

CityHousing HAMILTON

2021 Annual Report



500 MacNab St N - Photos: Codrin Talaba



...more than a place to live



| 500 MacNab St N - Photo: Codrin Talaba

CONTENT

MESSAGE FROM THE CHIEF EXECUTIVE OFFICER	4
BOARD OF DIRECTORS	5
SENIOR MANAGEMENT	5
BY THE NUMBERS	6
COMMUNITY PARTNERSHIPS	8
SUSTAINING CHH INFRASTRUCTURE	12
QUALITY IMPROVEMENT INITIATIVES	14
DEVELOPMENT AND REVITALIZATION	16
CITY OF HAMILTON CONTRIBUTION	17
STAFF DIVISIONAL DAY AND YEARS OF SERVICE	18
FINANCIAL YEAR IN REVIEW	21
PARTNERS	22

Note: The images featured in this document reflect the pandemic guidelines and restrictions in place at that time.

MESSAGE

FROM THE CHIEF EXECUTIVE OFFICER



Tom Hunter

Chief Executive Officer

We have made it through another year of the pandemic. Who would have thought it would be for so long, or known all the ways it has changed the world and our daily lives in the process? If the first year of the COVID-19 pandemic proved that CityHousing Hamilton (CHH) was resilient, this last year certainly highlighted our persistence. Throughout 2021, CHH remained focused and flexible in the ever-shifting environment.

Internally, we also experienced a change in leadership with the CHH Board. After eight years as Board President, Chad Collins was successful in his bid to become a member of the House of Commons of Canada for Hamilton East – Stoney Creek. We are grateful for his commitment to affordable housing, leading efforts to secure funding investments for the much-needed repair and redevelopment of CHH buildings, and for services to enhance the wellness of tenants. Councillor Jason Farr moved into the role of Board President (from Vice-President), and Nicholas But, a community member of the CHH Board, to Vice-President.

Once again, this year's Annual Report illustrates the innovative work taking place across CHH to address the challenges in affordable housing and our community. We were able to secure \$194 million from Canadian Mortgage and Housing Corporation for the repair and renewal of buildings across our portfolio. As well, work is underway for the building of one of the first passive house (low energy) modular buildings in Eastern Canada. CHH continues to focus on building partnerships to ensure food security for our tenants and to better meet the needs of traditionally underrepresented demographics such as youth, seniors, racialized, Indigenous and equity-seeking groups across the city.

There is still a great deal of work to be done to better meet and address the housing needs in our community. Housing, homelessness and the health system are intrinsically linked; we each have a role to play so that together, we can form partnerships that build on our individual strengths leading to better outcomes for the entire community.

I would like to extend my sincere thanks to our Board of Directors, incredible staff, tenants and community partners for your continued support, dedication and work. CHH is fortunate to have a strong relationship with the City of Hamilton, collectively working to address affordable housing as a key priority for City Council. Our continued work will focus on improving the lives of tenants to ensure more robust and sustainable communities in the years ahead.

