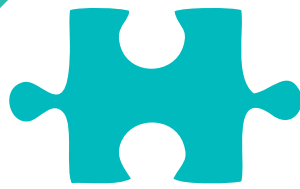


WINDSOR ESSEX

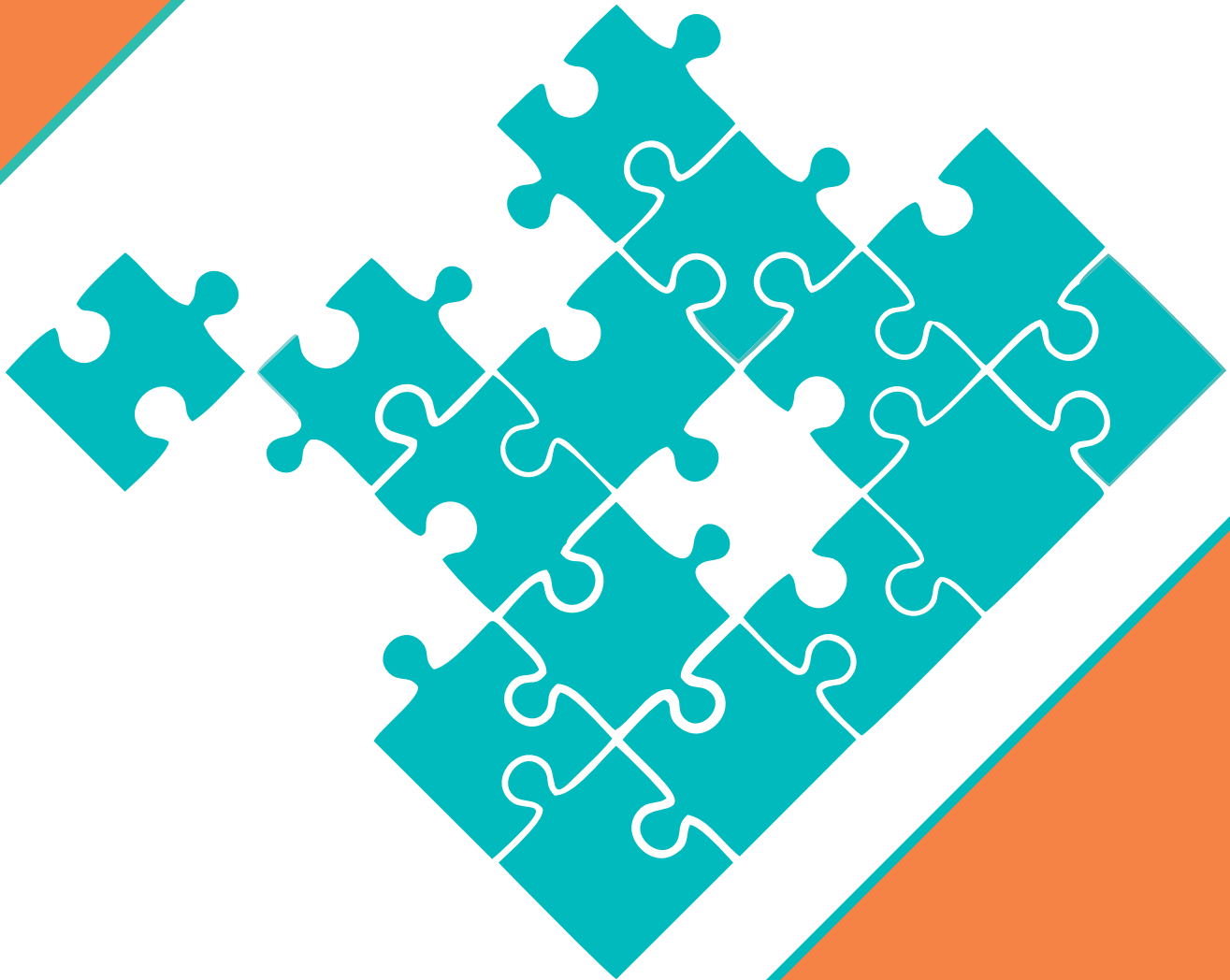


COMMUNITY HOUSING CORPORATION



# REALIGN

PIECING TOGETHER  
A BRIGHT FUTURE FOR HOUSING



## 2021 ANNUAL REPORT

Strategic Performance &  
Organizational Highlights



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CHC Corporate Services welcome feedback on this report. You can submit your comments on our online customer service portal at **[www.wechc.com/customer-service-inquiry](http://www.wechc.com/customer-service-inquiry)**, by email at **[info@wechc.com](mailto:info@wechc.com)** or by contacting our customer service message line at **519-254-1681 extension 3030**

To request this report in other accessible formats such as large print, electronic copies and text documents describing the content of graphic images, please contact our customer service message line at **519-254-1681 extension 3030** or email **[info@wechc.com](mailto:info@wechc.com)**



The pandemic has allowed us to realign how we work and deliver services. We are committed to using those lessons learned to constantly improve and continue to be a leader in the housing sector. It is not easy to have gone through the last few years and still performed at as high of a level of service as we have. That is a credit to the front-line workers doing their jobs, supported by solid practices and protocols to keep everyone safe.

Thank you for doing the work that has improved many lives in Windsor Essex. Work becomes an extension of the family, and the tension of giving time to both family and work is stressful. We appreciate the efforts put forth to keep our family strong and safe.

I want to thank this Board and every Board I have served for their dedication to our common goals. While our obligations to each other are transactional, we have always looked past that and moved forward with actions to improve the spaces that our residents call their homes.

Our message is not complete without thanking our partners for their expertise, knowledge, and flexibility to reach our 2021 goals. Partners like **Family Services Windsor-Essex**, **Community Living Windsor** and **Hiatus House** took extra risks in creating much-needed new affordable housing on Meadowbrook Lane slated for opening by year-end 2022.

