waiting lists and creating safer communities we will hopefully see positive changes that will assist in reducing the waiting list within the city and county beginning in 2020.

We are thankful to both the city and county for prioritizing funds for affordable housing in their 2020 budgets. The construction of 3100 Meadowbrook Lane will be underway in earnest in 2020, with the foundations laid by Windsor city council, the province and the federal government through the **National Housing Strategy Co-Investment Fund** (NHCF) in 2019. We implemented our *CHC Energy and Water Management Policy* that commits CHC to a 25% reduction in electricity and water consumption by 2030 and a 20% reduction in GHGs by 2028 and 25% by 2030. The Raymond Desmarais Manor is a substantial retrofit, comprised of many moving parts planned with the CHC policy as the guiding direction. It has been an impressive lead into the transformation of building science into action.

Our work with *Canada Mortgage and Housing Corporation* through the Housing Repair and Renewal Stream will rejuvenate our commitments to Accessibility and Energy Management.

CHC is sincerely grateful to our many partners like CommUnity Partnership, Life after Fifty, The Windsor Essex County Health Unit and Feed Windsor. We have strengthened our partnership into the future with, Hiatus House and Community Living Windsor for the services and programs they currently offer to our residents, and the support they will provide onsite in the new 3100 Meadowbrook Lane building.

In June, CHC sponsored a Passive House Forum in the hope of inspiring local architects, contractors, developers and engineers to think about how the Passive House building standard could benefit our community.



Finally, we always like to look past bricks and mortar, and we will be celebrating one of our best customer service initiatives ever - the 45<sup>th</sup> year of operating Summer Recreation programs within our neighbourhoods. Thousands of children have attended our summer day camps, and many have gone on to post-secondary education finding jobs in fields including education and social work.

2019 was undoubtedly a year of change, and of letting go of old ways of developing new affordable housing within our region. CHC continues to define ourselves as an innovative housing provider, willing to look at all built forms while challenging ourselves to think outside the box when retrofitting and converting buildings.

We appreciated all three levels of government and The City of Windsor Housing and Children's Services department for their continued support both through funding and encouragement for our many endeavours, goals and realized aspirations.

Marina Clemens, Chair of the Board Jim Steele, Chief Executive Officer

# CHR

### CENTRAL HOUSING REGISTRY-WINDSOR ESSEX COUNTY

Windsor Essex CHC continues to administer the centralized waitlist function on behalf of the Service Manager, through the Central Housing Registry- Windsor Essex County. CHR complies with Provincial legislation and local rules. Visit **www.chrwec.com** for more information.



# Vision

Windsor Essex CHC will be recognized as a resourceful housing corporation seeking innovative opportunities to improve our service delivery. We will be a leader in creating partnerships, engaging staff and residents to solve problems and generate ideas to support our missions and values.



# Mission

CHC provides well-maintained, affordable and safe community housing in a respectful fair manner. We are leaders in the housing sector and contribute to the development and support of strong inclusive communities in the City of Windsor and County of Essex.

# ABOUT WINDSOR ESSEX CHC

Windsor Essex CHC is an independent local housing corporation, incorporated under the Ontario Business Corporations Act, as a local housing corporation (LHC) through the Ontario Housing Services Act. The activities of CHC are governed by the corporate articles of incorporation, a shareholder's agreement and operating framework all of which establishes the mandate of CHC. Our governance is fulfilled by an appointed Board of Directors by the City of Windsor for four year terms. Our board includes City of Windsor and County of Essex councillor representation, members at large from the local community and tenant representatives.

We extend our sincere appreciation to our outgoing **2019 Board of Directors** for their dedication and contributions to affordable housing in Windsor and Essex County.

Ms. Anna Angelidis, Treasurer; Councillor Ed Sleiman, City of Windsor; Councillor Hilary Payne, City of Windsor; Mayor Ron McDermott, Town of Essex; and Mr. Ron Sutherland.

The City of Windsor on behalf of the City of Windsor and the County of Essex is the sole legal and beneficial shareholder of the corporation. The City is the Service Manager as established within the *Housing Services Act* and is responsible for administering housing programs and services in the City of Windsor and County of Essex. CHC is responsible for the direct provision of community housing through the maintenance and rental of 4,706 units comprised of rent-geared-toincome (RGI) and market rent units.