BOARD OF DIRECTORS

Jason Farr, President
Ward 2 Councillor

Nicholas But, Vice President
Citizen Member

Nrinder Nann, Treasurer
Ward 3 Councillor

Mayor Fred Eisenberger
Hamilton Mayor

Tom Jackson
Ward 6 Councillor

Maureen Wilson
Ward 1 Councillor

Jacqueline Aird
Citizen Member

Adriana Harris
Citizen Member

Patricia Reid
Citizen Member

SENIOR MANAGEMENT

Tom Hunter
Chief Executive Officer

Rochelle Desouza
Chief Financial Officer

Sean Botham
Manager, Development

Brian Kinaschuk
Manager, Maintenance

Bernice Lilley
Manager, Asset Renewal

Kate Mannen
Manager, Partnership
Development and Support Services

Tracy Murphy
Manager, Tenant Administration

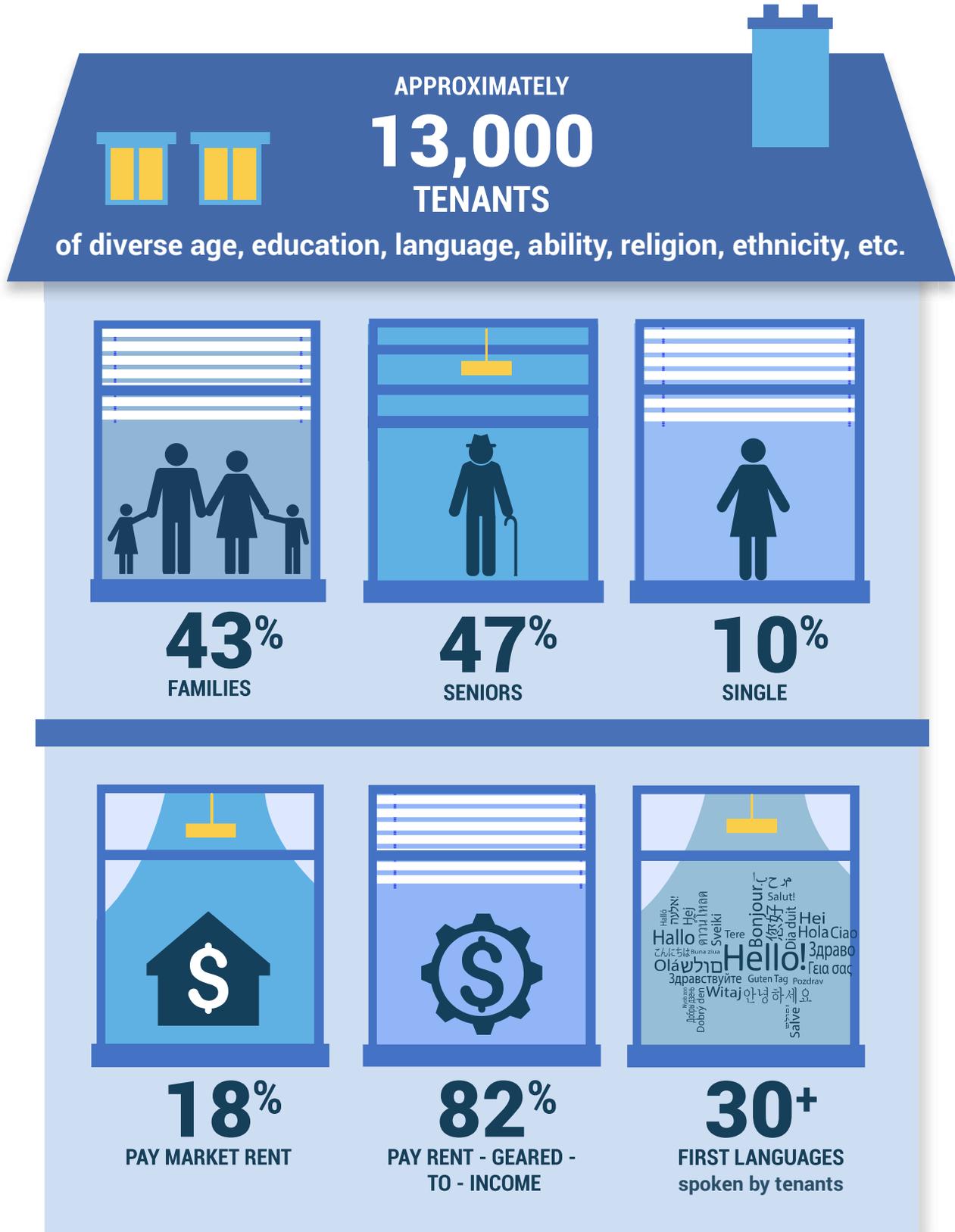
Leanne Ward
Manager, Operations

Amanda Warren-Ritchie
Manager, Strategy and Quality Improvements



500 MacNab St N - Photo: Codrin Talaba

ABOUT OUR TENANTS...