Windsor Essex CHC has always embraced information sharing and collaboration among our housing and industry colleagues. We weathered the pandemic together and have shared new ideas on building and acquiring new units. Thank you to regional, provincial, national and international housing organizations for sharing best practices, business transformation strategies and activities.

The National Housing Strategy (NHS) through Canada Mortgage and Housing Corporation (CMHC) will create a new generation of housing in Canada. Windsor Essex has benefitted from funding and financing opportunities to develop a new housing supply and the modernization and renewing of CHC's existing housing stock.

Thank you, Mayor Drew Dilkens, Council, The City of Windsor Housing Services Department, and the Province of Ontario for the willingness to work with the NHS framework and give more residents in Windsor and the County of Essex a place to call home.



The future is bright for Windsor Essex. All of our municipal partners are willing to work within the National Housing Strategy and be ready to bring down barriers to affordable housing and make much-needed investments. Affordable Housing in Windsor Essex will be improved if an even stronger municipal partnership is supported.

I started this work in 1982, in Windsor in 1994, and have worked with some great people. It has been challenging, but I have enjoyed the journey as much as I have been honoured to share some great results with all of you. I have been improved by leadership at the board level, colleagues and employees, and residents who have respected yet challenged our work.

By the time I finish work, it will have been more than four decades in the provision and maintenance of affordable housing. And I can safely say that this corporation is in better shape than ever, staffed with the best people, and will be ready for a new leader to continue the upward trend.

*Jim Steele, Chief Executive Officer*

## Message from the Windsor Essex Community Housing Corporation (CHC) Chair of the Board of Directors, Marina Clemens

I want to thank the CHC team for their efforts during the past year. They have continued to deliver and serve our residents under challenging circumstances, and with the assistance of Windsor Essex County Health Unit and our District Teams, we held and coordinated vaccination clinics onsite at our senior buildings and some family communities. Our employees and managers canvassed the buildings, telephoned residents and spoke to family members to ensure that our residents knew the importance of being vaccinated. It was not an easy task, but it made a difference, especially within our senior buildings.

Along with other partners, we offered support and encouragement throughout our portfolio and were able to deliver summer games and food packages to our family neighbourhoods. Children and youth appreciated being able to participate within their family unit. Our team worked diligently with our residents, especially our children and youth, to maintain a sense of calm and reassurance that we were on the right track for recovery.

On behalf of the Board of Directors, I thank our maintenance staff and health and safety department, who kept our buildings clean and safe.

Our new build at 3100 Meadowbrook continued to move forward despite particular global supply chain shortages of materials. By year-end, it was on track for opening in late 2022.

This was only possible because our excellent senior staff, tradespeople, and contractor worked together to keep the building on target.

***"It is not someone else's responsibility to tackle our social problems and injustices. It is up to us. We will have to learn how to develop meaningful partnerships because if we work together, support each other, and don't quit; we can make a difference"***

*Dick Welier*

Our Neighborhood Engagement Pilot in the Grandview area did a quick re-think and developed a virtual survey for residents, which gave us insights into our next steps for 2022.

We are pleased that the city and county worked with the federal government to obtain funds under the National Housing Strategy to allow CHC to repair and renew older units over the next six years.

The Board of Directors continued to meet virtually over 2021 and, along with senior staff, updated some old protocols to meet the new reality of COVID and beyond. We are also not immune to change as we learned our long-term CEO, Jim Steele, would be retiring in 2022. Our COO, Kirk Whittal, was leaving us for a position with the City of Windsor's Housing & Children's Service department. I have worked closely with

our CEO and COO for many years, particularly over the past eight years as the Chair of the Board. I will miss them both. However, they have both made such positive impacts and widened our service delivery so that CHC is well-positioned to expand and meet the needs of an ever-growing housing sector within Windsor Essex County.

*Marina Clemens, Chair of the Board*



# about WINDSOR ESSEX CHC



*We provide  
housing to more  
than 12,000 people  
living in 4,706 homes.*

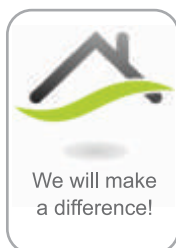
Windsor Essex CHC is an independent local housing corporation incorporated under the *Ontario Business Corporations Act* as a local housing corporation (LHC) through the *Ontario Housing Services Act*. The activities of CHC are governed by the corporate articles of incorporation, a shareholder's agreement and operating framework, all of which establish the mandate of CHC.

As Service Manager, the City of Windsor, as the sole shareholder, has indirect ownership over CHC assets. CHC manages the housing portfolio on behalf of the City and County.

We own and manage rental units in over 732 buildings across Windsor and the County of Essex. Our portfolio contains nearly 3.7 million square feet of residential space and is a \$785M 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 leaders in creating partnerships, engaging staff and residents to solve problems and generating ideas to support our missions and values.



## MISSION

CHC provides well-maintained, affordable and safe community housing respectfully and fairly. We are leaders in the housing sector and contribute to developing and supporting strong inclusive communities in the City of Windsor and County of Essex.

## BOARD EXECUTIVE

Ms. Marina Clemens, Chair | Mr. Mark Morris, Vice-Chair | Deputy Mayor Leo Meloche, Treasurer | Ms. Beverly Throsel, Secretary | Mr. Jim Steele, CEO

### **Ken Acton, Director**

Committee Member Development & Regeneration, Submission Awards

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

Director & Committee Member Administrative Appeal,  
Resident Engagement Advisory

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

Director & Committee Member Development & Regeneration

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

Committee Member Development & Regeneration, Resident Engagement Advisory,  
Human Resources & Succession Planning, Central Housing Registry Advisory

### **Linda Coltman, Director**

Committee Member Resident Engagement Advisory

### **Dave Cooke, Director**

Committee Member Strategic Planning

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

Director & Committee Member Finance/Budget,  
Strategic Planning, Regeneration & Development

### **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 Resident Engagement Advisory

### **Jack Sullens, Director**

Committee Member Human Resources & Succession Planning,  
Administrative Appeal, Strategic Planning

*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.*



Windsor Essex CHC continues to administer the centralized waitlist function on behalf of the Service Manager through the Central Housing Registry (CHR) - Windsor Essex County. The CHR complies with Provincial Legislation and Local Rules.