CHC operates three (3) distinct housing portfolios, based on legacy and historical agreements:

- Seniors low income affordable rental housing (Non-Profit Seniors Program)
- Families, singles, and adults' non-profit housing (Non-Profit Family Program)
- Rent-Geared-to-Income housing for people in need throughout Windsor and Essex County (Public Housing Program)

# Strategic Goals

Five years ago we identified five fundamental strategic priorities in our planning, building and future vision for Windsor Essex CHC. We supported the strategies by business activities outlined by the Executive Management Team (EMT) and promoted by the board of directors through this plan and their supporting actions.

We are preparing for more significant change and look to update our strategic goals for 2020 and beyond. We consider ways to support the long term viability of our physical portfolio while planning investments to ensure quality, safe and affordable housing in Windsor and Essex County.

We accomplish this by focusing on balancing financial stability and accountability, engaging our residents and partners, investing in our team of professionals, providing healthy communities for our tenants and healthful workplaces for our employees.

# **OUR PORTFOLIO**

The City of Windsor provides **6941 units** of social housing in Windsor Essex County. The legislated Service Level Standard for Rent-Geared-to-Income (RGI) housing for our service area is **5,726 RGI units**. CHC manages about 68% of all RGI housing in Windsor Essex, as one of 34 social housing providers.

CHC continues to be the principal provider of RGI housing with approximately 2/3 of the total housing placements. (See page 11.)

### **CHCTenants**

Windsor Essex CHC provides a range of housing solutions for about 12,000 residents in our market affordable rent and community housing portfolio. Single-parent families, adults with disabilities, families, senior citizens on fixed income, and adults live in CHC homes across Windsor and Essex County.

### Portfolio

About 731 buildings with an asset replacement value of \$654M. 49 years average age of CHC buildings.

- 4706 Homes in Windsor and Essex County
- 4227 in Windsor and 479 in Essex County
- Essex County units represents 10% of the CHC portfolio
- 2356 Family Housing (2, 3, 4, 5 bedroom)
- 2350 Seniors and Adult housing (1 bedroom, bachelor)





**Number of buildings** 









High-rise apartments & Mid-rise apartments 1.993



Low-rise apartments **596** 



1,440



Semi-detached homes





# Operational and Capital Budget \$18.8M

Windsor Essex CHC focuses resources on providing quality and responsive service to our residents. Our operating and capital budget outline's CHC's plan to fund and manage CHC's day-to-day activities. We deliver quality services to our residents through home maintenance, pest services, lease and rental coordination, community strengthening, support and referral services.



### Budget Expenditure \$42.8M

\$9.3M in Materials and Services

\$7.6M in Salaries, Wages and Benefits for a staff complement of 92 full time employees

\$7.4M in Municipal Taxes/\$814K in Insurance Premiums

### Revenues \$44.4M

Tenant Rental Revenue \$22.3M

Operating Subsidy \$15.6M

Rent Supplement \$1.1M / Capital Subsidy \$3.2M

Other \$2.2M includes solar, rooftop antenna rentals, parking and laundry

CHC continually monitors our financial position and provides regular updates to the Board of Directors. In compliance with *Ontario Business Corporations Act*, KPMG, the appointed auditors for CHC, completed an audit of our financial position for the period of January 1, 2019 to December 31, 2019. Those findings have been summarized on pages 12-16 of this annual report.



# 255 Riverside

### **Raymond Demarais Manor**

The Raymond Desmarais Manor Tower, standing at 20-storeys, is a 300-unit tower built-in 1974. The building on the Windsor waterfront overlooks the Detroit River and the span of the Ambassador Bridge. Desmarais Manor is transforming as never seen before in Windsor, Ontario: a multi-faceted deep energy retrofit (DER) to the Passive House EnerPHit Building Standard. CHC is recognized as a resourceful housing corporation that seeks innovative opportunities to improve our operational efficiency and service delivery to residents.

CHC is committed to the Passive House building standard. It is considered one of the more rigorous, voluntary, energy and environmental based standards in the design and construction industry today see this change. CHC's commitment to this measure has the potential to help us to achieve as much as 90 per cent less of our current energy consumption.