ABOUT US...



\$60
MILLION ANNUAL
OPERATING BUDGET



110+
COMMUNITY AND PRIVATE
SECTOR PARTNERSHIPS



38%
HIGH-RISE UNITS
(8+ storeys)



1,097
PROPERTIES



6,973
RESIDENTIAL UNITS



\$1,069
MILLION
ESTIMATED ASSET VALUE



45
YEARS AVERAGE AGE OF
OUR BUILDINGS



24
COMMERCIAL UNITS



196
PEOPLE WORK
ON OUR TEAM
130 Full-Time Staff and
66 Building Attendants



26%
MID-RISE UNITS
(5-7 storeys)



5%
LOW-RISE UNITS
(1-4 storeys)



25%
TOWNHOMES



6%
SINGLES/SEMIS

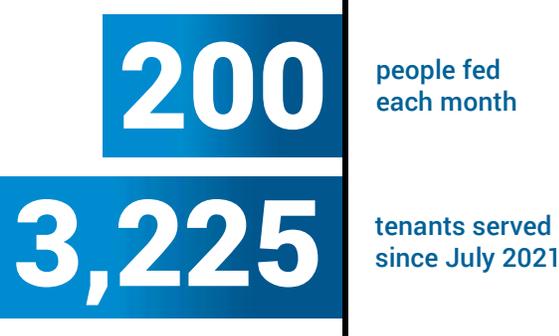
COMMUNITY PARTNERSHIPS

Food Markets

GOLDEN HEART FOOD CUPBOARD

Meet Margaret and Grace, two passionate tenants committed to providing seniors with nutritious meals. Margaret began the Golden Heart Food Cupboard at 226 Rebecca St in July 2019. As a result of her own anxiety experienced when travelling to food banks, she recognized the need for something closer to home and set out to make it happen! Grace has 'graciously' been volunteering this past year and shared that the Food Cupboard is a great way to fill her time and get to know people.

THE FOOD CUPBOARD AT 226 REBECCA ST:



| Golden Heart Food Cupboard

WORKING TOGETHER TO OPEN THE DOORS

The CityHousing Food Market opened its doors at First Place (360 King St E) and 191 Main St W / 200 Jackson St W in July 2019 offering seniors an array of fresh fruit and vegetables, dairy, bread and prepared meals.

Tenants have carefully followed the pandemic restrictions in place and public health guidelines. They are supportive of this new initiative and in moving forward as we adjust the market to our new environment.

The Food Market initiative is possible thanks to an incredible team of community partners and staff members. Food for Life provides fresh fruit and vegetables; Goodwill offers scrumptious

prepared meals; Cobbs Bread bakes up fresh bread and pastries; and Wesley supplies the dry goods, dairy and meat products.

Thank you to community members from the After Five Rotary Club and the Hamilton Christian Fellowship Church, who helped serve seniors at First Place. Finally, thank you to the amazing team at 191 Main St W and 200 Jackson St W, Zina and Carrie (Recreation Division) and Carey, Tammi and Sacha (CHH staff at First Place).

Together, we are opening the doors to the CityHousing Food Markets!



| Working together at Food Markets to support tenants

SINKS Lend a Hand to Keep the Freshness In

To help keep our food fresh for seniors at First Place (360 King St E), After Five Rotary Club kindly donated funding to purchase a \$2,600 industrial refrigerator for the community kitchen. The new industrial refrigerator will provide storage for food used for First Place tenants.

In January 2021, CHH and St. Matthew's House launched the Seniors in Kitchens (SINKS) food program, offering weekly workshops to small groups of our senior tenants interested in learning new skills in the kitchen. The workshops provide an opportunity to build new relationships, develop new skills and reduce isolation. Seniors can come together to cook nutritious foods that can be shared with family and friends.

