

# Balance



Achieving Balance THROUGH Challenging Times

2020  
ANNUAL REPORT

Strategic Performance &  
Organizational Highlights

# introduction

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

2020 began with excitement for CHC's first planned new building in thirty years, new funds available through the National Housing Strategy, and more partners in the making. On March 11, 2020, that all came to a thundering **stop**. The World Health Organization announced we were in the grips of a worldwide pandemic named COVID-19.

We had plans to deal with a pandemic if one were to occur. However, we had never dealt with one before. Most of the world had never dealt with one that was as far-reaching as COVID-19.

We needed to trust science, government leaders and the local public health officials at The Windsor Essex County Health Unit. We learned to adapt and pivot our plans with the changing nature of the pandemic. Information was coming in from around the world. We were ordering cleaning, disinfecting, and PPE supplies, masks for staff and residents, and seeking mask donations for our residents.

We reached out to all government levels, agencies, and partners to improve and strengthen our communities. We worked together to share resources.

And, for many parts of the year, we needed to **stop**.

Yet, we could never entirely stop because our buildings are homes, and we needed to keep everyone safe.

The CHC Board of Directors, Executive Management Team, Managers, and all frontline staff adapted and refocused our ways of doing our "everyday jobs." Our priority remained keeping over 12,000 residents, staff, contractors and visitors to our buildings safe.

**"Management process is such that, in theory, we should allocate four parts of planning to one part action."**

**The management process is such that, in practice, the theory never happens."**

Our teams and our residents showed spirit. Once the plans were in place and adjustments were made, it took a lot of energy to reorganize our daily activities. And we were not just doing these changes in the workplace – we went home and did the same things all over again, but with our families.

Our residents proved to be the most resilient. They trusted and followed the rules. They kept up their spirit as they dealt with long periods of being alone and isolated. Yet, when our teams called to do wellness checks, over 85% of people had adapted their activities and were 'good' and not in need of anything.

We looked and listened, even when we would hear talk of another surge, or we celebrated a decrease in local case counts. Still, this spirit in our teams brought forward new ideas. We shared our company resources with housing corporations across the province, the nation, and around the world. We took the best of these practices and made them work in our business.

*Our message is not complete without thanking our partners for their expertise, knowledge, and flexibility to reach our 2020 goals.*

The City of Windsor Housing Services Department, Mayor Drew Dilkens and Council, The Ministry of Municipal Affairs and Housing, National Housing Strategy and the Canada Mortgage and Housing Corporation.

Thank you to our Board Members who attended board meetings and sub-committee meetings in the virtual new reality.

Our Executive Management Team, the CHC Pandemic Team and The Management Transition Team worked tirelessly to bring a sense of calm and reassurance to staff and residents.

Our sincerest thanks to our frontline staff who maintained contact with our residents and our maintenance and custodial staff who kept our buildings clean, disinfected and safe.

Last summer, we were dealing with changes and anticipating many unknowns. This summer, we trust that we will know more and use that trust to build our spirit back up to not just return to normal. We will build to be better.

Someone told us that "The stars can only be seen at night," we say the stars of CHC shone brightly every day during 2020 and gave us hope for a bright 2021 and beyond.

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

# ABOUT

## WINDSOR ESSEX CHC

**We are home to more than 12,000 people living in nearly 4,700 low and moderate-income households.**



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 establish the mandate of CHC.

We own and manage rental units in over 730 buildings across Windsor and the County of Essex. Our portfolio contains nearly 3.7 million square feet of residential space and is a \$675M asset. Our tenants come from many different backgrounds with a diversity in age, education, language, mental and physical disability, religion, ethnicity and race.

## 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.

***We extend our sincere appreciation to our 2019-2022 appointed Board of Directors for their dedication to affordable housing in Windsor and Essex County and contribution to our governance as Directors and Board Committees Members.***

### **Ken Acton, Director**

Committee Member Development & Regeneration, Submission Awards

### **Marc Bondy, Mayor Town of LaSalle**

Director & Committee Member Administrative Appeal, Board Tenant Advisory

### **Rino Bortolin, Councillor City of Windsor**

Director & Committee Member Development & Regeneration

### **Marina Clemens, Chair of the Board**

Committee Member Development & Regeneration, Board Tenant Advisory, Human Resources & Succession Planning, Central Housing Registry Advisory

### **Linda Coltman, Director**

Committee Member Board Tenant Advisory

### **Dave Cooke, Director**

Committee Member Strategic Planning

### **Fabio Costante, Councillor City of Windsor**

Director & Committee Member Finance/Budget, Strategic Planning

### **Leo Meloche, Deputy Mayor Town of Amherstburg**

Chair Treasurer &, Committee Member Submission Awards, Finance/Budget

### **Mark Morris, Vice-Chair of the Board**

Committee Member Finance/Budget

### **Ann Paul, Director**

Committee Member Strategic Planning, Board Tenant Advisory

### **Jack Sullens, Director**

Committee Member Human Resources & Succession Planning, Administrative Appeal

### **Beverley Throsel, Board Secretary**



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.

The Central Housing Registry – Windsor Essex County (CHR-WEC) had a very busy 2020. During this year, the CHR-WEC department was closed to public traffic. However, the CHR department continued to work in office, answering and responding to phone calls, emails and mail.

Several changes took place during 2020 that affected the CHR department. The Ministry of Municipal Affairs and Housing made Amendments to Ontario Regulations under the *Housing Services Act*, 2011 implemented in 2020.

One of those changes involved a new provincial eligibility rule on the refusal of offers. If the offer for housing was refused, and meets occupancy standards and is in a community selected by the household, the household would no longer be eligible for rent-geared-to-income assistance.

