

2022 Annual Report

| Building a stronger
foundation



WINDSOR ESSEX



COMMUNITY HOUSING CORPORATION

www.wehc.com

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“

A twinkling star for all of us!! I learned last year that Cynthia Summers would be coming to Windsor as the new CEO of CHC. I had seen Cynthia in action vigorously supporting tenants at Toronto Community Housing, where I had lived. Windsor made a brilliant choice. She truly cares about tenants. I’m certain she will continue to make our communities even better places to live.

”

-Tenant

About this report

As you'll see throughout this annual report for the 2022-2023 fiscal year, Windsor Essex Community Housing Corporation (CHC) has been building a new foundation – one that is centred around tenant engagement, ensuring the right people are in the right roles to meet strategic objectives and better serve tenants, recruiting and retaining excellent staff, streamlining and modernizing processes, and expanding our portfolio of properties to provide an affordable, safe and quality home to more people in the community. As these four pillars are established, CHC will strengthen its role as a leader in non-profit housing within the Windsor Essex region.

This annual report showcases CHC's most notable achievements from the past year.

There's been a lot of buzz about our latest project, Meadowbrook Place – our first new build in more than 35 years. This new apartment complex boasts 145 units that appeal to a wide demographic of renters. It can truly be said that Meadowbrook has something for everyone.

Meadowbrook Place is also a Passive House development – the largest in Ontario, in fact. The development of a building that's environmentally-friendly, and has modern features like a recycled rain water system, make Meadowbrook Place an example of what's to come for affordable housing that balances environmental sustainability with affordability.

CHC's portfolio is significant. Projects like Meadowbrook have taken time, but we also focused on rapid housing initiatives to get people into homes quickly. CHC acquired several properties in 2022, either to build or renovate into beautiful new living spaces.

We also made great strides within our own corporate structure. We made changes in every department – from adding new staff to our teams, to streamlining processes related to finance, information and technology, and even in the ways we communicate on a daily basis.

At the core of everything we do is our tenants and building positive long-term relationships with the people living in our homes and communities. This past year started the process to strengthen an open-door policy to hear their concerns, solutions and new ideas for the future of CHC.



Message from the Chief Executive Officer:



I am honoured to have joined Windsor Essex Community Housing Corporation midway through 2022. My goal was to lay a new vision and foundation at CHC, centred around a positive work culture, tenant engagement, and valuable community partnerships. These core pillars will continue to help us build a better corporation and better communities for our tenants.

The past year has been a whirlwind for me – and very rewarding. What started as my 100-day plan was achieved in 45 days. It included many in-person discussions, an assessment of CHC's housing portfolio, and the establishment of a new organizational culture and staff recruitment strategy.

My first order of business as CEO was getting to know the incredible people working for CHC. I met with more than 100 staff members one-on-one to discuss their well-being and ideas for the organization.

This was my first step in building meaningful relationships and helping our staff feel engaged, supported and valued. Without them, we wouldn't be able to provide the valuable services we do to our more than 12,000 tenants across Windsor Essex.

I took this same approach with our tenants. In 2022, I attended many of our tenant-focused events, and toured several buildings. I met with tenants to address questions and concerns. Along the way, I listened, gathered feedback, and learned

from those living in our communities. As we build momentum in 2023 with additional long-term strategic planning initiatives, our tenants will be at the centre of that dialogue. I want them to have a seat at the decision-making table. The Board of Directors has supported this approach and created a new Tenant Services committee to reflect this commitment. With this collaborative approach, we will improve the overall tenant experience.

One of the more notable achievements in 2022 was the construction of Meadowbrook Place. This 145-unit, state-of-the-art building is also Ontario's largest Passive House, which means it is more energy efficient and greener than traditional buildings. It provides a sound long-term investment for CHC and is an excellent example of what sustainable, yet affordable, housing can look like, while addressing the need for more housing locally.

I'm proud of what the team has accomplished this past year and I am looking forward to seeing our vision for CHC continue to take shape. With the passion, expertise, and commitment of my team and the Board of Directors we are poised to make significant, positive strides on behalf of the tenants we serve.

A handwritten signature in blue ink, reading 'Cynthia Summers'.

Cynthia Summers, CEO

Message from the Board Chair:



The 2022-2023 fiscal year represented a season of change for the Windsor Essex Community Housing Corporation (CHC).

I was re-elected as Ward 2 councillor for the City of Windsor in 2022, and appointed to a leadership role as the CHC Board Chair for the 2022 to 2026 term. I've been excited to embark on this new governance journey with my Board colleagues.

Our Board welcomed CHC's new Chief Executive Officer Cynthia Summers in the last quarter of 2022. Cynthia brings with her a wealth of knowledge and experience from within the affordable housing sector. She shares our vision for a more tenant- and staff-focused culture at CHC, and has had the Board's full support and trust in implementing positive changes at CHC.

Our Board focused on a regeneration plan in 2022 – a strategic roadmap for the future of housing in Windsor Essex. It outlines how CHC can help tackle the housing crisis and seize funding opportunities to build more attainable housing. This work will feed into our next step of developing an overall corporate strategic plan to prioritize future endeavours.

We also continued to invest in new housing, while repairing and renewing our existing infrastructure. We received \$170 million in funding from all three levels of government in 2022, and leveraged this money to make much-needed capital repairs to our existing buildings.

CHC completed several rapid-build housing initiatives, investing in more than 30 new units in downtown Windsor. This investment will help some of the people on the waitlist for affordable housing in Windsor Essex find a place to call home.

Our most celebrated achievement in 2022 was the development of Meadowbrook Place, a new 145-unit apartment-style building that is also a Passive House. A mix of market rent, affordable and deeply affordable units makes Meadowbrook a place for everyone. As a Passive House, Meadowbrook will have lower utility costs than traditional buildings, which is great for our tenants. This style of building is also a more sustainable financial model for CHC. It costs less to operate, which allows us to save more money for long-term repairs.

Everyone on our Board is committed to helping address the housing shortage in our region. We have a solutions-oriented mindset that comes from a place of passion for helping others. I appreciate our collaborative Board and look forward to continuing this momentum in the coming year.