The Central Housing Registry – Windsor Essex County (CHR-WEC) had a very busy 2021. For the first half of the year, due to continued COVID -19 restrictions, the CHR – WEC remained closed to the public. During this closure, the department continued to serve with staff working daily in the office by answering and responding to phone calls, emails, and correspondence. The office re-opened to the public in July 2021.

CHR introduced an online computerized social housing application for the service area in 2021. A total of 1,054 applicants accessed the online service allowing users to apply for as many service manager areas or local housing providers as met their needs.

The CHR-WEC partners and collaborates with other Windsor Essex County agencies and housing providers. We support accessing affordable housing by delivering the centralized waiting list, various benefits and rent supplement programs.

In October 2021, Josephine Heuton, Manager at the CHR for the last 37 years, retired. We wish Jo the very best in her next journey. Maria Ashman was hired in December 2021 as Manager and brings to CHR twenty years as a senior public sector professional in provincial and federal public service agencies.

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

- The 2021 waitlist increased by 10% from 5,357 at year-end 2020 to 5,985 households at year-end 2021

#### Of the 5,985 households

\* One-day-in-time snapshot of applicants on the CHR waitlist, on December 31, 2021.

- SPP/PI\* accounted for 58 applicants
- PII\*\* accounted for 334 applicants

#### Applicants Housed

- **413** Applicants (Chronological, Priority I, Priority II) from the waitlist were housed
- **133** Chronological applicants (Seniors, Adults and Families) were housed
- **89** Priority I\* (PI/SPP) Survivors of Domestic Abuse were housed
- **191** Priority II\*\* Homeless Applicants were housed

#### Local Rules Definition

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

**\*\* PII** Applicants applying for Priority II status must otherwise be eligible for Rent Geared-To-Income (RGI) or Special Needs Housing in order to qualify for "Priority II" and must be homeless, at risk of homelessness or living in inadequate housing, according to the established criteria.



**In 2020, two new housing benefit programs were introduced locally and received additional funds in 2021.**

**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. Unlike other forms of housing benefits, the COHB is attached to a person or household and not a specific address or physical housing unit.

In 2021 **257 COHB** were administered and households received an average monthly benefit of **\$308.00**

**Windsor Essex Housing Benefit (WEHB)** The WEHB is designed to support vulnerable households and is an alternative to RGI. This housing allowance program provides an alternative to waiting for rent-geared-to-income (RGI) housing.

CHR saw a full take-up of the WEHB benefit with new and existing households and rent supplement expiries.

By year end of 2021 there were **51** recipients in Windsor Essex County, average monthly benefit of **\$317.00**.

# 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.

**Windsor Essex Community Housing Corporation (CHC) is responsible for over 56% of the rent-geared-to-income units, making CHC the 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 4,706 rent-geared-to-income (RGI) units, affordable market rent, and market-rate units in Windsor. We provide 4,227 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 concept managing over 4,700 homes in Windsor and Essex County, including 3,877 rent-geared-to-income RGI and 829 affordable market rental housing units through six districts and the associated district teams in site offices.

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

**The City of Windsor provides 6831 social housing units 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.**

CHC employs 143 active employees, including 42 Building Attendants.

CUPE 543.6 is the recognized bargaining agent for all bargaining employees.

The average work tenure for CHC employees is 8 years, with an average age of 51.78 years



## WHO DO WE HOUSE?



### Rental

- **77.4%** of CHC residents pay rent-geared-to-income
- **17.4%** pay market rent
- **5.2%** pay affordable rent through rent supplement or housing benefits



### Median Income

- **\$19,370** represents the median total annual income before taxes for residents living in CHC communities
- **\$66,186** is the median yearly income before taxes for Windsor and Essex County



### Our Resident Population

- **43%** children and youth under the age of 15
- **29%** adults aged 16-24 years
- **27%** seniors aged 55 years and older
- **14.7%** of CHC households have at least one member with a disability and qualify for the Ontario Disability Support Program.
- **56%** of CHC residents live alone

# PROPERTY MANAGEMENT

The Property Management Department is primarily responsible for the oversight and maintenance of the physical properties while working collaboratively to provide services to residents.

*The Property Management Department provides homes to 2,583 seniors and adults in 1 bedroom and bachelor apartments in Windsor and Essex County. We also house 2,123 families in 2,3,4,5 bedroom units. Our properties include high-rises, low-rises, townhomes, duplexes and single detached housing options. Property Management teams are primarily responsible for services to residents.*

## Key responsibilities include:

- Tenancy and housing administration
- Rent collection
- Complaint resolutions and conflicts working closely with CHC Community Relations Workers
- Delivery of integrated pest management services
- Maintenance
- Landscaping
- Turnover of vacant units, resident related legal actions

## Rent Collection

The Government of Ontario passed legislation to freeze rent at 2020 levels for 2021. This meant that rents did not increase in 2021 for most rented units covered under the *Residential Tenancies Act, 2006*, including all CHC rental units. CHC will continue to work with residents looking to resolve existing arrears.

## Property Management

Our property management department issued 8679 internal and 7826 external work orders for maintenance and repair in 2021. Average of 1.8 internal work orders and 1.7 external work orders per residence in 2021.