Energy use in buildings accounts for almost 40% of all CO2 emissions in Canada. The building sector and especially the housing sector has been identified as providing the most substantial potential for CO2 reduction. Discussions of low-energy architecture focus on new building construction and their potential for reducing or eliminating energy consumption, particularly in the heating and cooling of buildings.

Existing buildings provide the most potential for energy reduction. The Passive House Standard includes a standard for existing buildings referred to as EnerPHit. The EnerPHit standard considers the limitations often encountered with existing structures. Therefore it is a proven and financially viable methodology for deep energy retrofits. Raymond Desmarais Manor is currently being upgraded in multiple phases as funding options become available. The first phase consisted of the replacement of all balcony doors and ground floor windows and was completed in 2017. The second phase involved mechanical system upgrades, including new ductwork throughout the building and lighting upgrades, completed in 2019. Future planned steps include elevator upgrades, exterior building envelope replacement, window replacements and upgrades to roofing insulation.

This retrofit project is in its third year while the building remains occupied by residents. CHC needed to take into account and manage the competing needs of financial and technical practices and more importantly, the people who live there. CHC balanced the needs of our residents through the engagement of Community Relations and the inter-department coordination of our Operations, Corporate Services, Financial and Asset Management departments.



# 3100 Meadowbrook Lane

### A safe and affordable place to call home.

Windsor will soon realize South Western Ontario's largest "passive housing" complex, an eco-friendly building offering affordable and accessible housing for families, seniors, singles and a refuge for people fleeing domestic violence.

In 2018, the federal government launched the National Housing Co-Investment Fund (NHCF), a pillar initiative of the National Housing Strategy. In April 2019, Adam Vaughan, Parliamentary Secretary to the Minister of Families, Children and Social Development (Housing and Urban Affairs) on behalf of the Honourable Jean-Yves Duclos, the Minister of Families, Children and Social Development responsible for Canada Mortgage and Housing Corporation (CMHC), announced a federal government financial commitment of over \$22 million for the construction of 3100 Meadowbrook Lane.

The City of Windsor supported the project with \$12 million-plus the vacant land at 3100 Meadowbrook Lane. This is the first city affordable housing investment in over 30 years. The project comprises supportive services in collaboration with three local agencies- Community Living Windsor (CLW) and Hiatus House (HH) and youth supportive housing with Family Services Windsor-Essex (FSWE).

The 10-story, 145 unit mid-rise building, includes 76 affordable rental homes, with the remaining 69 homes available at market rental rates. Built to passive house standards, the project is expected to achieve a 55% reduction in energy consumption and greenhouse gas emissions compared to other developments built to current code of a similar size. When compared with the current National Energy Code of Canada for Buildings (NECB 2015). Passive housing is an investment in good environmental stewardship and will contribute to the goals set out in the City of Windsor Community Energy Plan and the Corporate Climate Action Plan. Climate mitigation has also been woven into the targets of the City's 2017 Environmental Master Plan.

CHC is proud to be building homes for many people in our community. Together with our partners, CHC is delivering services for people. That is part of how you create a thriving neighbourhood.



From left, Jim Steele, CEO of the Windsor Essex Community Housing Corporation, Drew Dilkens, Mayor of Windsor, and Adam Vaughan, Parliamentary Secretary to the Minister of Families, Children and Social Development

"As a community, we support the mixed-income housing development approach. This provides a more financially viable and community-minded development that offers housing to people that are diverse in incomes, abilities, ages and supports. How we build, populate, and manage our housing communities makes a crucial difference for our City neighbourhoods."

- Drew Dilkens, Mayor of Windsor

"Today is the first step in realizing the efforts of our hard work as we answer the call of our community to increase the supply of affordable housing. Four years ago, CHC embarked on an innovative 15-year regeneration plan. Today, with financial commitments from the Government of Canada and the City of Windsor, agencies and service providers, we are fulfilling our goals to not only increase supply but we will create strong, sustainable communities. We will build and maintain high quality real estate assets and we will partner and collaborate with agencies who can help us meet specific community demands. – **Jim Steele**, Chief Executive Officer, Windsor Essex Community Housing Corporation

# Customer Service

### Quality and Responsive Services



### WIFF 2019

Our partnership with the Windsor International Film Festival and the Windsor Regional Society of Architects continued with Windsor's first showing of "PUSH". We look forward to promoting our shared interests in housing to a new audience, for appreciation and dialogue.