CHR-WEC undertook with CHC and the Service Manager's assistance to advise all eligible applicants on the CHR-WEC waiting list of the new one refusal policy. Over 6,000 information packages were mailed out in September 2020 to all qualified CHR-WEC applicants on the waiting list. These packages included a letter advising of the change and how it would affect their household and information. Each household would need to take steps to ensure that their housing selections were accurate and updated based on their choices. November 30, 2020, was the deadline for updating all applicant information.

In light of these changes, the CHR-Windsor Essex CHC and the Service Manager took the opportunity to examine and review all CHR-WEC information. The review's outcome gave rise to amendments of the CHR-WEC application forms and process and updates to all CHR-WEC forms, letters, and web content. The CHR-WEC continues to partner and collaboratively work with Windsor Essex agencies and housing providers in accessing affordable housing options and various housing benefits and rent supplement programs.

### Central Housing Registry Windsor Essex County (CHR) Impacts and Performance

- The 2020 waitlist decreased by 8% to 5,357 households. The decrease is attributed to the verification of all previously qualified applicants on the Windsor Essex waitlist, introduction of housing benefits and the pandemic situation.

#### Of the 5,357 households

- SPP/PI\* accounted for 74 applicants
- PII\*\* accounted for 366 applicants
- CHR housed 236 applicants (Chronological, Priority I, Priority II) from the waitlist
- CHR housed 55 Chronological applicants (Seniors, Adults and Families)
- CHR housed 79 Priority I\* applicants (PI/SPP) Survivors of Domestic Abuse and Human Trafficking
- CHR housed 102 Priority II\*\* applicants

#### Local Rules Definition

\*PI (Special Priority Status) is provided to survivors of domestic violence and human trafficking. Applicants receiving Special Priority Status rank first on the CHR waitlist.

\*\* PII Applicants applying for Priority II status must meet one or more of the following conditions:

Homelessness, living in shelters, on the street, the permanent residence has been destroyed/condemned

Two new housing benefit programs were introduced in 2020.

- **Canada Ontario Housing Benefit (COHB)** The Canada-Ontario Housing Benefit (COHB) is a joint federal-provincial housing allowance program providing an income-tested, portable housing benefit (PHB) payment to low-income households.
- **Windsor Essex Housing Benefit (WEHB)** The WEHB is designed to support vulnerable households and is an alternative to RGI. This new housing allowance program provides an alternative to waiting for rent-geared-to-income (RGI) housing.

# OUR PORTFOLIO

The City of Windsor, on behalf of the City and the County of Essex, is the corporation's sole shareholder. The City is the Service Manager established by the *Housing Services Act* and responsible for administering housing programs and services in the City of Windsor and County of Essex.

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 in Windsor Essex is approximately **5,726 RGI units**.

**Windsor Essex Community Housing Corporation (CHC) is responsible for nearly 70% of these units, making CHC the City's largest RGI provider in Windsor and Essex county. CHC is one of 34 social housing providers in the Windsor Essex service area.**

CHC provides a range of housing solutions through the maintenance and rental of 4,702 units of rent-geared-to-income (RGI) and affordable market rent and market-rate units in Windsor. We provide 4,223 homes in Windsor and 479 in Essex County. Our Essex County homes represent about 10% of the CHC portfolio.

We operate three distinct housing portfolios:

- Non-Profit Seniors Housing
- Non-Profit Family Housing
- Rent-Geared-To-Income housing for people in need throughout Windsor and Essex County.

We work with a decentralized district management model and manage over 4,700 homes in Windsor and Essex County, including 3,500 rent-geared-to-income (RGI) and 800 affordable market rental housing units through six districts.

In administering the Property Management function, operations staff work closely with five other CHC departments: CEO Office, Corporate Services, Finance, Asset Management, Development and Regeneration.

CHC employs 129 active employees, including 38 Building Attendants. CUPE 543.6 is the recognized bargaining agent for all bargaining employees.

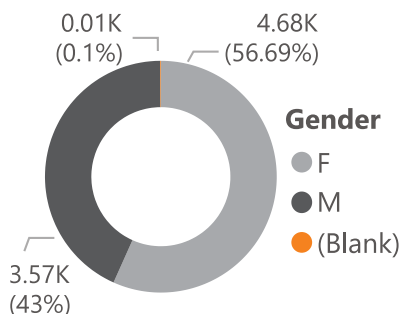
CHC partners with the University of Windsor regularly to provide both engineering and social work internships.



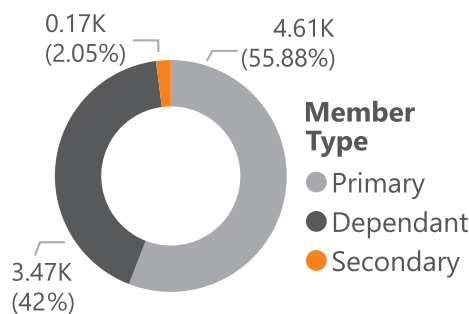
## PEOPLE LIVING IN OUR BUILDINGS



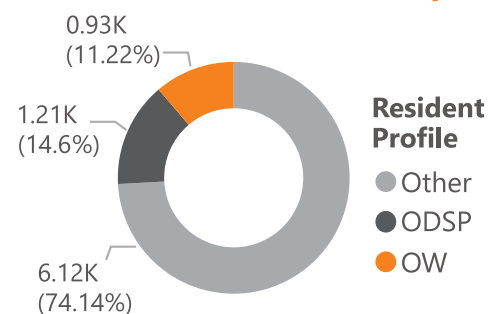
**CHC residents self identify as 57% female and 43% male.**