## Tenancy And Housing Administration

- CHC housed **298** applicants (Chronological, Priority I, Priority II) from the CHR waitlist
- CHC housed **104** Chronological applicants (Seniors, Adults and Families)
- CHC housed **42** Priority I\* applicants (PI/SPP Survivors of Domestic Abuse)
- CHC housed **152** Priority II\*\* applicants (Homeless)

## Materials & Services \$12M

CHC saw increases in janitorial and maintenance costs due to the evolving public health unit guidelines and provincial mandates. We were required to maintain disinfecting protocols to maintain the safety of our residents residing in high-rises and our seniors' buildings.

- Unit Restorations = 31% of the total consolidated budget. 1,540 work orders were issued.
- Grounds = 17% of the total consolidated budget inclusive of snow removal services, grass cutting, parking lot maintenance, vandalism, maintenance contracts, catch basins.
- Janitorial = 8% of the total consolidated budget.
- Integrated Pest Control Contract = 4% of the total consolidated budget.

**Insurance Loss Events:** 4 claims over the \$50K deductible. 3 fires and 1 water event.



**74%** Residents in good standing (%)

- no arrears at year-end

**60** Evictions of which

**7** were cancelled

**184** Applications made to the Landlord Tenant Board (LTB)



- ▶ **303** RGI Turnovers
- ▶ **3,877** RGI Total
- ▶ **7.8 %** RGI Turnover Rate
- ▶ **56** Market Turnover
- ▶ **825** Market Total
- ▶ **7%** Market Turnover
- ▶ **66** Overhoused
- ▶ **122** Internal Transfers





# CULTURE OF INNOVATION and COLLABORATION

## NURTURING HEALTHY, INCLUSIVE COMMUNITIES

CHC has dedicated staff committed to improving residents' lives every day. **The Neighbourhood Engagement Program and Grandview Tenant Advisory Committee** were launched in 2020 in our Grandview Family townhomes. CHC staff had to develop an engagement tool that would work under the COVID restrictions and developed a survey that could be completed online or at home and dropped off at the site office. The survey was successful and resulted in positive suggestions, including developing a Resident Manual, empowerment workshops, and leadership training for Grandview residents.

**Community Relations Workers** are passionate and caring professionals committed to providing programs and services that focus on tenant and community relations while ensuring residents are well supported in obtaining and maintaining tenancy in CHC-owned units or with private landlords—often working collaboratively with stakeholders and residents to address social issues. All CRWs have community hours in their assigned portfolio and are located at nine unique Windsor and Essex County locations.

**Corporate Services** added a new position in 2021, a Project Liason Manager. The manager collaborates with all departments regarding construction, capital assets renewal and operational projects with direct impacts on residents in the interests of our residents and communities.

## COMMUNITY DRIVEN FULL-COURT PRESS



October 28, 2021, Community-Driven Full Court Press – official opening of the newly refurbished outdoor basketball courts in Bloomfield St. Joseph. Councillor Fabio Costante was joined by Kirk Whittall, Windsor Essex CHC- COO; David Korenic, Windsor Essex CHC – Senior Manager, Operations; Greg Matjaszewski, General Manager - Global Maintenance Company and Mehari Hagos, Executive Director Mh100.

CHC actively posted and recruited for 49 positions in 2021. An increase of 26% over 2020. Representing movement within the corporation through retirement and internal career changes along with new positions added to the staff complement in preparation for the new funding commitments.

Windsor Essex Community Housing (CHC) observed the first federal statutory holiday called **The National Day for Truth and Reconciliation** on September 30, 2021, as part of the Truth and Reconciliation Week September 27- October 1, 2021. CHC commemorated this by asking CHC staff to wear the CHC offered Orange Shirt or Hoodie. The shirt was designed by an Indigenous artist and printed by an Indigenous company.

## SUMMER RECREATION

The 2021 Summer Recreation Program was modified again as we all needed to do our part to keep workers, residents and the public safe and healthy. CHC Summer Recreation staff used the best practices and followed guidelines to operate a safe Summer Recreation Program in seven locations. The Summer Recreation program relied on social media to help promote the programs in each community. Home crafts and activity packs were made available for children and youth and with special days like Pancake Days, Cup Cake making, and Pizza Party. We thank our partner, **The United Way Windsor Essex County**, for their long-standing commitment to delivering nutritious food boxes to our communities.



## Partners and Agencies Working To Improve Glengarry Neighbourhood

A new approach for housing people with concurrent vulnerabilities and requiring layers of support for successful tenancies began in 2021 in our Glengarry Neighbourhood at Chateau Masson. **Family Services Windsor Essex (FSWE)** is acting as the lead in the Chateau model and working with our partners. They have additional funding for midnight staffing, which has increased the overall presence and support in the community. Partner agencies and CHC are working collaboratively to review cases. The Hotel-Dieu Grace Healthcare's (HDGH) Assertive Community Treatment (ACT) program is fully engaged as we work together to make these tenancies a success. We hope this will significantly impact many of the current health and safety issues we see in the community.

## EMPLOYEE WELLNESS and TRAINING

At the onset of the pandemic, the executive team focused on ensuring all employees – whether working from home or on the frontline – had the tools they needed to do their critical work. There was also an increased focus on supporting employee wellness through added health benefits and resources to support physical and mental health.

## Training and Engagement Opportunities

- CHC Human Resources introduced a new online platform for in-house training. Our first module was "Fostering a Culture of Respect." FSEAP-Our Employee Assistance Program (EAP) delivered a Resilience Check-Up workshop to employees
- StandOut™ is a talent activation platform that combines a strengths based approach with personalized coaching and serves as a communication tool. In 2021,
  - 80% of Employees were using StandOut consistently
  - 39% weekly
  - 29% every other week
  - 12% monthly

**NATASHA ROOT** MYGMAQ, LISTUGUJ FIRST NATION, QUEBEC

"My design is a reflection of love, resilience and strength for our children. The design has an eagle (Shashin) which represents the children who are grasping onto their heritage. The eagle symbolizes feeling brave and a tree that is in the center of the design. Children in residential schools have grown with strength - and this is the resilient story that the design tells."