In partnership with Food for Life, Wesley and Goodwill, CHH has provided weekly fresh food, dry food and boxed lunches to 85 tenants at First Place during the pandemic. Plans are in the works to resume the weekly First Place Food Market, available to senior tenants and empowering them to make their own food choices. The new industrial refrigerator is key to the storage of fresh and nutritious food items.

1,254

tenants served at the First Place Food Market from August – December 2021



Seniors in Kitchens (SINKS) program keeping it fresh

A PAWsitive partnership with SPCA

CHH partnered with the SPCA Hamilton/Halton to provide 200 senior tenants access to animal services for their beloved pets. Thanks to this partnership, tenants can access pet clinic services like vaccines, deworming, flea prevention and possibly spay/neuter for a small fee.

The program rolled out at three properties (First Place, 801 Upper Gage and Vanier Towers) with plans to expand to other buildings if funding allows.

PAWsitive opportunity for our CHH tenants and their beloved pets!

78

tenants benefited from the SPCA Pet Clinic services as of February 2022



Tenants and pets love the SPCA Pet Clinics

Housing + Community Partnerships

CHH continues to build relationships and collaborate with a wide range of community partners. In order to provide both affordable housing and the supports and services needed by many of our singles, families and seniors, we have recently expanded our range of housing and community partner services.

GRENFELL MINISTRIES

This partnership began with four units at **95 Hess St S** in June of 2021 and then expanded with Grenfell Ministries taking on another two units by the end of the year. Four of the units assigned to Grenfell are used for their Transitional Living Program. Each participant is supported by a full-time staff member to assist in developing the life skills necessary to achieve and maintain long-term housing. The remaining two units are used for Grenfell's Supportive Housing Program that provides intensive case management and supportive care to adults living with schizophrenia. All of Grenfell's programs operate from a harm reduction and trauma informed framework.

SALVATION ARMY

In August 2021, Salvation Army Lawson Ministries took over two units at **1900 Main St W** before expanding in November to three units at **500 MacNab St N**. Salvation Army houses adults with developmental disabilities who are capable of independent living. The level of support offered by this program varies depending on client needs and is tailored to the individual. The program focuses on safety awareness and life skills development, both of which promote independence and help foster successful tenancies.

Tree Equity Project

A tree inventory was conducted by Green Venture and community volunteers at 20 CHH properties during summer 2021. Tree health data was recorded for approximately 1,000 trees across these sites. Many trees are facing health and maintenance challenges, there was very low diversity among the species of trees present, and many non-native species were recorded. CHH also conducted a tenant survey to understand tenants' perspectives on trees and access to shade and green space. With the data collected from the tree inventory and tenant survey, a Tree Equity Report has been completed and will be presented to the Tree Equity Project Advisory Team consisting of local researchers and project partners.

Green Venture will continue to engage tenants with workshops, tree walks and tree plantings at several properties to increase community awareness of urban forests and involvement in tree stewardship.

Currently, three CHH properties have been selected for spring 2022 plantings based on tenant survey data, tree inventory site visits and analysis. Green Venture also hopes to continue conducting tree inventories to help build more accurate representation of Hamilton's canopy cover and to continue planting at CHH locations with lower canopy cover.