A handwritten signature in dark ink that reads "F. Costante".

Fabio Costante, Board Chair

About WECHC:

CHC is the leading affordable housing provider in Windsor Essex. Across the region, more than **12,000 people** are housed in a CHC property.

As a corporation, we maintain more than **4,700 units** that are affordable, deeply affordable and market rent.

CHC will soon add an additional **145 units** with the opening of Ontario's largest Passive House residential building – Meadowbrook Place. CHC takes a tenant-centric approach to provide exceptional service and homes that are safe, high-quality and well-maintained. Our corporation operates under the Ontario Housing Services Act and is governed by a Board of Directors comprised of housing industry experts and Council representatives from the City of Windsor and the County of Essex.

Portfolio at a glance:

4,700 units

- 4,220 in Windsor
- 480 in Essex County
- 732 buildings
(high rise, low rise, townhouses, rowhouses, detached homes)
- 3.7 million sq. ft
in residential space

Mission:

CHC provides well-maintained, safe and affordable community housing in a respectful and 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.

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 mission and values.

We will make a difference.



Executive Management Team:

Cynthia Summers, CEO

Charles Janisse, Chief Financial Officer

Jeff Belanger, Chief Housing
Infrastructure Officer

Jay Shanmugam, Chief Development
and Regeneration Officer

Nolan Goyette, Chief Tenant Services
Officer

Danielle Bombardier, Director,
People and Culture

Beverly Throsel, Manager, Executive
Operations

Danielle Friest, Director of
Communications and Media Relations

Board Executive:

Councillor Fabio Costante, Board Chair **Marina Clemens**, Board Treasurer, **Deputy Mayor Joe Bachetti**, Board Secretary

Board of Directors:

Councillor Kieran McKenzie, Board
Director

Mayor Sherry Bondy, Board Director

Ann Paul, Board Director

Kathleen Hay, Board Director

Rio Anzolin, Board Director

Shelly Anne Lucier, Board Director

Linda Coltman, Board Director

THE TENANT EXPERIENCE:

Putting those we serve at the centre of all we do

Keeping our sense of community strong: community relations, community development and engagement

At CHC, it's important to us that our tenants have ways to voice concerns and are provided with the resources they need to help solve tenant disagreements and issues.

Our Community Relations Department has six full-time staff with expertise in social work and psychology who meet with tenants, provide helpful resources, and proactively identify issues that may arise in CHC communities. They also develop programs and partnerships that promote healthy environments within our communities.

This not only helps keep our communities safe, but it helps our staff build trust and rapport with our tenants. They know when they need us, we will be there.

Part of this role is having staff available in community spaces to meet with tenants. Our staff visit five family communities and five senior residences.

On average, our staff meet with **1,800 to 2,400 tenants per month** to help with the following:

- Intervention, resolution and appeals in tenant disputes
- Meeting with tenants if their tenancy is at risk
- Assisting with transfer requests as per CHC policy guidelines
- Helping tenants with written requests/concerns, or assisting with general paperwork
- Referrals and advocacy for tenants

In the 2022-2023 fiscal year, our department also offered important community programming to support healthy living and socialization among our tenants. These activities and events make a real difference in the vitality of our communities, and provide our tenants with ways to stay active, get to know their neighbours, and help to bring important services to the people, rather than people needing to find their own ways to access services. These services included:

- Vaccine and booster clinics for COVID-19 and the flu shot, as well as medical mobile clinics with nurse practitioners and health fairs, serving hundreds of tenants.
- Free tax preparation program at senior communities helping nearly 2,000 tenants.

Feeding Windsor – Addressing food security for various communities

Our new partnership with Feeding Windsor has had an incredible impact on our communities. Our programming provides food and necessities to people in some of our CHC buildings.

Feeding Windsor is our food service provider for the Supportive Housing Model at Chateau Masson, where they serve all residents three meals a day plus snacks.

Post COVID-19, the organization has also re-opened “The Lighthouse” at our 333 Glengarry property, where they serve more than of 100 people a day with coffee, toast with peanut butter, and other snacks.

In terms of yearly programming, Feeding Windsor also offers:

- Senior breakfast, lunch and dinner clubs
- The Food Pantry at 395 University serving hundreds of people per week
- More than 100 school soup and sandwich clubs for students held throughout the school year
- Learning opportunities for tenants to build different skills and provision of computers in certain locations for tenants to access to the internet.

Community Development and Engagement Projects at various communities: Creating a sense of belonging

In various local communities, we offer programs that are fun, bring people together and allow tenants to contribute and celebrate with others. In 2022, these included:

- After school youth programming including homework help, crafts and activities for more than 1000 kids
- Spring clean-up, community gardens, gardening clubs and Earth Day events that attracted 2,000 people from all of our communities
- Fall and Halloween parties, community decoration and costume contests for 5,000 tenants
- Summer barbecues, bake sales and pancake breakfasts that fed 5,800 tenants
- Holiday open houses and dinners for 2,000 tenants
- Seniors’ activities like Bingo, knitting groups and exercise clubs that brought together 4,000 of our seniors for socializing
- Meet and greets with CHC staff, formation of tenant committees to chat with 3,000 of our tenants
- Back to school parties and haircuts for 1,000 kids

We held more than 350 events and initiatives with a total of 23,000 participants throughout the year. Many of the community engagement events can bring in more than 200 people, especially in our family areas and large senior buildings.

Summer Recreation Program 2022: Reaching more than 800 of our kids

CHC's annual summer recreation program is a huge hit with our tenants. It's a great opportunity for kids living in our communities to participate in summer camp. CHC receives incredible support from the City of Windsor and Pathways to Potential and the Canada Summer Jobs program to provide this opportunity to more than 800 kids.

Our summer camp takes kids to places like Adventure Bay, Seacliff Park, the movie theatre, the University Science Centre and to local swimming areas. Our young staff are enthusiastic and help mentor our summer camp kids, and throughout the summer, they build great relationships.

CHC has run the summer recreation program from July to the end of August for 30 years. We value our communities, especially our most vulnerable tenants, the children.