Every Child is a warrior. Every Child weathers.



# Regeneration and Development

## MEADOWBROOK

3100 Meadowbrook Lane  
Passive House Development

Windsor Essex Community Housing Corporation (CHC) strongly believes how affordable rental housing properties are designed and maintained can create a stable platform for healthier families and their surrounding neighbourhoods. Passive House is considered the most rigorous voluntary, energy-based standard in the design and construction industry. We continue to make strides in bringing Ontario's largest Passive House residential building to completion in late 2022.

- 143,000 square foot building
- 145 housing units - 46 barrier-free
- Community Partnership with Community Living Windsor, Hiatus House, Family Services Windsor-Essex

The Meadowbrook project reached many important milestones in 2021, overcoming challenges such as the Covid-19 pandemic, supply and logistics uncertainties, skilled labour shortages and uncooperative weather. With diligent effort by CHC management and Construction Manager, the project was able to stay the course while maintaining on schedule and on budget.

At the peak of 2021, the site employed approximately 50 workers and preserved a strong safety record with no safety-related lost time incidences. Concrete work dominated the site at the start of the year. The removal of the tower crane in late summer kick-started the exterior and interior rough-in work. The rough-in work included; exterior building envelope, interior partition, heating, ventilation, air conditioning, plumbing, fire alarm, electrical and drywall work. Upon completion of this building, CHC and our building community partners will be able to take pride in its commitment to energy efficiency, GHG reduction, and environmental sustainability. Meadowbrook Lane Passive House Development will contribute to the *City of Windsor Community Energy Plan* targets and the *City of Windsor Climate Change Adaptation Plan* goals.



CHC projects a 40% reduction in energy demand over the current building code and a 33% reduction in GHG emissions (reduced by 44,085 kgCO<sub>2</sub>e) over a standard building built to current code. Once completed, this housing development will be the most energy-efficient building asset in Windsor and Essex County, which speaks volumes about CHC's future in providing safe, affordable and environmentally responsible housing.

This achievement would not be possible without our project funding partners:

- National Housing Co-Investment Fund through the Canada Mortgage and Housing Corporation,
- The City of Windsor, The City of Windsor as Service Manager (CMSM) for Windsor and Essex County allocated funding under the Province of Ontario's Investment in Affordable Housing (IAH) rental capital program, Canada Ontario Community Housing Initiative (COCHI) and Ontario Priorities Housing Initiative (OPHI) were provided to the Housing and Children's Services Department as Consolidated Municipal Service Manager from the Province of Ontario.



Interior, exterior and rooftop images



# ASSET MANAGEMENT

## Repair and Renewal / Health and Safety

REPAIR AND RENEWAL CHANGES ARE COMING!

Windsor Essex Community Housing Corporation (CHC) has received a historic and transformational \$170M investment in our communities between 2022- 2028 through Canada Mortgage and Housing Corporation (CMHC) as part of the National Housing Co-Investment Fund for Housing Repair and Renewal Stream and the City of Windsor and County of Essex. With this funding, we will improve the quality of our units with a focus on modernized accessibility and energy-efficient upgrades where possible. This vital reinvestment will restore dignity and enhance the quality of life for residents who live with us at CHC. In turn, creating a stable platform for healthier families and their surrounding neighbourhoods.

With an ageing portfolio and a historic underfunding of capital repairs, establishing a sustained funding mechanism for a portion of the capital needs is key to the long-term sustainability of CHC's housing stock. **This new funding will breathe new life into CHC's social and affordable housing portfolios. Over the next six years, improvements for accessibility, energy efficiency, fire life safety renewal, access and security, building envelope, structural repair program, elevator modernization program, building systems, unit interiors, and other infrastructures. The work also aims to improve at least 25 percent in energy efficiency and greenhouse gas emissions.**

### HEALTH AND SAFETY - Pandemic

CHC modified its pandemic response as legislation on COVID changed, and science taught us new means of mitigation. No CHC workplace outbreaks occurred throughout the pandemic. CHC's business reopening plan helped CHC return services to full capacity well before year-end. The introduction of mandatory employee and contractor vaccinations at CHC helped to keep all parties safe and maintain essential services.

CHC employees are to be acknowledged for their contribution to preventing workplace transmission. From daily disinfection of high touch surfaces in high-rise buildings and offices, actively screening tenants and visitors for COVID, doing wellness checks, and wearing their PPE, CHC employees played a significant role in keeping each other and our residents safe.

### INVESTING IN COMMUNITY SAFETY INITIATIVE

An essential aspect of CHC's mission is to provide safe and affordable housing. The COVID pandemic affected our daily lives, and we all saw increases in certain challenging behaviours. CHC saw an uptick with some of these challenges in our Glengarry Community, and we set out to launch several initiatives in 2021 to help with these concerns including:

- The installation of additional security cameras and monitors
- The hiring of the security group The Commissionaires - Windsor
- The creation of Committees of the CHC Board, working together with the City of Windsor, CHC staff and community partners to identify solutions to keep people safe.

### REGULATORY COMPLIANCE

CHC incurred no fines for noncompliance with legislated health and safety requirements.

#### Incident Reporting

CHC expects all incidents to be reported, ranging from minor hazards to trespassing, near misses, minor incidents, and critical injury. CHC's incident reporting program went online in Q2 of 2021.

Good employee communication for all levels of potential loss resulted in nearly 1000 incident reports. No critical injuries were reported to employees or contractors.

#### Training

Throughout the pandemic, CHC maintained the delivery of safety training for new and existing employees. CHC employees completed 481 in-house health and safety training units and 55 external health and safety training courses.

