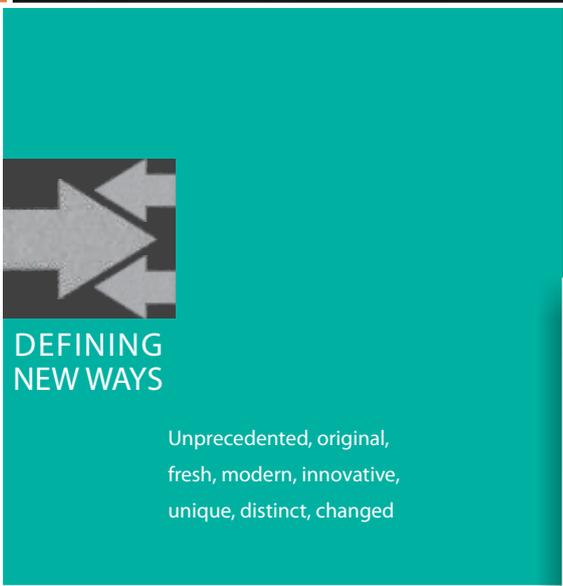


WINDSOR ESSEX



COMMUNITY HOUSING CORPORATION

A teal-colored rectangular box with a white border. In the top-left corner, there is a small square containing three grey arrows pointing to the right. Below the arrows, the text 'DEFINING NEW WAYS' is written in white, all-caps, sans-serif font. Further down, a list of adjectives is presented in a smaller, white, lowercase, sans-serif font.

DEFINING  
NEW WAYS

Unprecedented, original,  
fresh, modern, innovative,  
unique, distinct, changed

ANNUAL 2018

# REPORT

Strategic Performance and Organizational Highlights

# TABLE OF CONTENTS

MESSAGE FROM THE CHAIR AND CEO	3
ABOUT WINDSOR ESSEX CHC	4 - 5
DEFINING CHC	6 - 7
CUSTOMER SERVICE	8 - 9
IMPACTS / PERFORMANCE	10
STATEMENT OF CONSOLIDATED OPERATIONS 2018	11
STATEMENT OF OPERATIONS NON-PROFIT SENIOR 2018	12
STATEMENT OF OPERATIONS NON-PROFIT FAMILY 2018	13
STATEMENT OF OPERATIONS PUBLIC HOUSING 2018	14
CHC EMPLOYEE AND BOARD RECOGNITION	15

CHC Corporate Services welcomes feedback on this report. To request this report in other formats such as larger print, please contact our Customer Service Messaging Line at 519-254-1681 extension 3030 or email [info@wechc.com](mailto:info@wechc.com)

## MESSAGE FROM THE CHAIR, MARINA CLEMENS

I am pleased to submit the **2018 Windsor Essex Community Housing Corporation (CHC) Annual Report** to the Shareholder on behalf of CHC. We are committed to providing safe and well-maintained homes within Windsor and Essex County. This means sourcing investments that keep units in good repair, working together with our community partners and agencies to enhance community safety, assisting residents in becoming more involved in their communities and being accountable as Windsor and Essex County's largest affordable housing provider.

2018 has presented many highlights and challenges for our Board and staff. We are at a turning point in our organization, especially in light of aging stock. We laid out priorities in a 15-year plan for the Regeneration of our buildings. This included how to: reposition our housing stock to meet current and future housing demands; handle an ever-growing waiting list for both subsidized and affordable units; work together to reduce homelessness; manage and refurbish units; utilize our capital assets and to engage and empower present and future residents, to choose CHC buildings and call them home. This plan is a strategic road map that will reposition our assets and business activities over the next 15 years.

This is a shared, ongoing journey that requires continuous dialogue between the board, staff, residents and the city of Windsor and county of Essex as our shareholder. I thank CHC executive management team and all staff who work diligently to provide affordable, quality housing to our residents.

The current boards' terms were up in December of 2018. Thank you to our Board members for their commitment to CHC over the past four years.