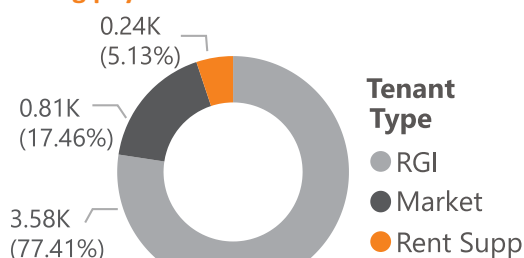
**About 55% of CHC residents live alone.**



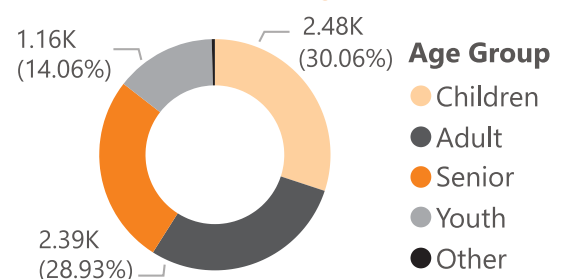
**An estimated 14.6% of households have at least one member with a disability.**



**77% of CHC residents pay rent-geared-to-income. The remaining pay market rent or affordable housing.**



**Resident Population – Our resident population is about 50% children under the age of 15, 28% adults aged 16-24 and 26% seniors ages 55 and over.**



**19.23K**  
Median of Total  
Annual Income

# PROPERTY MANAGEMENT

The Property Management Department is primarily responsible for services to residents.

## Key responsibilities include:

Tenancy and housing administration, rent collection, resolution of resident complaints and conflicts, delivery of integrated pest management services, maintenance, landscaping, turnover of vacant units, resident related legal actions.

2020

## TENANCY AND HOUSING ADMINISTRATION

### Windsor Essex Community Housing Impacts and Performance

- CHC housed 145 applicants (Chronological, Priority I, Priority II) from the CHR waitlist
- CHC housed 29 Chronological applicants (Seniors, Adults and Families)
- CHC housed 45 Priority I\* (PI / SPP) Survivors of Domestic Abuse
- CHC housed 71 Priority II\*\* Homeless

232 Turnovers

177 RGI Turnovers

55 Market Rent Turnover

103 Overhoused Households

4.9% Total Turnover Rate

4.6% RGI Turnover

6.7% Market Rent Turnover

105 Internal Transfers

### Rent Collection

What a difference a year can make! No one quite knew what to expect when Ontario announced its state of emergency. As time goes on, courts and tribunals are starting to reopen and adapt to a post-Covid-19 environment. Landlords and Tenants have been significantly impacted, as tribunal hearings were closed for much of 2020 and an eviction ban was imposed across Ontario.

Moving into 2021, the Landlord and Tenant Board has been hosting remote hearings via telephone and internet, where we see an approximate six-month delay for Applications to be brought before the Board. Eviction hearings based on tenant behaviour have been delayed for up to a year. The Board determines how to process evictions where detailed evidence is submitted remotely or in writing. Changes to the Residential Tenancies Act have been included to specifically work with tenants who fall into arrears due to the pandemic and allow longer-term payment plans to be considered before a tenancy can be terminated.

As we advance through the stages of lockdown and Ontario starts to resume business as usual, we focus on a backlog of eviction hearings and problems that arose through the lengthy shutdown. Although it will take some time before we are back to pre-outbreak levels, we hope to continue moving forward, balancing the rights of all tenants and staff.

### Maintenance

- Our property management department issued 18,006 internal and external work orders for Maintenance and Repair in 2020
- Average of 4 work orders per residence in 2020
- Materials and Services \$10.2M
- Refurbishments \$2.7M
- Property Maintenance \$1.4M
- Integrated Pest Management \$450K
- Garbage \$416K

### Some of the operational projects completed included:

- Installation of new window wells in our Riverside area family units to stop basement flooding and overland water leaks.
- Installation of 150 new furnaces, which required extraordinary adherence to Covid 19 safety precautions. Along with our annual furnace filter changes. We thank our residents who worked with us this past year as we all learned how to do our everyday jobs differently.
- Residents in Amherstburg saw a fresh coat of paint in their multi-residential building.

## Essential Residential Services **CONTACTLESS BUT STILL CARING**

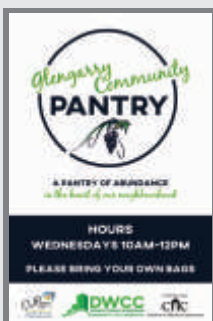
CHC continued to provide essential services for our residents, always with the safety of dedicated staff and patient residents' at the forefront through 2020. We all worked within the province's safety restrictions to interrupt the transmission and contain community spread. We also needed to ensure the needs of those we housed were being met and prioritized calls to all senior residents to inquire on wellness, food, and needs. Our Community Relations Workers (CRWs) and worked through our resident lists, contacted families and singles, and completed over 3,140 calls. Contactless but still caring customer service became part of the new normal. Our business was now transacted with tech-based solutions delivered via electronic devices. We encouraged our residents to use CHC's online services through our website [www.wehc.com](http://www.wehc.com) under the E-Services tab. Residents could make payments, submit requests, and communicate with CHC for a variety of inquiries and issues.

CHC Finance Department reported an increase in internet banking, direct deposit and other forms of Automation of EFT. As CHC's residents adjusted to the pandemic, we saw the number of residents paying through cash and cheque decrease from 25% to just 3% of total monthly payments. In contrast, the number of residents paying through electronic forms, including ebanking and Pre-Authorized Payments (PAP), increased from 53% to over 75%. This shift allowed our tenants to follow public health orders and stay at home while also reducing their cost compared to cheques, bank drafts and money orders. To help maintain our residents' safety, CHC encourages residents to pay through electronic forms, where possible, and continues to work with our residents to make this an easy, efficient and inexpensive process.