### FIRE SAFETY

Fire safety is a critical component of CHC's safety program. CHC executed a plan to inspect all 28-building fire alarms, protection systems and equipment during the COVID pandemic. 2021 was a pivotal year in fire protection. CHC issued a tender for a new fire system and equipment service contract to provide future online inspection data to ensure a speedy response to repairs and deficiencies.

#### JHSC and Safety Groups

CHC implemented a new employee safety structure. In addition to a JHSC at the main office, new local safety groups were created in each district.

### HEALTHY WORKPLACE AWARDS

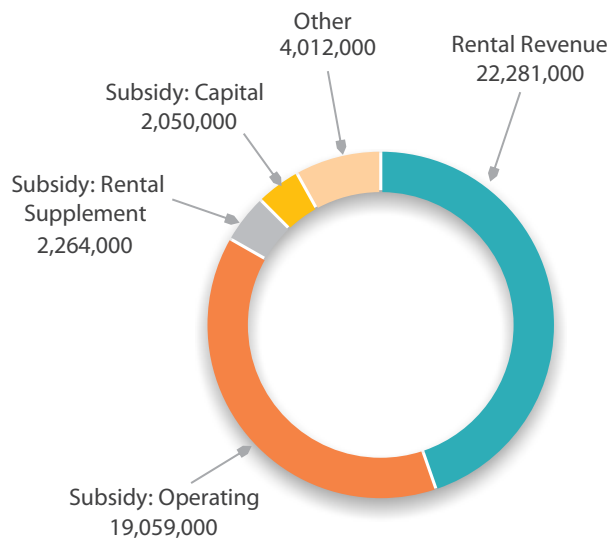


CHC attended the virtual Healthy Workplace Awards ceremony organized by the local Working Toward Wellness Committee. We were recognized for implementing comprehensive workplace wellness activities and initiatives to promote positive lifestyle behaviours. We were required to provide examples of activities or measures that were put in place and evolving to support employee and community health, safety, and mental well-being during the COVID-19 pandemic.

# STATEMENT Consolidated Operations

# 2021

## 2021 WINDSOR ESSEX CHC CONSOLIDATED REVENUE \$49,666,000



## 2021 Windsor Essex CHC REVENUES

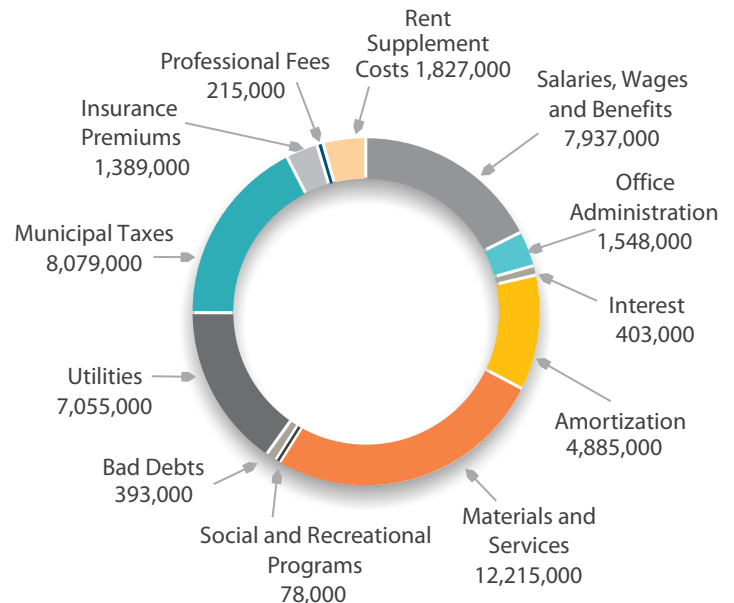
### TOTAL: \$49.6 million

Including:

- \$22.3 million in Rental Revenues
- \$19 million in Service Manager Operating Subsidies
- \$2.3 million in Rental Supplement Subsidies
- \$2 million in Capital Subsidies
- \$4 million in other Revenues, such as: solar, rooftop antenna rentals, parking and laundry.

The province's policies set through Housing Services Act (HSA) directly impact and restrict CHC revenue.

## 2021 WINDSOR ESSEX CHC EXPENDITURES \$46,060,000



## 2021 Windsor Essex CHC EXPENDITURES

### TOTAL: \$46 million

Including:

- \$12.2 million in Materials and Services
- \$8.1 million in Municipal Property Taxes
- \$7.9 million in Salaries, Wages and Benefits
- \$7 million Utilities
- \$1.5 million Office Administration
- \$1.4 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, 2021, to December 31, 2021. Those findings have been summarized on pages 12-16 of this annual report.