New Partnerships

Much of the important community work we do at CHC couldn't happen without key partnerships within Windsor and Essex. In 2022-2023, we built several new relationships and continued other valuable collaborative relationships with the following organizations:

- New Beginnings - youth programming
- Family Navigator – providing referrals and family support
- MMS - medical mobile unit
- Expansion of Partnership with the CRA volunteer tax program
- Continued partnership with the University of Windsor School of Social Work
- AYM - Advocating Young Minds
- OPHI - Ontario Youth supports partnership with family services
- Feeding Windsor
- Windsor Fire and Rescue services
- Windsor Police Services
- Crime Stoppers

“ ‘Thank you , thank you , thank you.’ I have a sign on my office door from a child whose family I helped. She wrote ‘thank you to housing’ in multiple languages. She said thanks for freeing her from the horrible violent situation she was in. I keep the sign to remind me my hard work and belief in her is not in vain. She is now a young woman, free from violence and poverty. ”

-Staff

Tenant Services Portfolio: A new focus on customer service and the tenant experience

In 2022, the Operations and Corporate Services portfolios were reorganized to create the Tenant Services portfolio. This reorganization amalgamated district managers with community relations workers, and was spearheaded by CHC's new Chief Tenant Services Officer. This reorganization has brought with it a new focus on customer service and tenant experience, and brought forth changes in staffing, along with redefining and optimizing internal processes.

This change has really improved our engagement with tenants. As of 2023, **83%** of our tenants are in good standing, up from 73% in 2021. In 2022, CHC filed for 49 evictions, six of which were later cancelled. Overall, eviction rates are down 18% from 2021. Over the past year, 222 applications were filed to the Landlord Tenant Board, up slightly from 184 in 2021.

Additionally, our department completed **8,696** internal work orders and **7,938** external work orders, similar numbers from 2021.

	2021	2022
RGI Turnover	303	405
RGI Total	3877	3877
RGI Turnover Rate	8%	10%
Market Turnover	56	102
Market Total	825	825
Market Turnover Rate	7%	12%
Over Housed	66	61
Internal Transfers	122	141

HOUSING OUR TENANTS:

More homes for those who need it most

Centralized Housing Registry Office 2022 – Windsor Essex: personal service, collaboration and partnership

CHC administers the centralized waitlist, a list for individuals or households seeking subsidized housing, function on behalf of the Service Manager, thorough the Central Housing Registry office for Windsor Essex County (CHR-WEC).

Many of our tenants appreciate in-person service, especially after two years of virtual appointments due to COVID-19. Over the past year, staff prioritized personal customer service to clients visiting the office. This supports CHC's efforts to improve the tenant experience, and it gives our staff a true understanding of the number of families, seniors and at-risk populations waiting for housing in Windsor Essex. It shines a light on the need for us to do more.

Additionally, CHR-WEC office staff collaborated and partnered with other Windsor Essex agencies and housing providers, all working to support access to housing, by delivering housing benefits, and rent supplement programs to as many clients as possible.

Office staff participated in two housing fairs held at the Homelessness and Housing Hub in June and October. Additionally, one of our staff served as a resource panelist for a "Strategies on Securing Affordable Housing" webinar presented by Allies for Refugee Integration, and as a council member for the Windsor Essex Local Integration Partnership – an assembly of stakeholders working on creating a welcoming community of newcomers to Windsor Essex.

Year in review – Numbers continue to grow:

Application Numbers

- The centralized waitlist had an 8% increase over 2021, jumping from 5,985 to 6,491.
 - 67 SPP/PI applicants: Individuals with special priority status – survivors of domestic violence or human trafficking who rank first on CHR waitlist
 - 524 PII applicants: Individuals who are eligible for rent geared to income and are experiencing homelessness, are at risk of homelessness or living in inadequate housing
 - 5,900 chronological applicants: Individuals who will be chosen from the waitlist based on the date their application was received

Numbers of those housed in 2022

- 576 people moved into rent-geared to income (RGI) units:
 - 146 were seniors, adults and families
 - 127 were special priority: survivors of domestic abuse and/or human trafficking
 - 303 were priority: homeless or at greater risk of homelessness



people moved into rent-geared-to-income (RGI) units:

146

seniors, adults
and families



127

survivors of
domestic abuse
and/or human
trafficking

303

homeless or at
greater risk of
homelessness

Canada Ontario Housing Benefit (COHB) helping more low-income households

New in 2020, the Government of Canada introduced the Canada Ontario Housing Benefit (COHB). It is a joint federal-provincial housing allowance program providing an income-tested, portable housing benefit payment (PHB) to low-income households. Unlike other forms of housing benefit, the COHB is attached to a person or a household, and not to a specific address or housing unit.

In Windsor Essex, 485 households currently receive the COHB, which breaks down as follows.

- 239 were new in 2022;
- Average monthly benefit: \$395.96
- Total monthly CHOB allowance: \$87,465.18, for a total annual allocation of \$1,228,600

For comparison, In 2021 257 COHB payments were administered and households received an average monthly benefit of \$308.00.

The Ministry of Municipal Affairs and Housing (MMAH) recently announced Windsor Essex's planned funding allocation for the 2023-24 program year in the amount of \$874,100; estimating Windsor Essex's ability to assist between 144 and 176 new applicant households in the 2023/2024 fiscal year.

Windsor Essex Housing Benefit helps 46 more vulnerable tenants

The Windsor Essex Housing Benefit (WEHB) is a housing allowance designed to support vulnerable households and is an alternative to waiting for rent geared to income (RGI) units. In 2022, there were 46 recipients of WEHB, with an average monthly benefit of \$414.00.

Compared to 2021, by year end there were 51 recipients in Windsor Essex County, with an average monthly benefit of \$317.00.

HOUSING DEVELOPMENT

Diversifying our Housing Portfolio

At CHC we understand the need for affordable, attainable housing will only continue to grow. In the last fiscal year, we took action to address the housing shortage in Windsor Essex in a number of ways. First, our large-scale development Meadowbrook Place is nearing completion and will offer 145 brand new affordable and energy-efficient units to house hundreds of people in Windsor Essex. Second, we diversified our portfolio with rapid-housing investments that help some of the most vulnerable people on the waitlist find a place to call home. Third, we made progress to maintain our current portfolio to a high standard of living, so our current tenants live in homes that are safe and taken care of.