### CHC COMMUNITY RELATIONS ACTIVITIES

CHC Community Relations Workers and the University of Windsor, School of Social Work placements organized and achieved many social distanced neighbourhood activities for residents to help with the isolation of public health measures. Creative approaches to socially distanced community cleanups, yoga in a field, BINGO for seniors, Halloween Community Parades, the coordination with partners of "treat bags" for many senior buildings and the delivery of homemade cookies baked by Life After 50.

This year it was especially important to keep everyone in our community healthy. All hands were on deck to help coordinate and promote the EMS CHAPS program hosting Flu Clinics in six of our senior buildings in November. The flu clinics proved to be well received by our residents.



The Glengarry Community Pantry proved to be necessary for many residents in our Glengarry Neighbourhood and surrounding area in 2020 as the pandemic continued to keep workplaces closed.

We thank the efforts of our community partners, volunteers, advocates and residents who offered their time, support and heart to help those in need. And reminding us all, "we do not live in this world all of your own."

### MEANINGFUL RESIDENT ENGAGEMENT

Windsor Essex CHC has a long-standing focus on providing quality service to our residents. Both in the core delivery of housing as well as the range of support services that surround housing.

In 2020, progress was made in our Grandview Community by adding a Community Engagement Coordinator who surveyed residents on communication, neighbourhood involvement, safety and security and neighbourhood pride. Planning has begun with several initiatives built on the idea that resident perspectives should play a significant role in determining tenant service priorities.

This opportunity for CHC will ensure that engagement continues and informs decision making and continuous improvements for all we set out to do.

### CHC SUMMER RECREATION PROGRAM



The 2020 CHC Summer Recreation Program provided at-home craft and activity packs for children and youth in 6 CHC communities. After delivering 3500 craft kits, 275 cupcakes, 500 pancakes, 43 pizzas and 2,500 facemasks, the 2020 Summer Recreation program wrapped up the 2020 Summer Recreation wrapped up a creative and modified program. Four hundred thirty children and youth participated.



## The Rewiring Of Our Corporation

# TECHNOLOGY and CV-19

*The Covid-19 pandemic has led to an inevitable surge in digital technologies due to the social distancing norms and nationwide lockdowns. It also accelerated our acceptance and adoption of technology in business processes.*

CHC successfully transitioned many employees to a work-from-home environment to support our response to COVID-19. We created a work from home protocol complete with ergonomic assessment, and if needed, the equipment and employment support. Technological advances and digital products introduced by our Information Technology Department will ensure the "rewiring" of our corporation will outlast the pandemic.

CHC invested in innovation that provided our employees with the tools, technology and clear processes to deliver services more effectively. Often the improvements provided better access to the information they require to serve our residents' needs best. Remote work was enabled by technologies including virtual private networks (VPNs), voice over internet protocols (VoIPs), virtual meetings, cloud technology, work collaboration tools. All staff were upgraded to Microsoft Office 365 to standardize office and interoffice productivity applications in use by all staff. In an effort to improve collaboration and accessibility while working remotely from home or office sites, CHC staff were upgraded from computer desktops to mobile devices (laptops).

The addition of Green IT was a conscientious effort to bring environmentally-friendly technology into the workplace. For example, the upgrade of modules used in the YARDI property management software focused on procurement, purchase order management, invoicing, payables, receivables and vendor management. The upgrade enabled CHC to go primarily paperless as our invoicing, purchase requisitions, and purchase orders are now digital.

CHC is the largest community housing provider in Windsor-Essex County, delivering the essential service of affordable, safe housing options. We needed to manage the risks related to the COVID-19 pandemic while we remained open without pause. Amid the global pandemic's immediacy, shifting perspectives, and uncertainty, CHC staff, adapted as needed. We reacted to the challenges, reassessed what we do, reconfigured, reimagined our corporation and reinvented our activities.

### CHC HEALTH AND SAFETY YEAR IN REVIEW

- Despite the state of emergency due to COVID, CHC maintained legislated safety requirements and launched new safety initiatives.
- The Pandemic Plan and training were rolled out in Q1 2020 and then revised throughout the year.
- Zero orders were written against CHC by the Ministry of Labour or the Ministry of Health for safety infractions or COVID violations.
- Workers completed 423 safety training units.
- Nonviolent Crisis Intervention training was introduced and rolled out to all front line workers
- Worker adherence to CHC's plan helped ensure no worker to worker transmission of COVID and no tenant to tenant transmission of COVID was reported to CHC.
- Total approved WSIB injury claims, claim costs and days lost are trending down. CHC ergonomic initiatives, protective measures on blood-borne pathogens, and effective case management helped reduced injury losses.

### JOINT HEALTH AND SAFETY COMMITTEE

- The Joint Health and Safety Committee met regularly, in 2020. Health and safety training was provided to employees in the areas such as infection prevention and control. 6 JHSC meetings were held in 2020. JHSC inspection of CHC offices and residential buildings was completed.

### Windsor Essex CHC Earns Healthy Workplace GOLD Award in the Health and Safety Category



We are proud of our employees' extraordinary efforts, hard work and commitment to supporting each other's health and safety, residents and vendors in response to the COVID-19 pandemic through the appropriate implementation of measures in infection prevention, protection and control. *The Working Toward Wellness (WTW) Committee* recognized CHC with a Health & Safety Gold Award. The criteria included Promotion and Awareness Raising, Education and Skill Building, Environmental and Administrative Supports, Supportive Policies.