It has been an honour to serve as the Board Chair over the past four years and to work side by side with the board, CHC staff and our CEO, that every day says a resounding "YES" to their individual work positions. I extend a sincere thank you to the Service Manager and her team who always find ways to reach a common goal to enhance the lives of people trying to secure affordable, accessible and inclusive units within both the city and the county.

## MESSAGE FROM THE CHIEF EXECUTIVE OFFICER JIM STEELE

This 2018 Annual Report highlights CHC's demonstrated resilience amidst a harsh operating environment and period of significant change. The physical assets built five decades ago no longer meet the requirements of today's applicants or residents. Our housing is ageing, and this has resulted in the deterioration of our physical assets. There is an increase in our Facility Condition Index from 7% to 24% in 2030 if we do not take action now. Repairs and regeneration investments are required to sustain and improve the existing affordable housing supply in our service area.

Major capital retrofit programs were completed or commenced in 2018 through provincial funded programs like Social Housing Apartment Improvement Program (SHAIP), Social Housing Apartment Retrofit Program (SHARP) and Social Housing Improvement Program (SHIP).

In 2018, we contended with a 15% increase in the number of households waiting for housing on the Central Housing Registry – Windsor Essex County (CHR) wait list to over 5,000 households and rising from 2017. Local growing housing affordability pressures coupled with local priorities as identified in the *Windsor Essex County Housing and Homelessness Plan* points to an increasing number of applicants and residents with complex needs in our communities.

We adapt our business models to sustain our organization by working together with our volunteer Board of Directors, our Service Manager and Shareholder who provide ongoing guidance and stewardship. Through the efforts of our staff, we engaged in business and organizational transformation to expand our services while being innovative and responsive to the needs of our community.

We define different by distinguishing new ways to solve problems and providing an initial strategic framework to work through new challenges every day.

# ABOUT WINDSOR ESSEX CHC

## OUR VISION AND MISSION STRATEGIC GOALS

Windsor Essex CHC is an independent local housing corporation, incorporated under the *Ontario Business Corporations Act*, as a local housing corporation (LHC) through the *Housing Services Act*. The CHC Board of Directors are appointed by the City of Windsor and have the collective authority to manage or supervise the management of the business and affairs of CHC in accordance with the Shareholders declaration.

Our board includes; City of Windsor and County of Essex councilor representation, members at large from the local community and tenant representatives.

The City of Windsor on behalf of the City of Windsor and the County of Essex is the sole shareholder of the corporation.



### | Vision



We will make a difference!

We will make a difference. 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 the creating of 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.

Visit [www.wechc.com](http://www.wechc.com)



## Central Housing Registry Windsor Essex County



Windsor Essex CHC continues to administer the centralized wait list function on behalf of the service manager, through the Central Housing Registry-Windsor Essex County.

Visit [www.chrwec.com](http://www.chrwec.com)



## CHC Strategic Goals

Customer service focused on people centered quality services.

Capacity building by creating a strong foundation for future growth.



## CHC Strategic Goals

Asset management by our communities physically and improving program mechanisms.

Corporate operational efficiency while providing safe, affordable, accessible and inclusive housing.

Public accountability through balancing risks and maximizing value.

# DEFINING CHC

We are the largest housing provider in Windsor-Essex County and fourth largest in Ontario providing subsidized and affordable market rental housing for qualifying individuals. CHC operates three distinct housing portfolios, based on legacy and historical agreements; Non-Profit Seniors, Non-Profit Families and Public Housing.

CHC provides property management, tenant and community relations services to residents in rent-geared-to-income and market rent units in 4,228 units in Windsor and 479 units in Essex County.

We work with a decentralized district management concept managing over 4,700 homes including 3,875 rent-geared-to-income units and 833 affordable market rent housing units through six districts and the associated district teams in site offices.