2022-2023 was an exciting year for us related to properties. CHC acquired five new properties – some of which will be new builds or renovated spaces tenants will be proud to move into and live in long-term.

- Meadowbrook Place
- Daytona, Northway, Wyandotte
- Ouellette
- Crawford
- Queen



Meadowbrook Place: CHC's first build in 35 years

CHC's newest mixed-income affordable housing development in east Windsor is a ground-breaking project that has received support from all three levels of government and was developed in partnership with other local housing stakeholders. It's intended to operate without requiring any additional operating subsidy and is Ontario's largest Passive House building.

Passive House designation means it was built with energy-efficiency in mind. It's more than 40% more energy efficient than a traditional apartment building, incorporates features like toilets that flush using a rainwater collection system, thicker insulation and higher quality windows. This will result in lower utility bills for tenants, and a better model for sustainability for CHC.



Meadowbrook Place Unit Breakdown

145
units

69
market
rent

76
affordable
housing

Of the 145 units, 69 are market rent and 76 are affordable housing options. Meadowbrook offers bachelor, one, two and three-bedroom units, with 46 specially designed barrier-free units for accessibility and to meet the needs of an aging population and others with mobility challenges.

CHC has been proud to partner with Community Living Windsor Essex, Hiatus House and Family Services Windsor Essex to ensure this building meets community needs.

Work on Meadowbrook Place began in 2020. In 2022, the Meadowbrook project forged on, despite some residual challenges from the COVID-19 pandemic, including access to skilled labour and supply chain shortages. At the peak of construction, the site employed more than 55 workers.

Once completed in mid-2023, Meadowbrook Place will foster a sense of community, inclusivity and diversity, and above all, offer tenants of all incomes a new and modern place to call home.



Three properties acquired through Social Services Relief Fund: Daytona, Northway, Wyandotte

CHC acquired three properties through the Social Services Relief Fund (SSRF): **2128 Daytona**, **1756 Northway** and **7365 Wyandotte**. The City of Windsor approached CHC with this funding opportunity. With a quick turnaround time, CHC jumped at the chance to leverage this funding and invest in new properties.

All of these buildings required similar work. We received funding to complete mechanical upgrades, including air conditioning and heating systems, new hot water tanks, and sidewalk repairs.

At **7365 Wyandotte**, all of the of the balconies were repaired, along with the front and rear entrance porches and canopies. As well, we fixed up the common areas with new paint, improved ventilation and laundry room improvements, and flooring. All of these small, everyday improvements have a big impact on our tenants' quality of life and enhance the curb appeal at our properties.



7365 Wyandotte St. E
Windsor, ON

15 new units coming to Windsor Essex: 1106 Ouellette

One of CHC's latest investments is helping address at-risk populations by offering five rent-geared-to-income suites to assist individuals at risk of homeless, along with 10 affordable suites.

CHC purchased **1106 Ouellette** Avenue from Hotel Dieu Grace through the Ontario Priorities Housing Initiatives (OPHI) and Canada Ontario Community Housing Initiative (COCHI) funding stream. This two-story building was previously a medical building containing seven doctor's offices.

New affordable housing for youth at risk of homelessness: Crawford

CHC's new **Crawford St** development is located in the west end of the City of Windsor. This building is another example of how we are addressing the need to house at-risk people. The City transferred the property to CHC with the intention of developing much-needed housing for youth at risk of homelessness. It was facilitated through the Rapid Housing Initiative. Construction began in April of 2022 and was completed in just six months, with the CHC team working hard to keep the project on time and within budget.

Crawford has four apartment units with a total of 15 bedrooms to house youth between 16 and 24 years old. Day-to-day operation is managed through Family Services Windsor-Essex.



New housing coming for women and children fleeing domestic violence

Providing housing for people of all backgrounds is a priority for CHC. In 2022, the corporation received funding through the Rapid Housing Initiative to build 12 new units, with at least one being accessible and the others having a minimum of two bedrooms. These units are earmarked to provide housing to women and children fleeing domestic violence. This project is now underway with completion expected in July 2023.

Revitalizing a derelict property: Queen

CHC took possession of a derelict property on Queen Street in 2022. The City of Windsor transferred this abandoned structure to WECHC. Using funds from the Social Services Relief Fund, CHC is committed to developing at least three units on this property. Planning work is currently underway and demolition of the existing abandoned building took place in early 2023.

Capital Project Highlights

In the 2022-2023 fiscal year, we invested \$4.8 million through our capital budget. The following are a few key highlights.

➤ **Deep energy retrofit at 255 Riverside**

More and more, increasing the energy efficiency of our properties has become a higher priority, not only from a cost savings perspective, but also to reduce greenhouse gas emissions and to do our part to support the City's sustainability targets.

At Riverside, we installed new doors and windows, replaced window air conditioner units with safer and more efficient ones, and began work on balcony repairs, that include waterproofing and new railings, and enhancing the insulation on exterior walls by over-cladding the building.

➤ **Campbell Cottage: Electrical rehabilitation**

Based on a recent report from the Electrical Safety Authority, the 11 buildings at the Campbell site were in need of significant electrical upgrades. In 2022, we invested \$120,000 for electrical rehabilitation in these buildings.

➤ **165 Talbot: Exterior lighting upgrade \$120,000**

➤ **415 University: Approximately \$1 million invested to upgrade and modernize the building**



Elevator
modernization
\$217,000



Flat roof
replacement
\$425,000



Increased the sense of
safety and security with
cameras and security
buttons in public spaces
\$50,000



Electrical upgrades
throughout the
building, including the
main switchboard and
distribution panels
\$215,000



More efficient
lighting
improvements
\$42,000



New
interphone
system
\$18,000



Replace fire
alarm system
\$34,000



INTERNAL OPERATIONS: Focus on people and modernization

People and culture: Strengthening our structure. Supporting our people.

Through the leadership of the new CEO, 2022 was transformative for CHC. A people and tenant-focused approach meant increased efforts for employee recruitment and retention, and further supports for staff teams to improve tenant services.