# STATEMENT

## Operations Non-Profit Seniors

# 2021

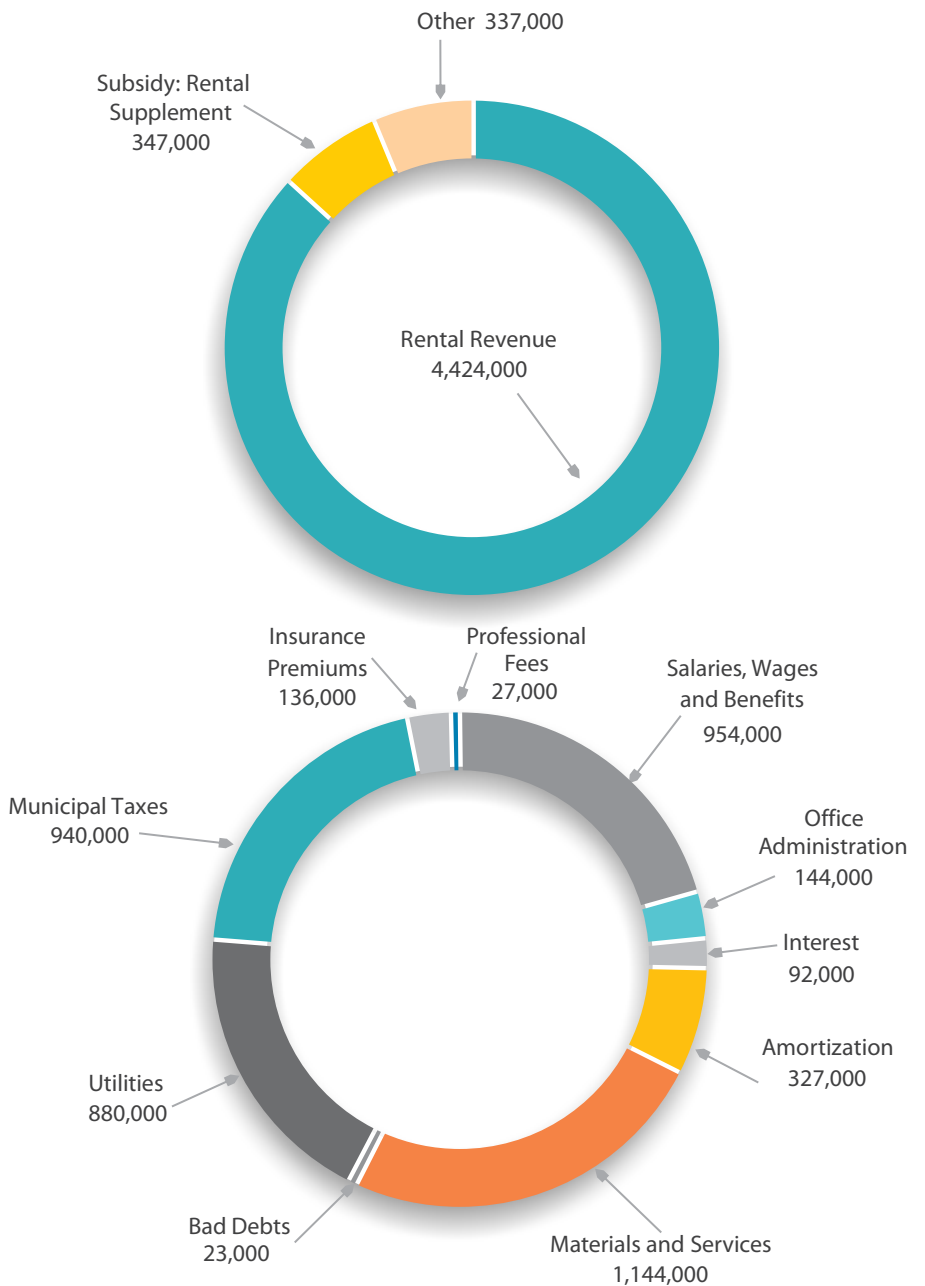
### 2021 NON-PROFIT SENIORS REVENUE

**\$5,108,000**

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

### 2021 NON-PROFIT SENIORS EXPENDITURES

**\$4,667,000**





# STATEMENT

## Operations Non-Profit Families

# 2021

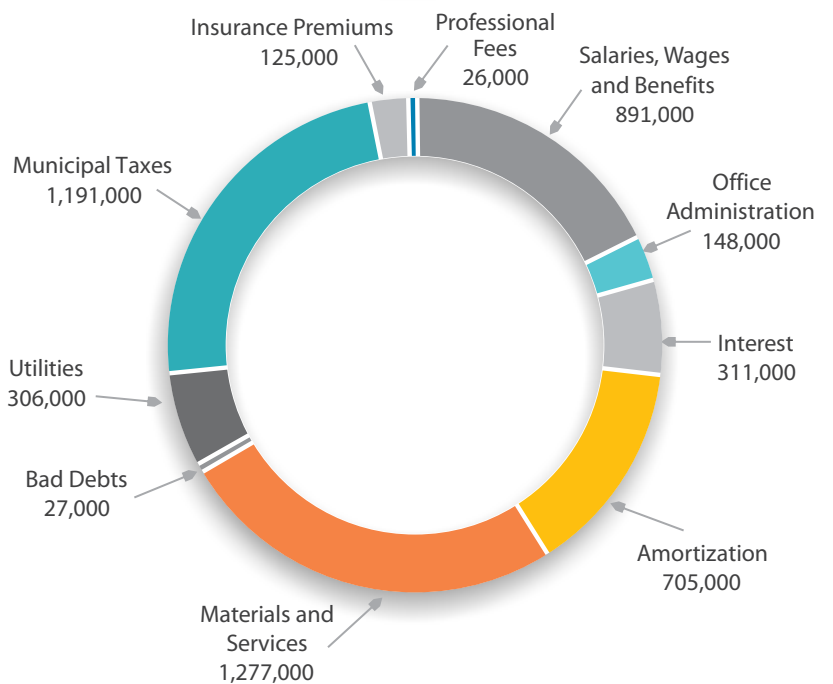
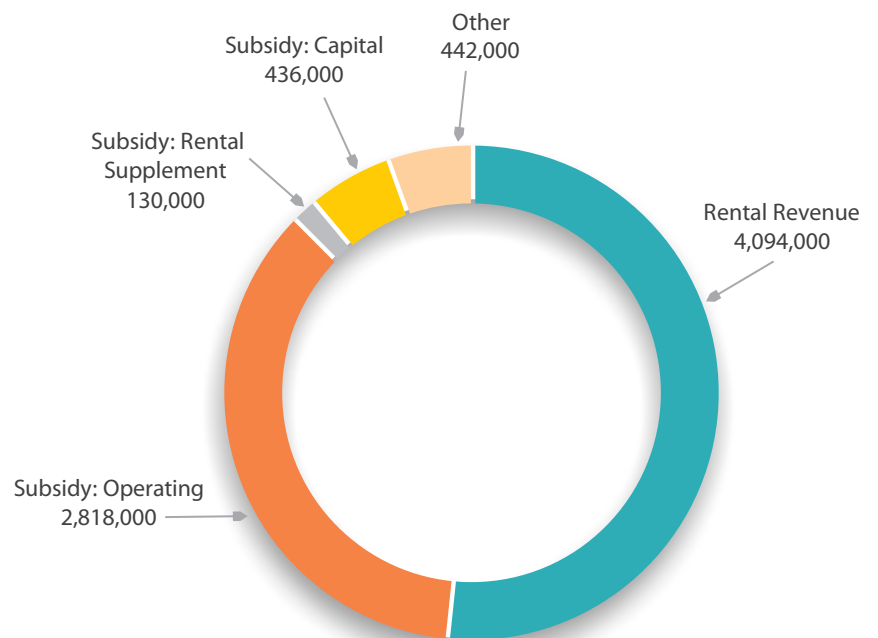
### 2021 NON-PROFIT FAMILIES REVENUE