## CHC PROPERTIES AT A GLANCE

**4707 Units**

(4228 units in Windsor,  
479 in Essex County)  
732 Buildings

**2357 Units**

Family Housing  
(2, 3, 4, 5 Bedroom)

**2350 Units**

Seniors / Adult Housing  
(1 Bedroom or Bachelor)



6  
DEPARTMENTS

CEO Office, Property Management, Corporate Services, Finance, Asset Management, Development and Regeneration



88  
EMPLOYEES

CUPE 543.6 is the recognized bargaining agent for all bargaining employees



39  
WORK  
PLACEMENTS

CHC Summer Recreation Program employed 29 young adults (secondary school, college, university and post-graduate programs). 5 coordinators, 6 senior and 18 junior staff, University of Windsor engineering internships and work placements for social work students



University of Windsor presented CHC with the 2019 Co-op and Internship Employer appreciation award



The City of Windsor provides **6958** units of social housing in Windsor Essex County. The legislated Service Level Standard for Rent-Geared-to-Income (RGI) housing for our service area is **5,726** RGI units.

CHC manages 68% of all RGI housing in Windsor Essex, as one of 34 housing providers.



## 12,000 RESIDENTS

Making homes in 732 buildings with an asset replacement value of \$605M.



## OPERATING & CAPITAL BUDGET \$12.2M

Operating and Capital budget outlines CHC's plan to fund and manage CHC's day to day activities and provide quality living environments for residents. Achieved through capital improvements, unit rehabilitation, life cycle management and community strengthening. \$12.2M spent includes capital and materials and services expenditures on kitchen restorations, civil projects, elevator modernization, unit restoration, maintenance, property maintenance, mechanical work and pest control.



## BUDGET EXPENDITURE \$40.7M

\$9M in Materials and Services  
\$6.9M in Salaries, Wages and Benefits for a staff complement of 88 full time employees  
\$6.9M in Municipal Taxes | \$1.0M in Insurance Premiums



## REVENUES \$50.8M

Rental Revenue \$21.5M  
Operating Subsidy \$12.8M  
Rental Supplement \$1.8M | Capital Subsidy \$3.2M  
Other \$9.9M includes one- time funding for capital projects, solar, rooftop antenna rentals, parking and laundry

CHC continually monitors our financial position and provides regular updates to the Board of Directors. In compliance with the *Ontario Business Corporations Act*, KPMG, the appointed auditors for CHC, completed an audit of our financial position for the period of January 1, 2018 to December 31, 2018.

# OUR CUSTOMER SERVICE



## Partnerships

CHC submitted a business plan for a \$40 million affordable housing build located at 3100 Meadowbrook Lane. Partnering with City of Windsor Council, CMHC National Housing Co-Investment Fund and Investment in Affordable Housing 2018 Request for Proposal through the City of Windsor.



## WIFF

CHC participated for our 3<sup>rd</sup> year in the 2018 **Windsor International Film Festival** (WIFF) as a co-sponsor with the *Windsor Regional Society of Architects* to bring "My Piece of the City". This award winning documentary follows a group of young artists living in Toronto's Regent Park as it undergoes urban renewal.

## Capital Projects

In 2018, CHC completed about 25 capital projects including: \$257,000 investment in civil works (porches, balconies, sidewalks). \$459,000 in elevator modernization.

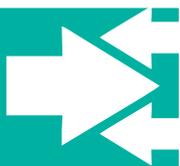
\$1.1M Deep Energy Retrofit for the Raymond Desmarais Manor seniors building.

SHARP for energy retrofits was completed in March 2018.

SHIP funding for renovation/retrofit activities including replacing aging systems, safety features, accessibility improvements and the renewal of housing stock completed in September 2018.

SHAIP CHC initiated projects in June 2018.

## DEFINING NEW WAYS



By developing business cases for repairs and development of our portfolio now, we can take advantage of funding opportunities from other levels of government.