### **Housing Sector**

CHC continues to contribute across the broader housing sector with our involvement with Ontario Non-Profit Housing Association (ONPHA), Housing Services Canada (HSC), Housing Partnership Canada (HPC), The International Housing Partnership (IHP), Institute of Asset Management (IAM), and Institute of Housing Management (IHM).

### Summer Recreation Program

In partnership with Drouillard Place Youth Centre, Pathway to Potential (P2P) and Canada Summer Jobs 38 youth were employed in the summer of 2019. We extend our appreciation to over 40 community partners in delivering positive, social, recreational and educational activities for about 450 children between the ages of 5-15. We want of the summer



We continue to advance our policy and strategic commitment to environmentally friendly and sustainable projects to innovate and transform operations and improve buildings.

Capital and additional funded initiatives focused on elevator upgrades, balcony repairs, deep energy retrofits, parking lot rehabilitations, mechanical equipment upgrades, common area painting and flooring, civil works, generator replacement and toilet replacements.



We are leaders in affordable housing energy efficiency, creating partnerships, leveraging funding and thinking out of the box. We investigate proven, practical and pragmatic solutions that are globally tested.

The Energy Management Policy and Long-Term Energy Management Plan completion is scheduled for 2020. The CHC Energy and Water Management Policy will ensure the consumption of energy and water occurs most sustainably. CHC will upgrade, maintain and operate its building portfolio in a way that balances social, environmental and economic impacts.



CHC's safety framework focuses on fostering safe communities for our staff and residents. We recognize safety in communities and workplaces takes many forms and relies on employees, tenants and visitors to contribute to a thriving, safe neighbourhood and workplace.

### Compliance

The MOL visited CHC sites on five different occasions to speak with CHC employees and contractors and to assess CHC's health and safety program. Particular areas of interest were asbestos, pest control, and violence in the workplace. There were no charges or significant findings.

### **Health and Safety Program**

A five-year project was developed to formally advance a 29 point Health, Safety, and Environmental program. The program delivers both high level and granular instruction specific to our operations. Four new programs rolled out in 2019 included working alone, first aid, changes to our existing joint health and safety committee (JHSC), and safety footwear.



### **Smoke-Free Unit Conversions**

CHC has successfully converted 19% of our families' portfolio, 22% of our seniors' portfolio and 28% of our public housing portfolio.

### Maintenance

Our property management department issued **19,039** internal and external work orders for maintenance and repairs in 2019.

Restoration and Maintenance **\$2.8M** (30% of work orders)

Property Maintenance **\$1.5M** (16% of work orders)

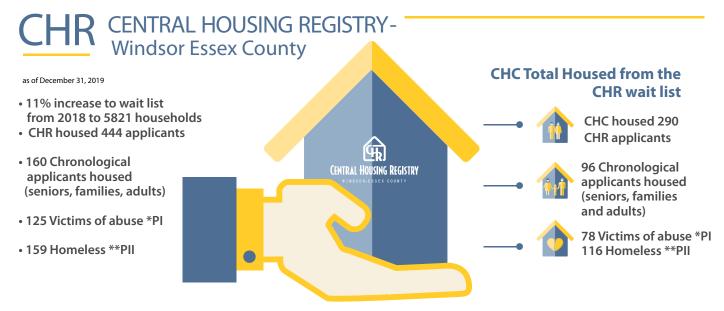
Pest Control **\$450K** \* excluding contractual obligations

# **IMPACTS** AND PERFORMANCE

The City of Windsor has several programs and services for individuals and families in Windsor and Essex County who require assistance in obtaining and retaining affordable housing. The City also services people experiencing homelessness by providing supports and resources needed to find a permanent place to live. CHR-WEC has partnered and worked collaboratively with some agencies and housing providers to help deliver these programs.

CHR assisted in the delivery of the Portable Housing Allowance, Investment in Affordable Housing (IAH), Rent Supplement Program, Housing First, By Name Priority Program and Allocation with the following agencies:

Legal Assistance of Windsor, Community Living Essex, Windsor Essex Brokerage, ALSO, House of Sophrosyne, Windsor Essex Housing Connections, Housing Information Services, Youth and Trusteeship.