We developed and implemented a modernized organizational chart with a new reporting structure to improve communications and how we serve tenants. We added several new roles in areas such as tenant services, human resources, communications and compliance to ensure we have the in-house talent we need.

The Human Resources department also implemented a new employee recruitment approach, intended to attract the best and brightest in the affordable housing sector to CHC. It worked. With a modest investment in modern recruiting software, CHC was able to hire several great new team members in executive positions to lead our organization forward. As CHC continues to grow, this software will allow us to target certain industries and regions to hire the right people for the job.

In terms of employee development, staff participated in various learning initiatives and training opportunities in areas that impact the majority of employees and, more important, allow us to better serve our tenants and internal clients (employees).

At CHC, staff are always looking to expand skillsets and take opportunities to learn and ensure we keep up in a sector that is always growing and changing. Some of these development opportunities included:

- ASSIST (Applied Suicide Intervention Skills Training)
- Performance Management
- Justice, Equity, Diversity and Inclusion

Enhancing CHC's online presence

Finally, CHC recognized that in order to be a leader in housing, we need to have more visibility with partners and the community and a greater presence on social media. We've enhanced our use of both LinkedIn and Twitter to tell the story of how CHC is both a great place to work and how we are taking action to address the local housing crisis, through projects like Meadowbrook Place and others. We look forward to further strengthening our voice on these channels and demonstrating the role we play as an important neighbour and partner in Windsor Essex.

Streamlining the finance and IT departments

CHC is taking a close look at how processes and services can be streamlined and modernized to provide better client service, and to make things simpler and more efficient for staff. We're excited to have made some successful changes in the finance department (Hurray for less paper!) that's environmentally conscious and just makes sense.

Along with eliminating all paper files and records, and putting in place new policies and procedures to enhance workflow, CHC's finance department also revised its budget process in 2022 to impact a number of functions:

- Supporting district-based budgeting and better budget allocation for future tracking and key performance indicators.
- Allowing for electronic fund transfers up of to \$50,000. Electronic transfers are more efficient and accurate, provide quicker payments to vendors, and are safer than other methods of payment, with less risk of fraud.
- Improving timely and accurate financial reporting.

Adapting to the hybrid work model

At CHC, we are embracing remote work, and a hybrid model for our employees. In Ontario, an estimated 30% of people are now working from home some of the time. This brings with it a lot of benefits for our staff – a better work-life balance, and the ability to schedule their days in a way that works for their lives. It also brings with it a new set of challenges. At CHC, we've made some changes in our IT department to meet the needs of our employees, while keeping our information and data safe.

- Almost all of CHC staff now have laptop computers, allowing them to work remotely and securely access company data while away from the office. This has improved overall security, how we serve our tenants and staff engagement.
- CHC implemented a Mobile Device Management program for company cell phones, helping the corporation better manage its mobile devices, and improving security and privacy.
- Collaboration improved through the use of Microsoft Teams for virtual meetings.
- More of CHC's systems have been moved to Cloud software. This improves access for remote work, and reduces risks of losing data associated with using outdated operating systems. This is a foundation for more Cloud-based systems that will allow for better access and improved tenant services in the future.

Continuous improvement to asset and project management: Building repair, renewal and regeneration

To continue to provide as much housing as possible and increase our portfolio, it is critical that we continually plan for and monitor our properties to ensure that they are kept in a good state of repair, and that any needed maintenance and capital repairs are completed in a timely manner.

Over time, CHC has become a larger and more complex organization. Renewal and repair is also costing more money than we have spent in decades, and it is critical that our efforts are transparent to our funders, tenants, community, taxpayers and shareholders.

Implementing effective project management practices and structures ensure we do the right things, at the right time, in the right way, for the right cost. It means we can be more efficient, minimize risk, and increase the likelihood of success in achieving our goals.

Since 2019, CHC has made significant progress in improving our Project Management Policy and Procedure, tracking and budgeting. We have increased our internal skillsets related to asset management and we have established a Project Management Office model, with a Workbook for staff to ensure consistency in approach and adherence to best practice for every project, every time.

In 2022, CHC retained a consultant to complete the design and manage the phases to establish a Project Management Office (PMO) for CHC. The goal is to create an interactive database to gather and present consistent and accurate reports, information to guide decisions for project management. We now have a workplan in place. The remaining phases will be completed early in the new fiscal year.

Procurement, Contracts, and Risk Management

As the fourth largest housing provider in Ontario, with more than 700 buildings in our portfolio, effective management of our procurement practices is critical, to ensure we practice efficient and effective sourcing strategies and competitive bidding for all projects. In 2022, we awarded several key service contracts to help meet our needs. These included:

- Fire safety inspections and monitoring services
- Mechanical services – preventative maintenance
- Grass cutting
- Janitorial services
- Integrated pest management

CHC is also a member in three group buying programs to ensure we achieve greater cost savings when sourcing materials.

As we move into the next fiscal year, we will focus on tracking loss for the organization to find opportunities to reduce and mitigate their impact. We will also work with key stakeholders to shorten times between tenants to restore units to rent-ready conditions. Further, we are prioritizing staff development and pursuing certified buyer designations; reviewing and updating our procurement policy and procedures and transitioning the organization to a fit-for-purpose e-bidding and contract lifecycle management (CLM) platform.

“

We would like to thank you from our hearts for your organization. We are truly grateful for what you have done for our family. THANK YOU are two very small words which seems not enough to express our GRATITUDE for your help, kindness and patience.