Three years ago, CHC embarked on an innovative 15 year regeneration plan and comprehensive assessment of assets and programs risks facing our organization. In 2018, CHC defined a strategic roadmap for repositioning assets and business activities. Our Regeneration Plan also supports the City of Windsor and County of Essex Housing and Homelessness Plan.



## Materials & Supplies

\$2.3M (345) of budget is allocated to contractual obligations.

- Non-tender work orders  
1524 (17%)
- Outside vendor work order  
7474 (83%)



## Maintenance

Our property management department issued 8998 external work orders for maintenance and repairs in 2018.

- Restoration & Maintenance \$2.7M (50% of work orders)
- Mechanical \$1.02M (20% of work orders)
- Property Maintenance \$316,000 (6% of work orders)
- Pest Control \$309,295 (6% of work orders)

\*Excluding contractual obligations



## Capital Statistics

46 years old is the average of our housing

\$143M investment is required by 2030 over and above our existing capital funding.

## MAKING A DIFFERENCE EVERY DAY

In November 2018, a fire destroyed a single detached home in our Fontainebleau neighbourhood. No injuries occurred through the quick actions of our residents and response of Windsor Fire Rescue Services. The house was a complete loss, and our family of ten (10) was displaced.

The local church assisted the family temporarily while arrangements were put in place with the insurance company. Our tenant had insurance and they were covered for approximately 2½ weeks for housing, (additional living expenses ran out quickly as the family occupied 3 hotel rooms). The City of Windsor also assisted with temporary accommodation.

We stayed in close contact with the family ensuring they could retrieve or salvage contents on several occasions.

We hired a security company to monitor the premises to ensure contents were safe until the insurance settlement had been approved for the family.

### HOUSED BEFORE CHRISTMAS

We had a previous fire in the neighbourhood which was being restored. We worked with the restoration company to ensure the unit was ready before Christmas so we could offer our family a home for Christmas.

CHC employees raised \$610.00 at our annual Employee Appreciation event as a donation for the family. First on Site, the restoration company donated a Christmas tree and CHC staff decorated the tree with a few items under the tree for the family.

On December 19, 2018, the family moved into their new home and were able to celebrate the holiday in the comfort home.



## Central Housing Registry Windsor Essex County (CHR)

as of December 31, 2018

- 15% increase to wait list from 2017 to 5099 households  
CHR housed 424 applicants

- 59 Chronological applicants housed (seniors, families, adults)

- 139 Victims of abuse\*\*

- 226 Homeless\*\*



## IMPACTS AND PERFORMANCE 2018

### CHC Total Housed from the CHR wait list



CHC housed 394  
CHR applicants



129 Chronological  
applicants housed  
(seniors, families  
and adults)



91 Victims of abuse  
174 Homeless

### Local Rules Definition as of December 31, 2018

\*\*PII Homeless people who are living in shelters, or on the street any given night. Permanent residence has been destroyed/condemned.

\*\*PI Victims of domestic abuse, people who are experiencing or have experienced abuse.

### CHC PERFORMANCE



**542** Turnovers

**437** RGI Turnover

**105** Market Rent Turnover

**12%** Turnover Rate

**79** Over housed households

**148** Internal Transfers

**85** Evictions of which  
10 were cancelled

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



### CHC Loss Events

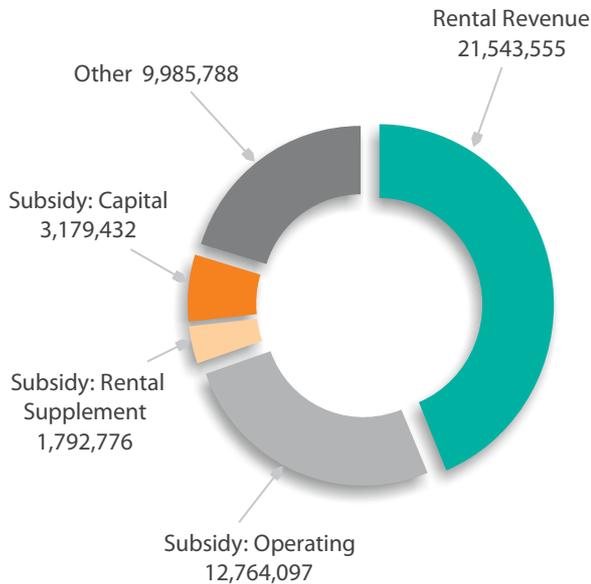
**7** Minor Fires  
(under \$50,000 deductible)