## CRITICAL ASSET CHC Elevator Modernization

Asset Management has invested \$2.4M in elevator modernization since 2017, with an additional projection of \$800K to 2028. Windsor Essex CHC has 27 elevators across 13 buildings operating in mid-rise and high-rise properties and serving thousands of residents, visitors and employees, daily, 24 hours a day, seven days a week.

Focusing on improving the safety, quality-of-life and well-being of its residents, CHC will utilize the newest technology, accessibility standards and readily available modern parts to enhance performance, reduce maintenance costs and deliver more efficient elevators. We know that building residents, staff and visitors will welcome the investment.

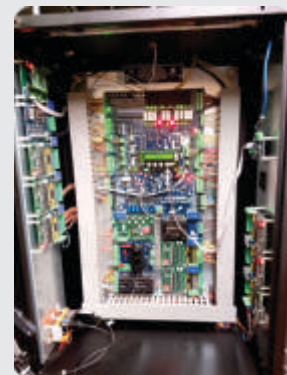
We aim to create a safe and comfortable environment for all passengers using the elevator. The improvements of ride quality with the introduction of Variable Frequency (VFD) Drives provide near-seamless acceleration and deceleration. We have installed video surveillance systems in the cab interior to provide an additional level of security. The accessibility features included in the modernization program allow the building to be welcoming to people of all abilities and at every stage of their lives.



Our Elevator Modernization Program began in 2017, after a careful assessment of our elevators to provide a design scope and specifications for CHC's elevator systems located in our Families, Seniors and Affordable Housing Portfolios. Since 2017 we have fully modernized 13 elevators at these locations:

- Agnes McPhail Manor 850 Mercer St.
- Fontainebleau Towers 2455 Rivard Ave.
- Riggs Manor 4365 Wyandotte St. E.
- Mrs. Cameron H. Montrose Apartments 445 Glengarry Ave.
- Cherniak Manor 120 Oak St
- Raymond Desmarais Manor 255 Riverside Dr. E.

\*completion 2021



## Flooring Study

The flooring study is divided into 3 phases:

- **Phase 1:** Analysing and understanding CHC current flooring
- **Phase 2:** Researching the flooring market, and selecting durable, appropriate and cost effective products for our spaces. Analyzing the technical data of 52 flooring products and comparing the products based on CHC needs.
- **Phase 3:** Testing the recommended products through multiple installation mock-ups.

Floor coverings are one of the essential components of a building's aesthetics and performance. Flooring also represents a significant investment for any housing provider. The CHC Asset Management Department began a comprehensive review to understand CHC's flooring needs better. The challenge is to recommend a standardized flooring product to be used among all of the six property management districts.

- CHC has over 3 million Sq Ft. of flooring to maintain
- Approximately 70% of current flooring is VCT
- 9% Hardwood, and 6% Laminate

CHC is currently in phase three of the flooring study. The research team is weighing the variety of considerations throughout the floor specification research process and will be making a recommendation in 2021.



# DEVELOPMENT and Regeneration

2020

The National Housing Strategy emphasizes the success of new housing developments requires the collaboration of partners. The Passive House Development at 3100 Meadowbrook is a prime example of how working together can result in action to help residents gain access to affordable units in our community. CHC and our partners' efforts to develop healthier communities that embrace diversity and inclusiveness make us stronger as a region.

## OPHI FUNDING ANNOUNCEMENT

In September 2020, CHC participated and hosted a Federal and Provincial funding announcement supporting the City of Windsor's Meadowbrook Affordable Housing development and the County's Community Living Essex-Kingsville site. This was our first socially distanced, masked event at our construction site. The Minister of Housing, Honorable Steve Clark, Member of Parliament Irek Kusmierczyk, Mayor Drew Dilkens announced we were a recipient of funding from the Ministry's Ontario Priorities Housing Initiatives (OPHI). The Governments of Canada and Ontario invested \$5.5M over the two projects to give people at risk of homelessness in Windsor and Essex County a stable place to live.

## PASSIVE HOUSE DEVELOPMENT at 3100 MEADOWBROOK LANE

CHC's Passive House Development at 3100 Meadowbrook continued construction under the new safety and pandemic protocols. By year-end, contractors were already laying cement for the third floor. The development remains on time and budget. Designed to the Passive House Standard, this ten-storey residential complex brings much-needed affordable housing to the City of Windsor. The 143,000 square foot building has 145 affordable housing units and shared community spaces on each floor.



## CANADA MORTGAGE AND HOUSING REPAIR AND RENEWAL PROGRAM

In 2020, CHC completed a comprehensive submission to *The National Housing Co-Investment Fund for Housing Repair and Renewal Stream*. This is part of the government's aggressive plan to help housing providers restore existing housing stock, continue to meet every tenant's needs from an accessibility perspective, and to reduce energy consumption and GHG emissions. CHC's Renewal and Repair Accessibility Plan backs Canada Mortgage and Housing Corporation's (CMHC's) strategy to support the needs of our vulnerable population. CHC is committed to treating all people in a way that allows them to maintain their dignity and independence.