**\$7,920,000**

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.

### 2021 NON-PROFIT FAMILIES EXPENDITURES

**\$5,007,000**



# STATEMENT

## Operations Public Housing

# 2021

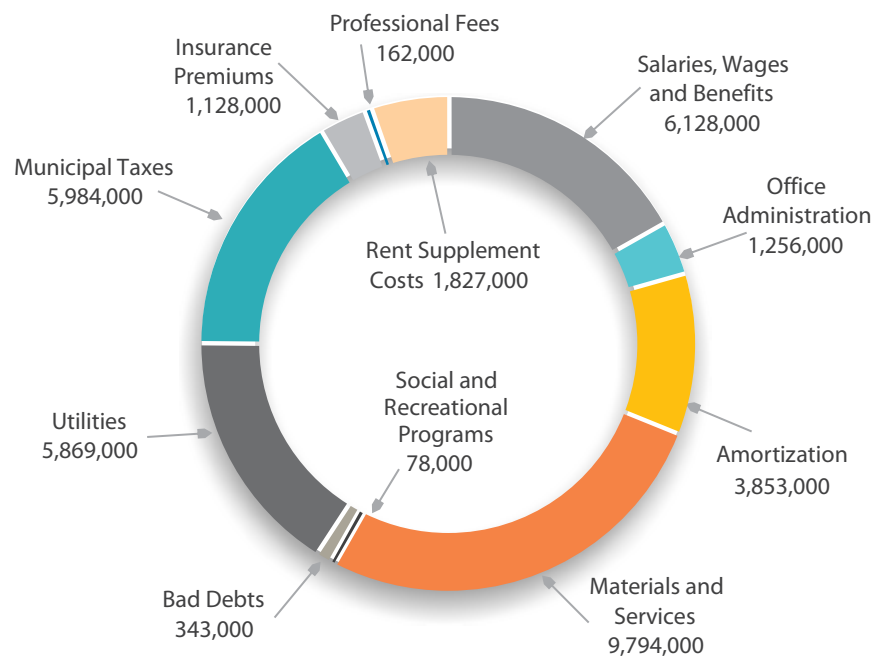
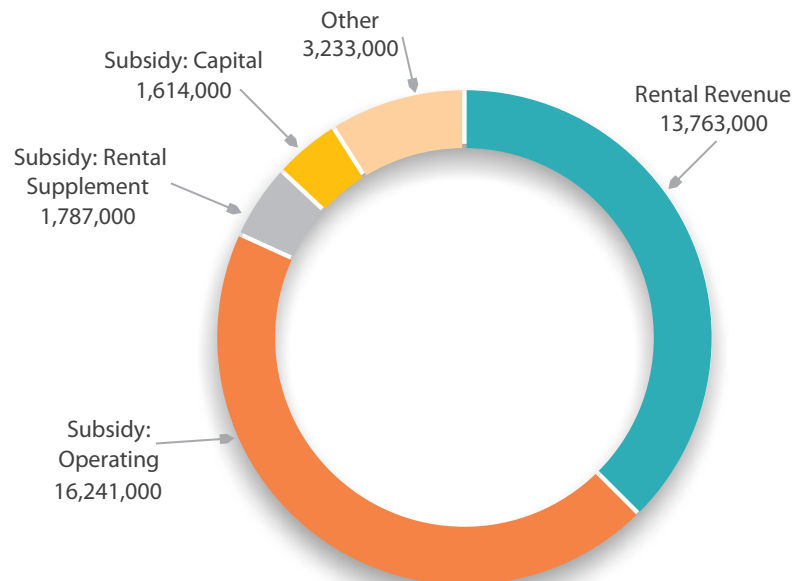
### 2021 PUBLIC HOUSING REVENUE

**\$36,638,000**

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

### 2021 PUBLIC HOUSING EXPENDITURES

**\$36,386,000**



WINDSOR ESSEX



# 2021 ANNUAL REPORT

## 2021 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.

### 2021 Service Awards



#### 40 YEARS OF SERVICE

Mary Lou Parks

#### 20 YEARS OF SERVICE

Cecilia Soumas  
Nancy Wightman

#### 15 YEARS OF SERVICE

Tara Grinage  
Kari Schofield

#### 10 YEARS OF SERVICE

Omar Herrera

#### 5 YEARS OF SERVICE

Kathryn Clarke  
Brian Davey  
David Ferguson  
David Ferranti  
Sandra Herrera  
Mohnad Nabhan  
Ami Patel  
Jose Serrano



### 2021 Retirement Congratulations

#### 39 YEARS OF SERVICE

Josephine Heuton

#### 33 YEARS OF SERVICE

Michael Morrison

#### 31 YEARS OF SERVICE

Marvin Marcotte

#### 14 YEARS OF SERVICE

Robert Buxbaum

## CONTACT

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