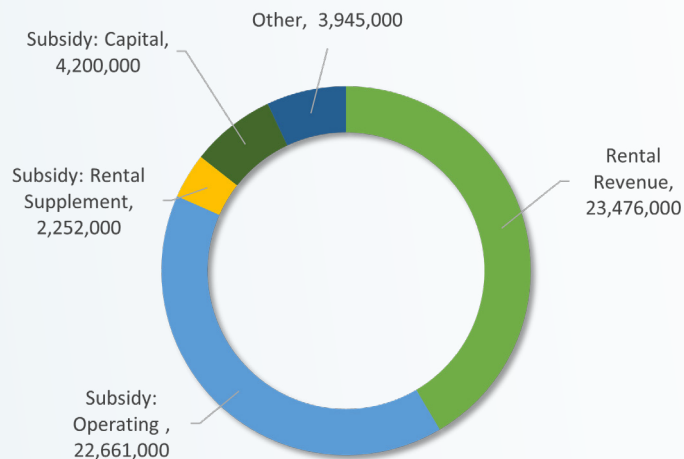
-Tenant

”

STATEMENTS:

Consolidated Financial Statements

2022 Consolidated Revenue \$56,534,000

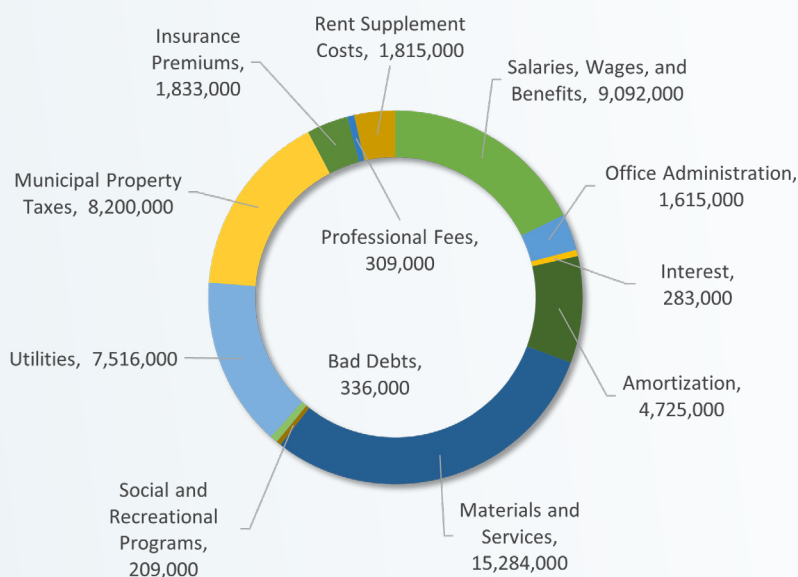


TOTAL: \$56,534,000

Including:

\$23.5 million in Rental Revenues
\$22.7 million in Operating Subsidies
\$2.3 million in Rental Supplement Subsidies
\$4.2 million in Capital Subsidies
\$3.9 million in Other Revenues

2022 Consolidated Expenditures \$51,217,000



TOTAL: \$51,217,000

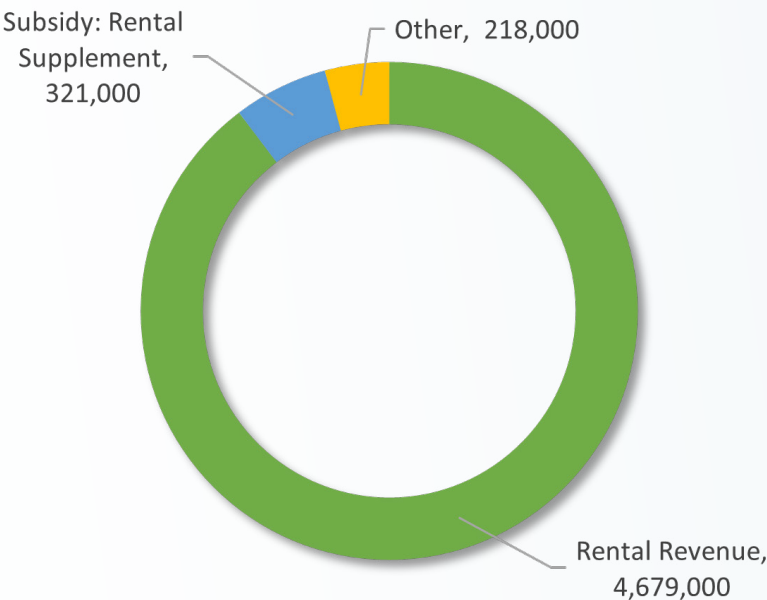
Including:

\$15.3 million in Materials and Services
\$8.2 million in Municipal Property Taxes
\$9.1 million in Salaries, Wages and Benefits
\$7.5 million in Utilities
\$1.6 million in Office Administration
\$1.8 million in Insurance Premiums

STATEMENTS:

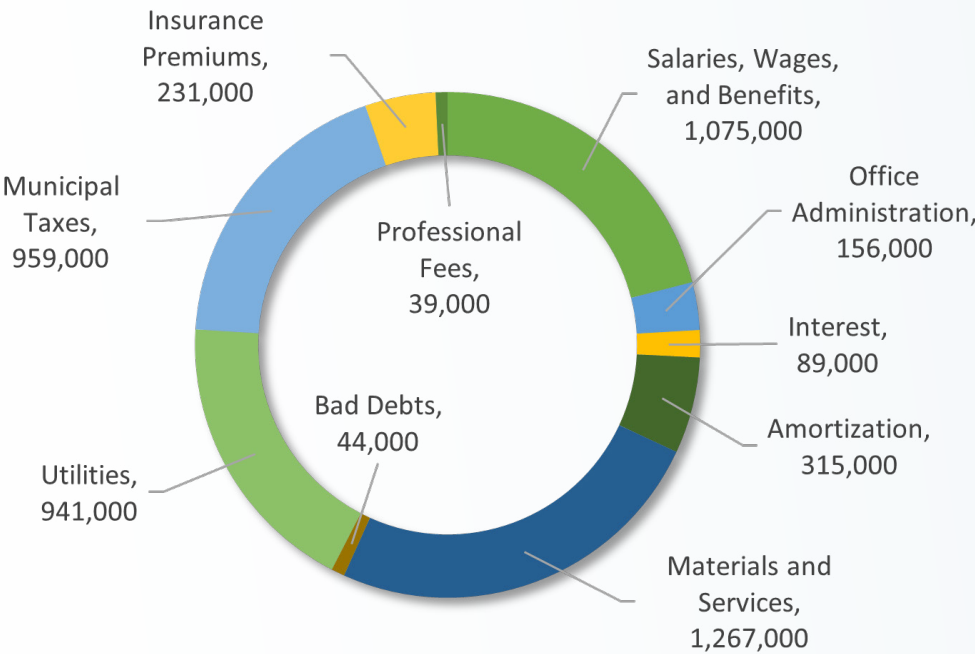
Operations Non-Profit Seniors

2022 Non-Profit Seniors Revenue \$5,218,000



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.