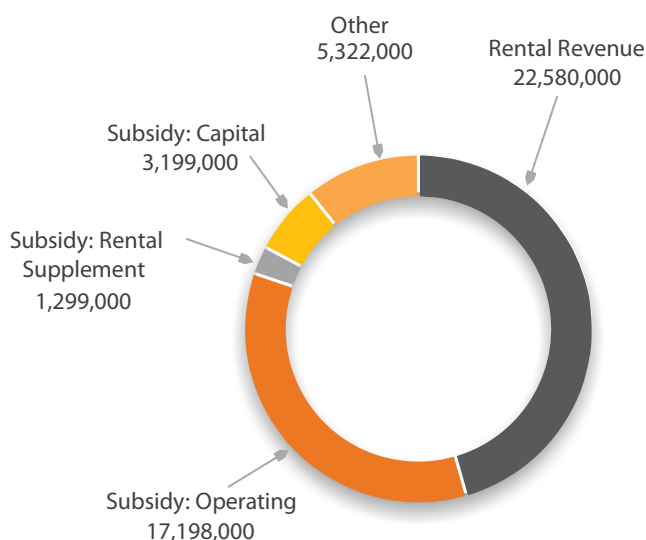
## REGENERATION MASTER PLAN UPDATE

CHC's 15-year Regeneration Master Plan was completed and approved by the Board of Directors and circulated to the Service Manager in 2020. We anticipate the completion of the City of Windsor review and presentation to the City Council in 2021. Currently, the CHC Regeneration Master Plan proposes to realign the CHC housing stock with current and projected demand, improve the living conditions of residents through renovation and maintenance, dispose of assets beyond their life cycle and to construct new housing throughout the Service Area.

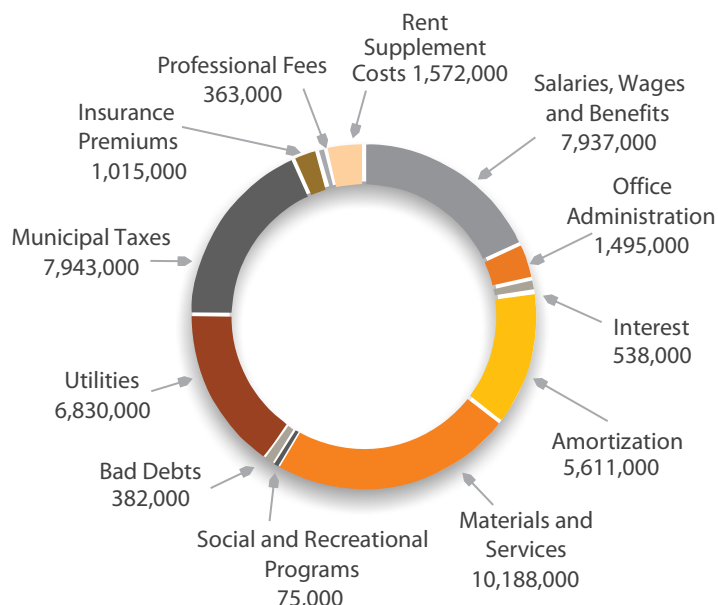
# STATEMENT

## Consolidated Operations 2020

### 2020 CONSOLIDATED REVENUE \$49,598,000



### 2020 WINDSOR ESSEX CHC EXPENDITURES \$43,949,000



### 2020 Windsor Essex CHC REVENUES

#### TOTAL: \$49.5 million

Including:  
 \$22.6 million in Rental Revenues  
 \$17.2 million in Service Manager Operating Subsidies  
 \$1.3 million in Rental Supplement Subsidies  
 \$3.2 million in Capital Subsidies  
 \$5.3 million in other Revenues, such as: solar, rooftop antenna rentals, parking and laundry. This also includes a one-time funding for capital projects.

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

### 2020 Windsor Essex CHC EXPENDITURES

#### TOTAL: \$43.9 million

Including:  
 \$10 million in Materials and Services  
 \$7.9 million in Municipal Property Taxes  
 \$7.9 million in Salaries, Wages and Benefits  
 \$6.8 million Utilities  
 \$1.5 million Office Administration  
 \$1 million 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.

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 from January 1, 2020, to December 31, 2020. Those findings have been summarized on pages 12-16 of this annual report