**8** Major Fires  
(over \$50,000 deductible)

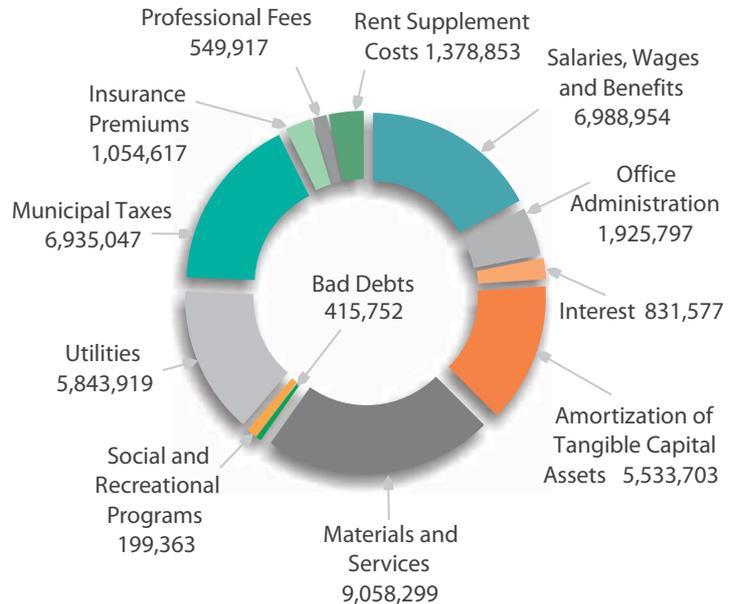
**3** Vehicle Impact to Structure

# STATEMENT OF CONSOLIDATED OPERATIONS 2018

## 2018 CONSOLIDATED REVENUE \$50,812,590



## 2018 CONSOLIDATED EXPENDITURES \$40,715,797



## 2018 Windsor Essex CHC Revenues

### TOTAL: \$50.8 million

Including:

\$21.5 million in Rental Revenues  
 \$12.7 million in Service Manager Operating Subsidies  
 \$3.1 million in Capital Subsidies  
 \$9.9 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.

## 2018 Windsor Essex CHC Expenditures

### TOTAL: \$40.7 million

Including:

\$9 million in Materials and Services  
 \$6.9 million in Municipal Property Taxes  
 \$6.9 million in Salaries, Wages and Benefits  
 \$5.8 million Utilities  
 \$1 million in Insurance Premiums

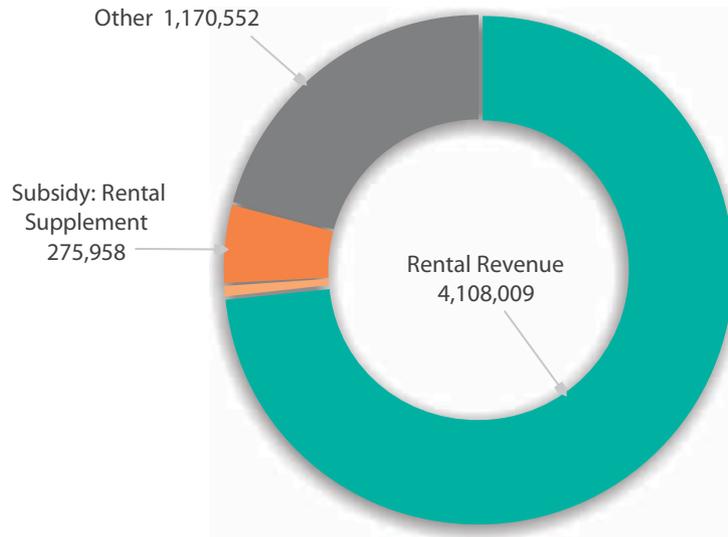
About 50% of CHC's expenses are considered not directly controllable by the corporation. These expenses include: insurance, municipal taxes, utilities, amortization and interest.