## Local Rules Definition

**\*PI** ) Special Priority Status is granted to Victims of Domestic Violence. Applicants receiving Special Priority Status rank first on the CHR-WEC Wait List. **\*\*PII**) Applicants applying for Priority II must also meet one or more of the following conditions: Homelessness, living in shelters, on the street, the permanent residence has been destroyed/condemned.

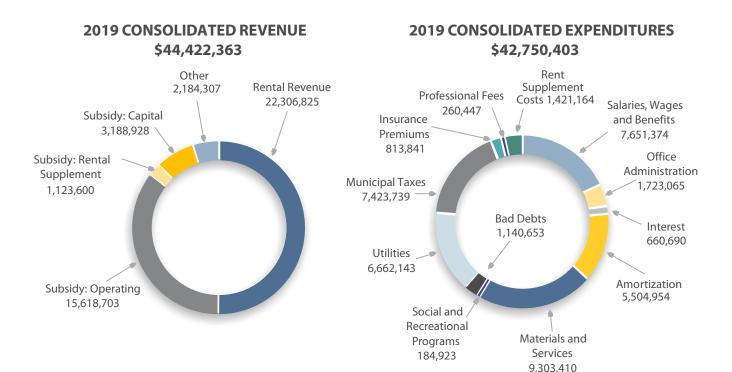


# PERFORMANCE

<b>365</b> Turnovers		
<b>311</b> RGI Turnover		
<b>54</b> Market Rent Turnover	<b>152</b> Internal Transfers	
<b>8%</b> RGI Turnover Rate	<b>105</b> Evictions of which	
<b>6.5%</b> Market Rent Turnover Rate	26 were cancelled	
7.8% Total Turnover Rate	<b>204</b> Applications made to	o O
<b>53</b> Over housed households	the Landlord Tenant Board (LTB) <b>3,304</b> Tenants in good standing (70%)	
	- no arrears at year-end	

# **STATEMENT**

# **Consolidated Operations 2019**



### 2019 Windsor Essex CHC Revenues

### **TOTAL: \$44.4 million**

### Including:

- \$22.3 million in Rental Revenues
- \$15.6 million in Service Manager Operating Subsidies
- \$3.2 million in Capital Subsidies
- \$2.2 million in other Revenues, such as: solar,
- rooftop antenna rentals, parking and laundry.

Policies set through Housing Services Act (HSA) established by the province, directly impact and restrict CHC revenue.

### 2019 Windsor Essex CHC Expenditures

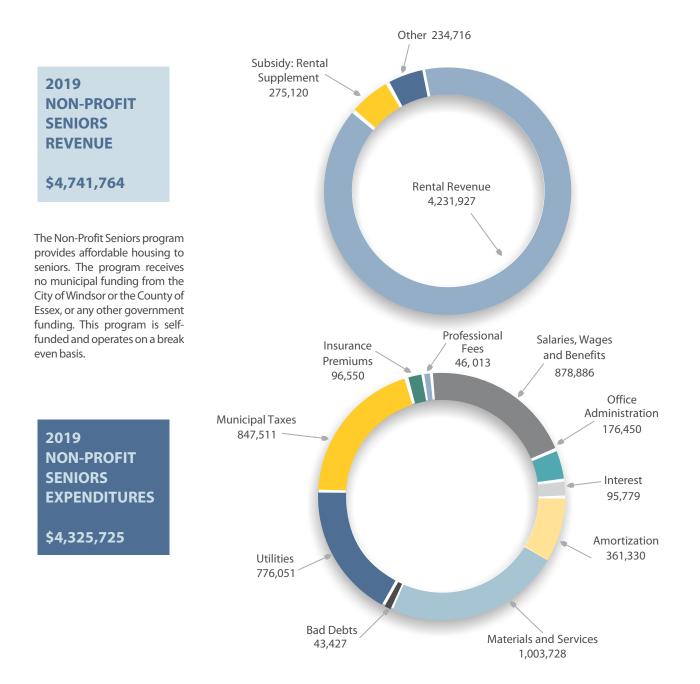
### **TOTAL: \$42.8 million**

- Including:
- \$9.3 million in Materials and Services
- \$7.4 million in Municipal Property Taxes
- \$7.7 million in Salaries, Wages and Benefits
- \$6.7 million Utilities
- \$814 thousand in Insurance Premiums

About 50% of CHC's expenses are considered not directly controllable by the corporation. These expenses include: insurance, municipal taxes, utilities, amortization and interest.