# STATEMENT

## Operations Non-Profit Seniors, 2020

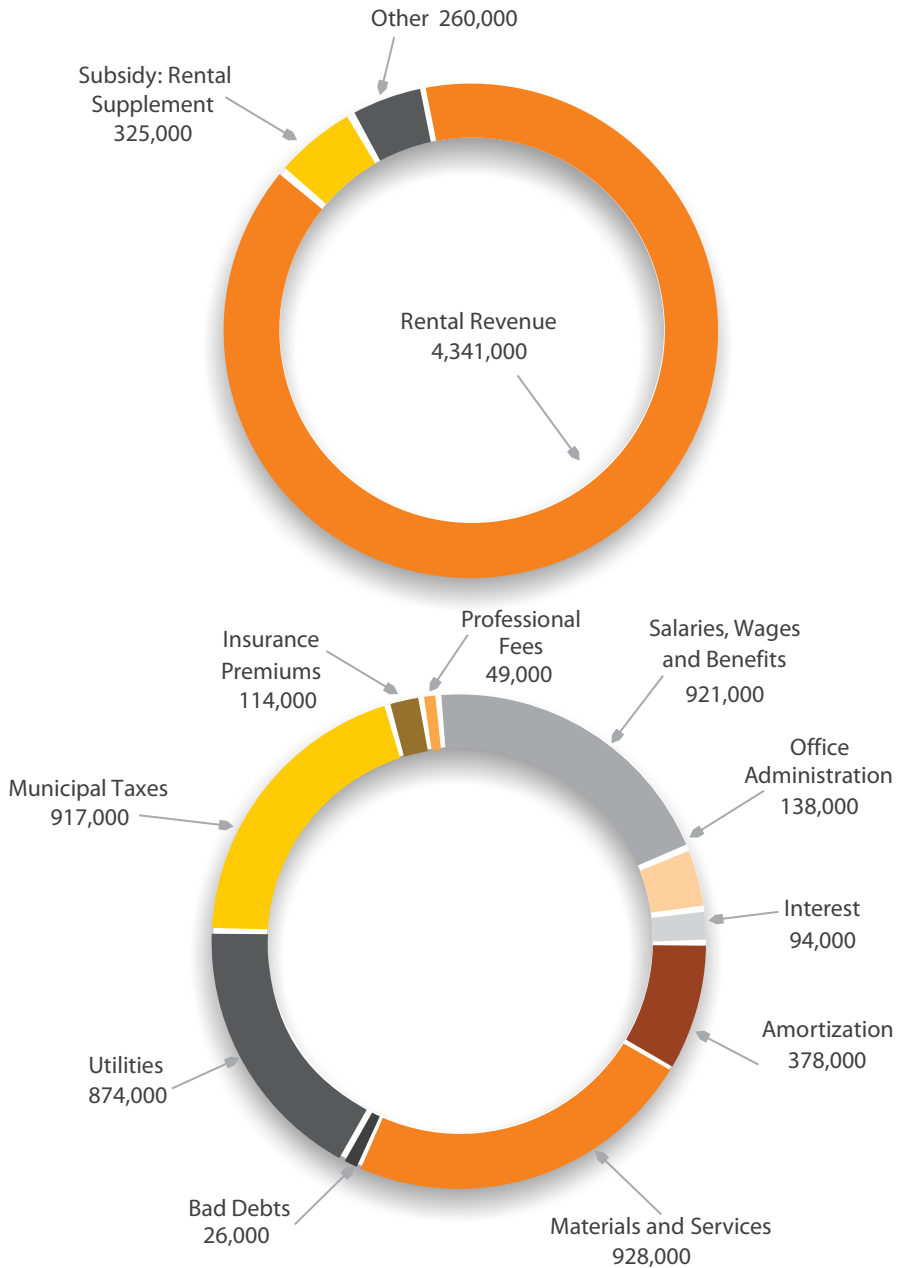
### 2020 NON-PROFIT SENIORS REVENUE

**\$4,926,000**

The Non-Profit Seniors program provides affordable housing to seniors. The program receives no municipal funding from the City of Windsor or the County of Essex, or any other government funding. This program is self-funded and operates on a break even basis.

### 2020 NON-PROFIT SENIORS EXPENDITURES

**\$4,439,000**



# STATEMENT

## Operations Non-Profit Families 2020

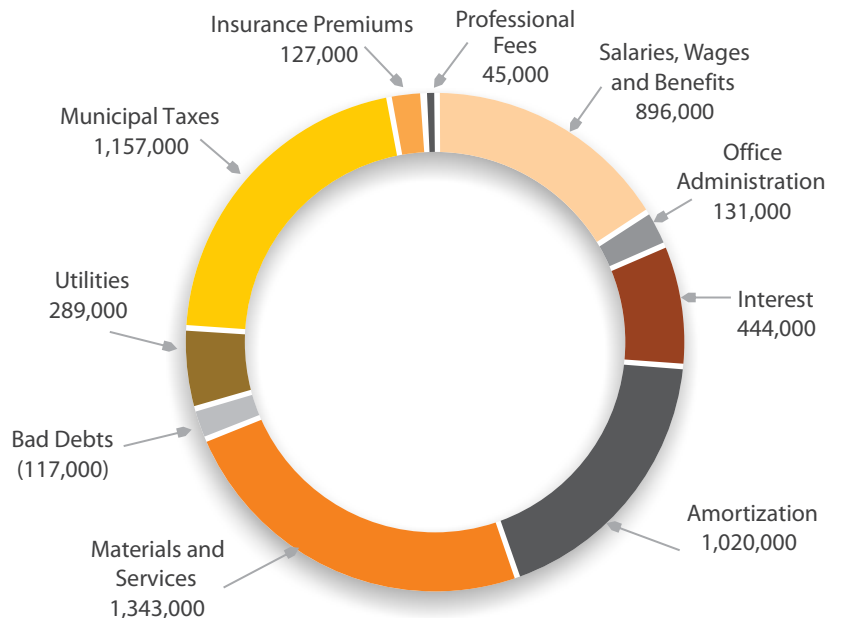
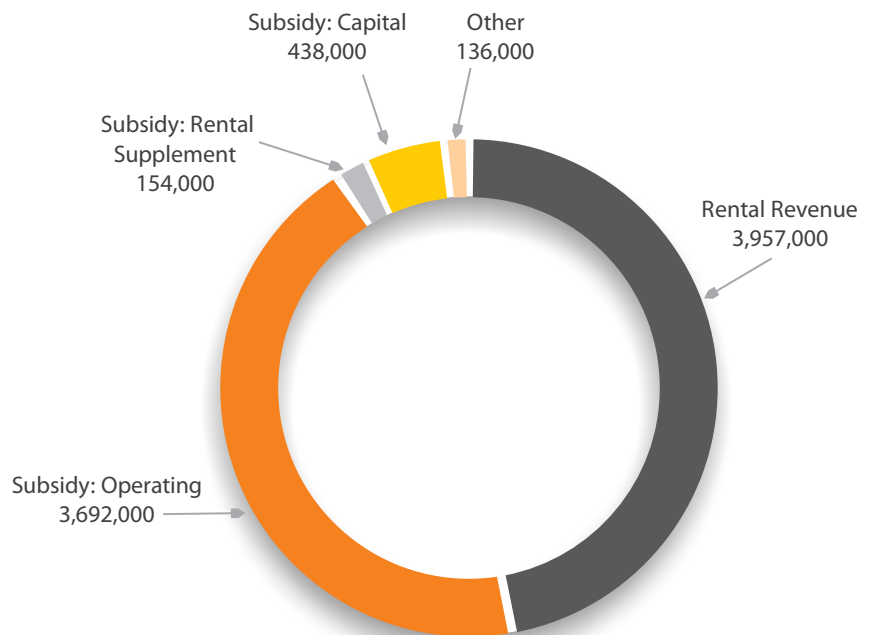
### 2020 NON-PROFIT FAMILIES REVENUE

**\$8,377,000**

The Non-Profit Families program provides housing to families in the City of Windsor and County of Essex at both affordable market rents and on a rent-geared-to-income (RGI) basis. About 40% of this program is affordable market rent while 60% is dedicated to the RGI program. The program receives municipal funding through a set HSA subsidy formula.