# STATEMENT OF OPERATIONS NON-PROFIT SENIORS 2018

## 2018 NON-PROFIT SENIORS REVENUE

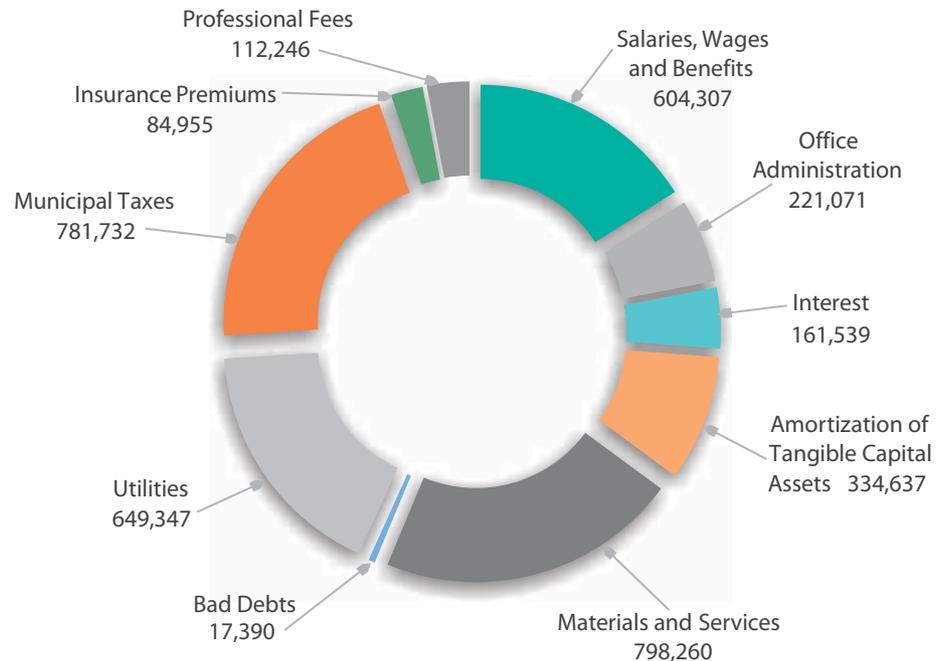
**\$5,554,519**

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.