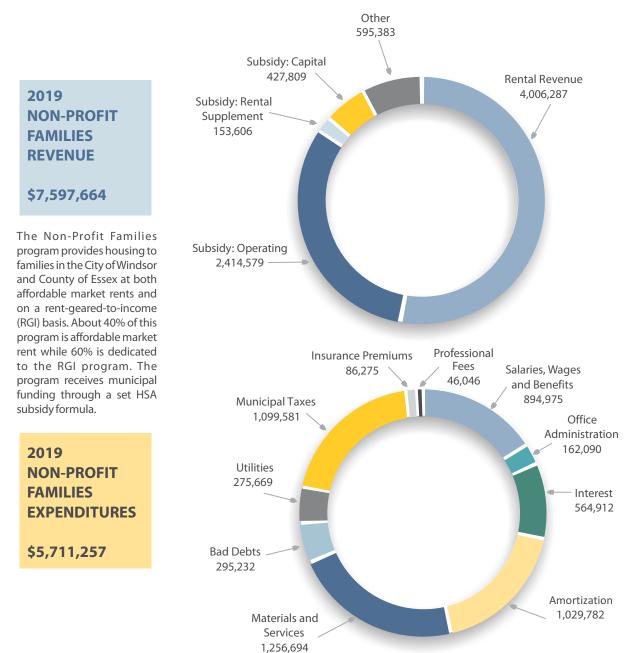
# **STATEMENT**

# **Operations Non-Profit Seniors, 2019**



# STATEMENT

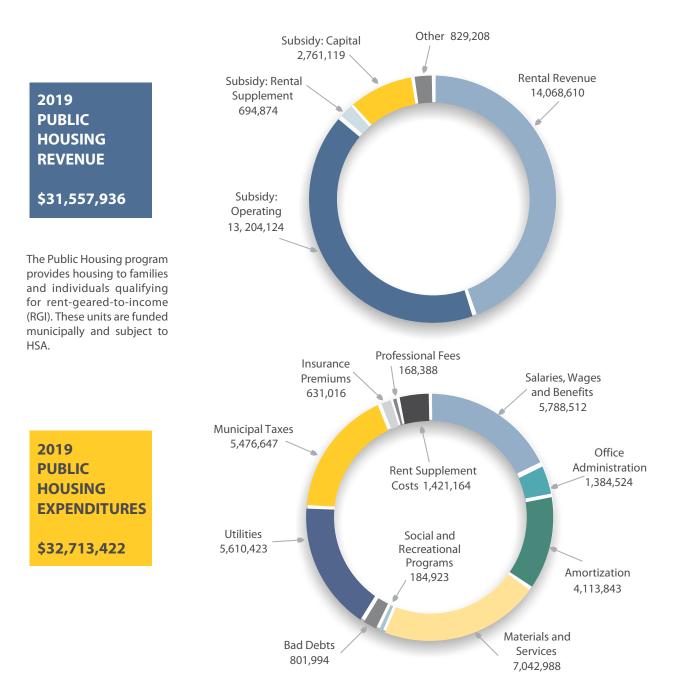
# **Operations Non-Profit Families 2019**



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# **STATEMENT**

# **Operations Public Housing 2019**



### 2019 CHC Employee Service Awards and Recognition

Staff at CHC were recognized for their years of service and dedication to community housing in Windsor and Essex County.

5 Years Michelle Coulis, Erin Cournoyer, Nicole Deschamps, Barb Ducedre 10 Years Hans Kogel, Caroline Rochford, Beverley Throsel, Kirk Whittal 15 Years Carmela Battisti, Melissa Heron 20 Years Darlene Curran 25 Years Cindy Jarvis, Pat Whitney 30 Years Wayne Figgins 45 Years Edith Dunn

### Employee Recognition 2019

Dave Ferguson

### We celebrated staff retirements in 2019

Pierre Pignal Sheila Smallwood

# 2019 CHC ANNUAL REPORT

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