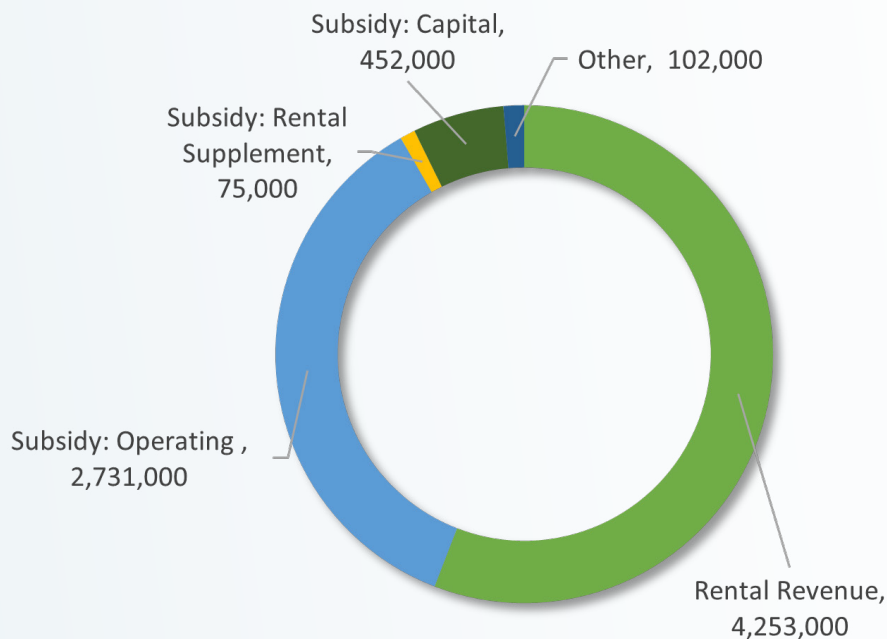
2022 Non-Profit Seniors Expenditures \$5,116,000



STATEMENTS:

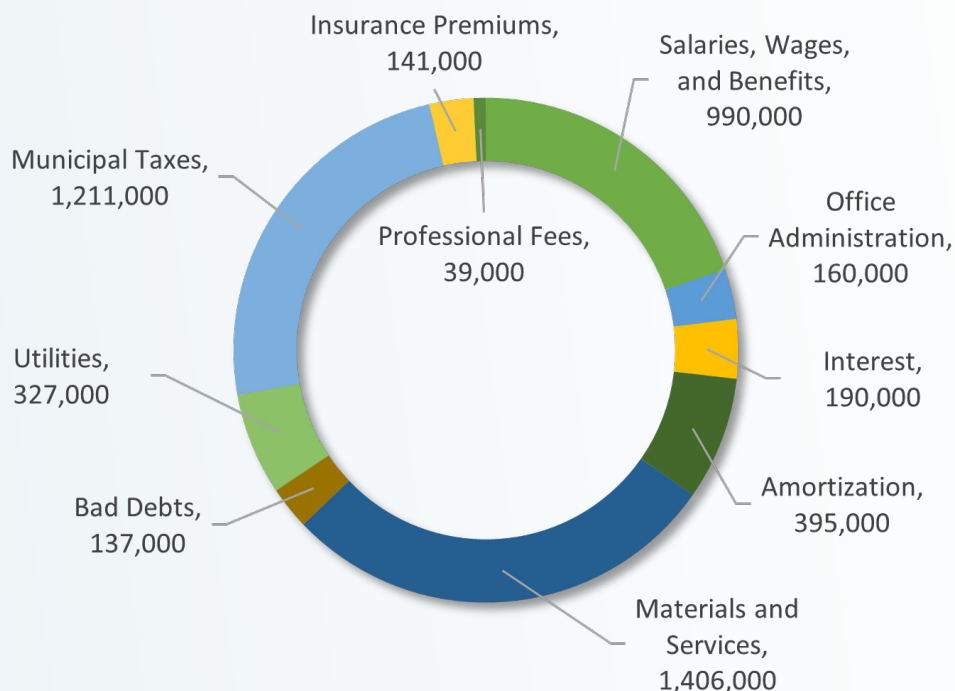
Operations Non-Profit Families

2022 Non-Profit Families Revenue \$7,613,000



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 Housing Services Act (HSA) subsidy formula.

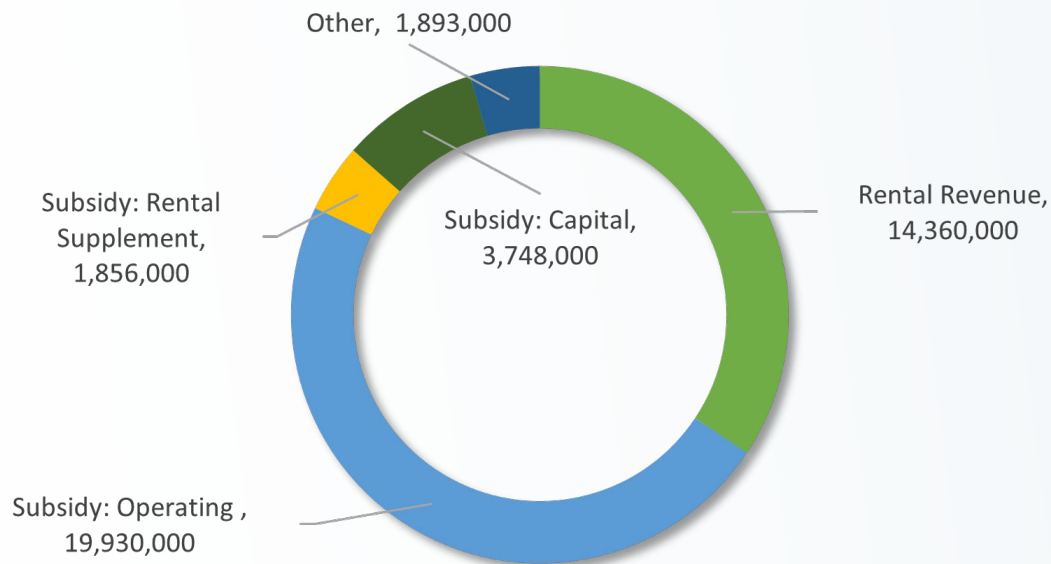
2022 Non-Profit Families Expenditures \$4,996,000