## 2018 NON-PROFIT SENIORS EXPENDITURES

**\$3,765,484**



# STATEMENT OF OPERATIONS NON-PROFIT FAMILIES 2018

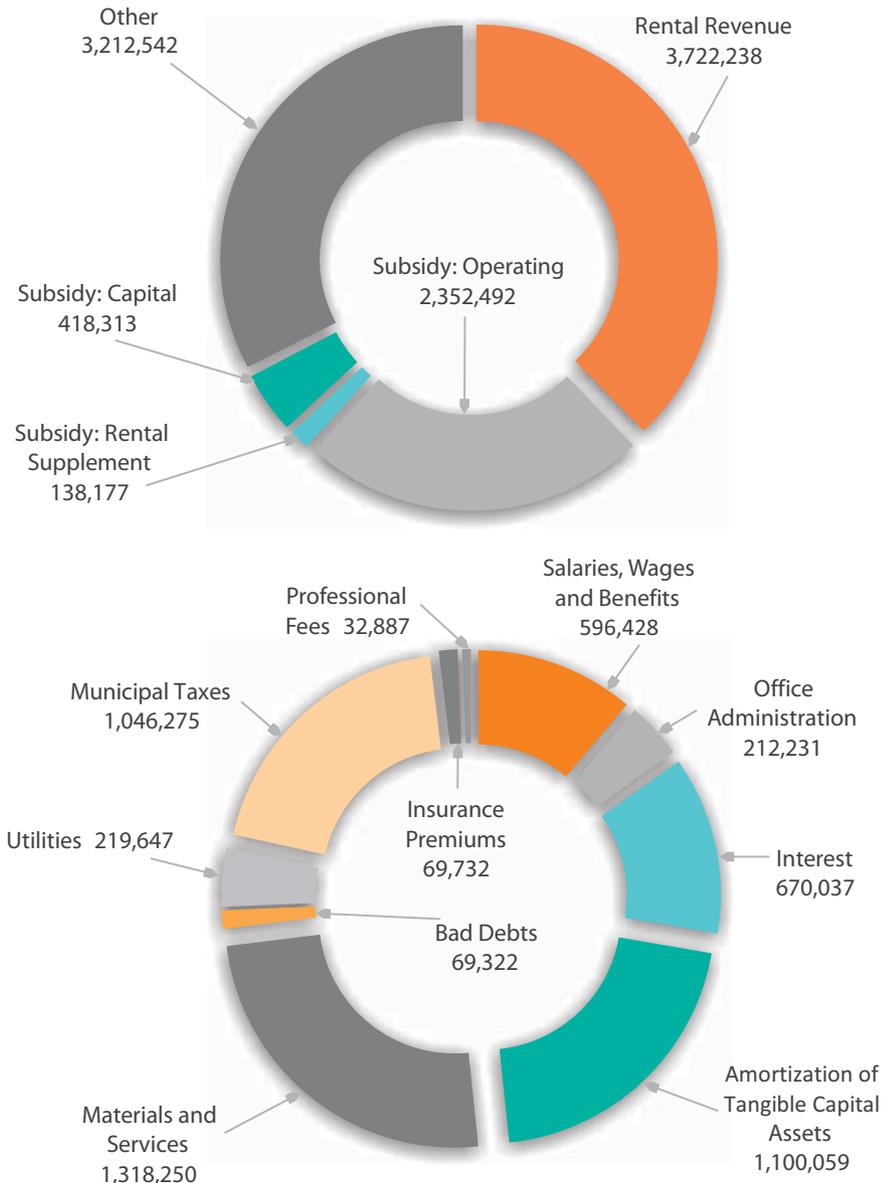
## 2018 NON-PROFIT FAMILIES REVENUE

**\$9,974,099**

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-g 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.