### 2020 NON-PROFIT FAMILIES EXPENDITURES

**\$5,335,000**



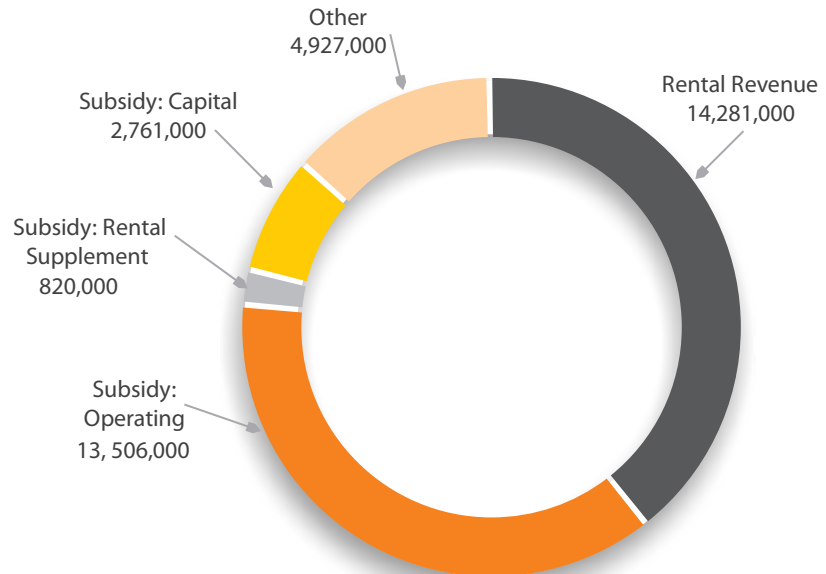
# STATEMENT

## Operations Public Housing 2020

### 2020 PUBLIC HOUSING REVENUE

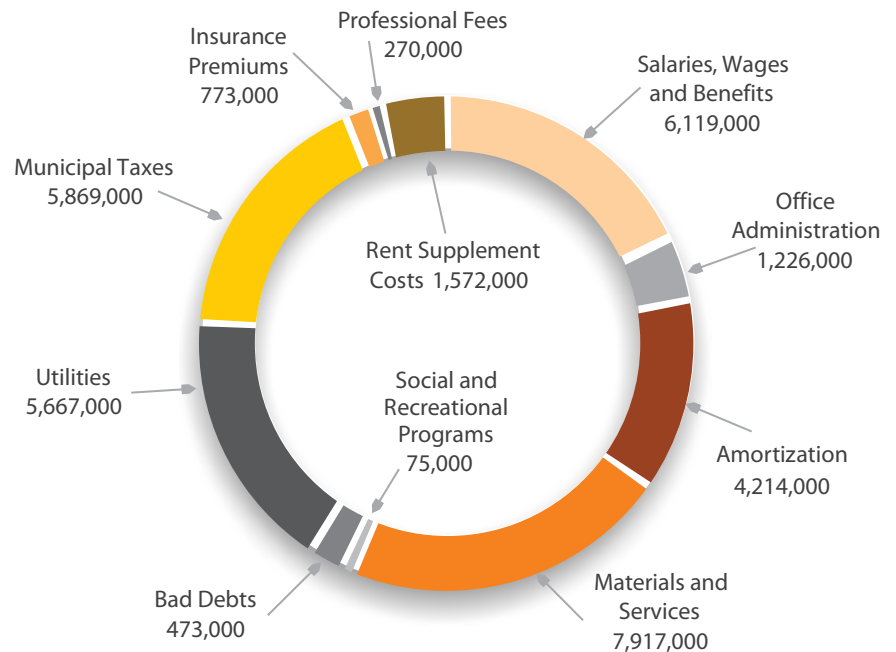
**\$36,295,000**

The Public Housing program provides housing to families and individuals qualifying for rent-g geared-to-income (RGI). These units are funded municipally and subject to HSA.



### 2020 PUBLIC HOUSING EXPENDITURES

**\$34,175,000**



## 2020 CHC Employee Service Awards and Recognition

Staff were recognized differently this year for their years of service and dedication to community housing in Windsor and Essex County.

### Employee Recognition AWARD 2020

All CHC Employees  
For Dedication and Collaboration  
in providing, safe, essential service.

#### 2020 Service Awards

##### 30 YEARS OF SERVICE

Kim Laramie  
Marvin Marcotte

##### 20 YEARS OF SERVICE

Maria Lepera

##### 5 YEARS OF SERVICE

Kristina Johnston  
Linda Lucente  
Tina Mayville

#### 2020 Retirement Congratulations

##### 31 YEARS OF SERVICE

Wayne Figgins

##### 20 YEARS OF SERVICE

Linda Graovac


##### 13 YEARS OF SERVICE



Ricky Mann



# 2020 ANNUAL REPORT

#### CONTACT

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Published by CHC, Corporate Services 2021