STATEMENTS:

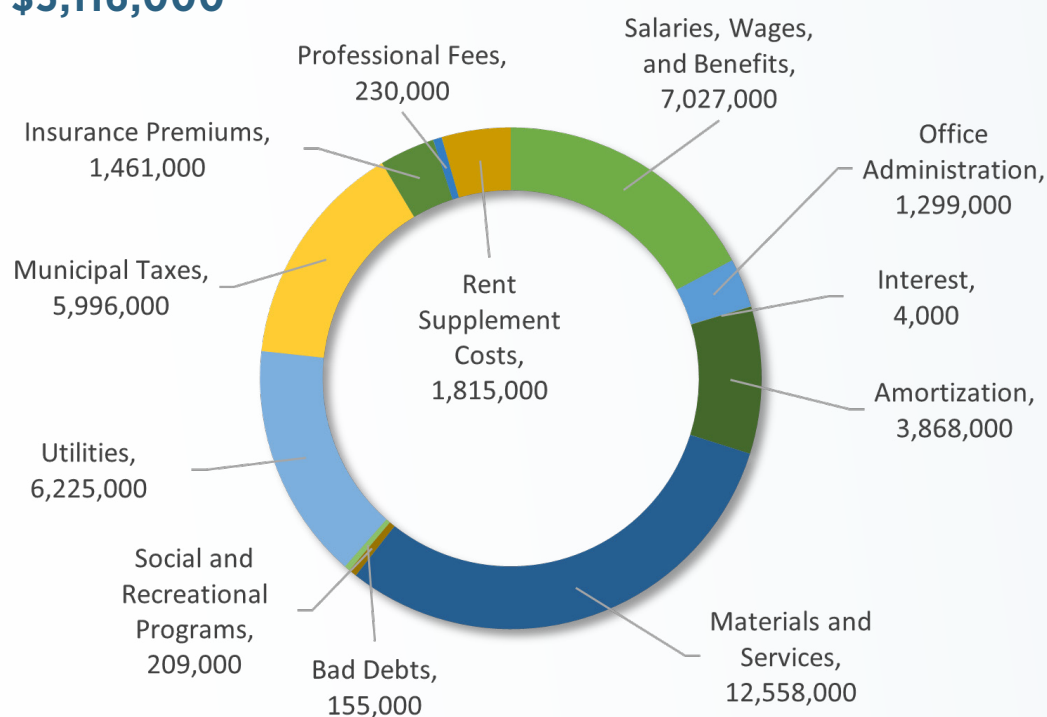
Operations Public Housing

2022 Public Housing Revenue \$5,218,000



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

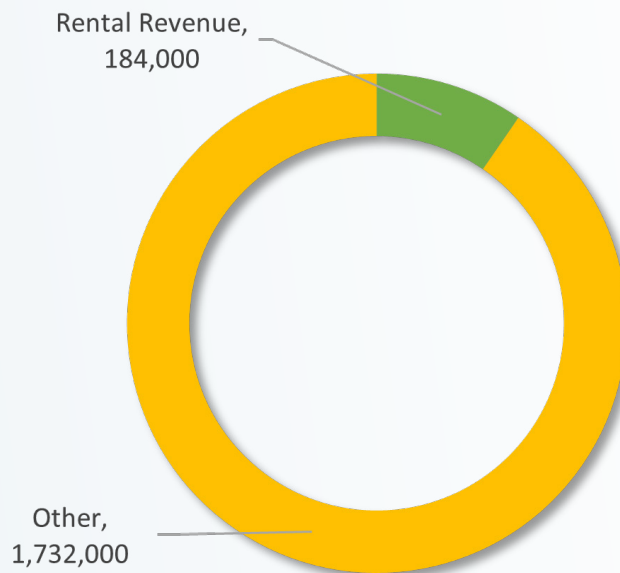
2022 Public Housing Expenditures \$5,116,000



STATEMENTS:

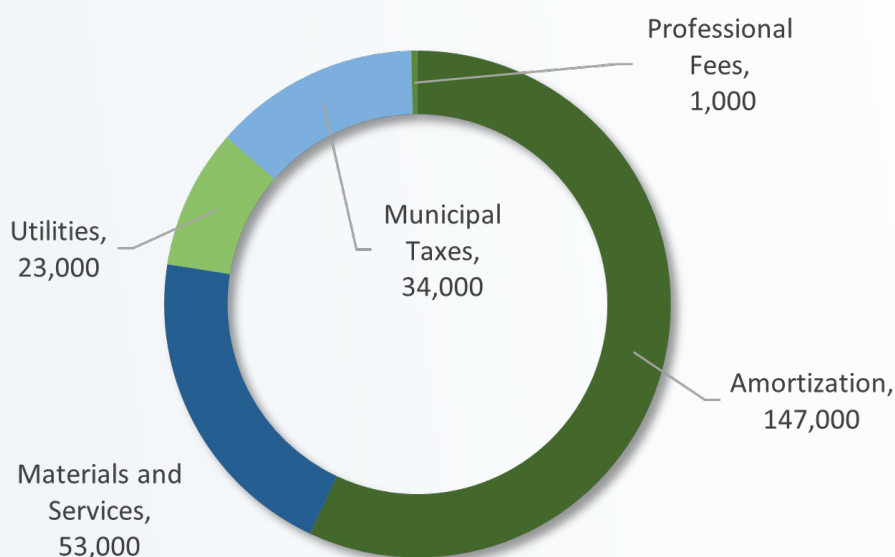
Operations Affordable Housing

2022 Affordable Housing Revenue \$1,916,000



The **Affordable Housing** program provides a mix of affordable market and market rentals. Capital funding to acquire new properties in this program was provided through various levels of government. However, the operational costs for this program are self funded, without reliance on additional funding from any level of government.

2022 Affordable Housing Expenditures \$258,000





Contact



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