## 2018 NON-PROFIT FAMILIES EXPENDITURES

**\$5,334,868**

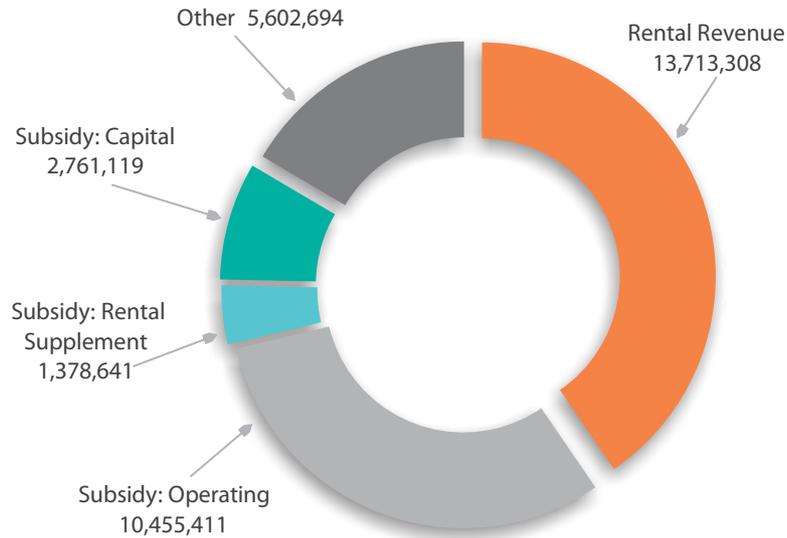


# STATEMENT OF OPERATIONS PUBLIC HOUSING 2018

## 2018 PUBLIC HOUSING REVENUE

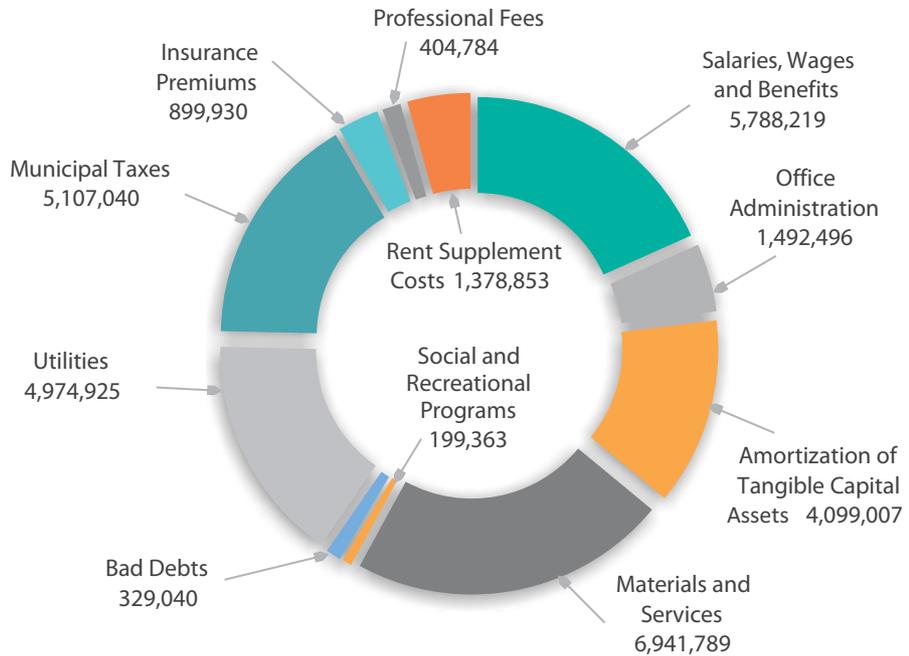
**\$35,283,972**

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.



## 2018 PUBLIC HOUSING EXPENDITURES

**\$31,615,446**



---

## 2018 CHC EMPLOYEE AWARDS & RECOGNITION

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

5 Years	Dawn Cole, Dan Lanoue, Christine Meriweather, Dariusz Siwczyk, Kifah Zaia, Irene Zhu
10 Years	Gerald Pepin, Krysta Glovasky-Ridsdale
15 Years	Maureen Hurley, Joyce Nagy, Julie Simard
25 Years	Tom Broderick
30 Years	Michael Morrison

---

We also celebrated staff retirements in 2018 at Windsor Essex CHC;

William Toth  
Marietta Ferris  
Sergio Ferrari

---

## CHC BOARD EXECUTIVE & BOARD MEMBERS

---

Marina Clemens - Board Chair  
Mark Morris - Vice Chair  
Anna Angelidis - Treasurer  
Beverley Throasel - Board Secretary  
Councillor Ed Sleiman - City of Windsor  
Councillor Hilary Payne - City of Windsor  
Mayor Ron McDermott - Town of Essex  
Deputy Mayor Marc Bondy - Town of LaSalle  
Ron Sutherland - Community Representative  
Linda Coltman - Resident Representative  
Ann Paul - Resident Representative

# 2018 CHC ANNUAL REPORT

## CONTACT



WINDSOR ESSEX COMMUNITY  
HOUSING CORPORATION  
945 McDougall Street  
Windsor, Ontario N9A 1L9



519 254 1681



info@wechc.com



Twitter/WindsorEssexCHC



Published by CHC, Corporate Services 2019