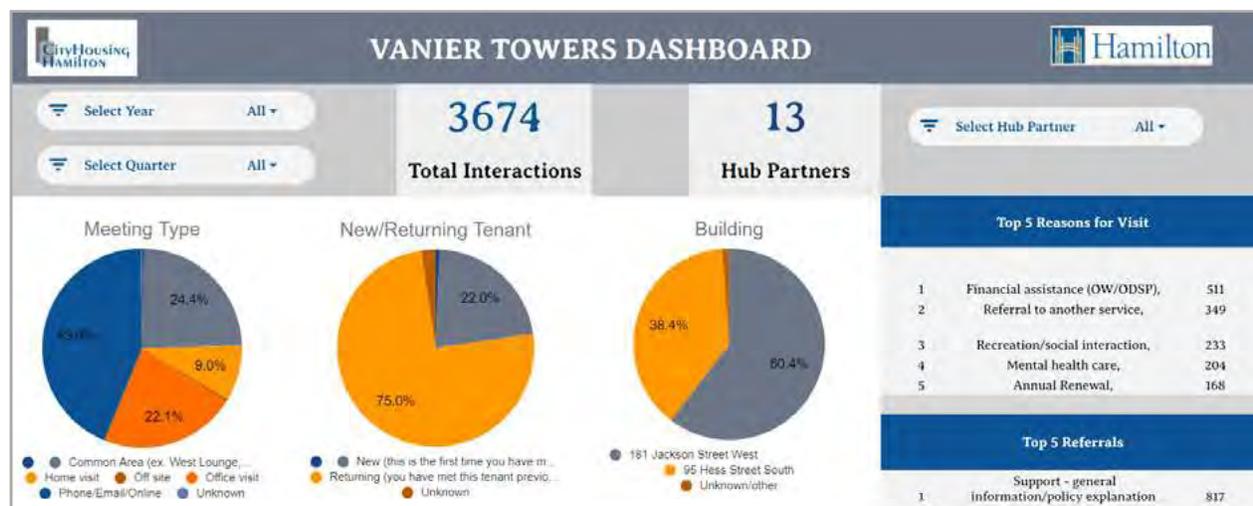


The Tree Equity Project led by Green Venture

CityLAB Project Improves Data Analytics

In spring 2021 a group of Mohawk College Data Analytics students worked with CHH to improve a data collection tool used by the interdisciplinary partners who make up the Vanier Towers Hub. Evaluation and assessment of this busy hub is complex and ongoing. Since the spring of 2019, community partners for Vanier Towers have been entering

anonymous data on their work using a Google form. This CityLAB project analyzed and enriched the current data to identify trends, gaps and potential solutions. The students created a dashboard that improves the ability to create reports and assess the amazing work happening to support Vanier tenants.



Hamilton Urban Core Community Health Centre at 181 Main St W

Our new tenant, Hamilton Urban Core Community Health Centre moved into 181 Main St W. Providing a range of health and wellness programs in Hamilton, they are a strong, innovative leader focused on bringing accessible and appropriate healthcare and services to the inner-city community. CHH will rent part of the main floor where our reception and staff offices once were and

Urban Core will offer services like primary health care, chiropody services, mental health and counselling services, housing services, health promotion programs, food programs, settlement services, chiropractic clinic and a dental clinic in the remaining space. This exciting partnership will help ensure CHH tenants can access these important services.

SUSTAINING CHH INFRASTRUCTURE

Funding Supports Repair and Regeneration

6,290 affordable housing units in CHH’s portfolio will benefit from repair and regeneration thanks to \$145.6 million in funding from the federal government announced in April 2021.

In partnership with the City of Hamilton, the funding runs through to 2028 and will be administered through the Canada Mortgage and Housing Corporation (CMHC) under the National Housing Co-Investment Fund (NHCF) – Repair and Renewal Stream.

This funding consists of \$87,413,328 in repayable loans and \$58,275,552 in forgivable loans. CHH will be contributing \$48,562,920 from its annual capital allocations. The total value of these projects is \$194,251,800.

The City of Hamilton will contribute to the repayment of the loan and act as guarantor, and CHH will apply approximately \$80,000 each year in utility savings towards the repayable loan.

The NHCF funding will help address the needed capital repairs by targeting improvements in three key areas: provide opportunities to maintain affordability and increase energy efficiency and accessibility. Most importantly, tenants will experience improvements to quality of life, safety, health and accessibility.

Canada-Ontario Community Housing Initiative Repairs

Approximately \$1.1 million in Canada-Ontario Community Housing Initiative (COCHI) funding will be allocated to CityHousing Hamilton for capital repairs to address compliance/health and safety, emergency and impact of lifecycle for the building.

The approved priority projects include:

Light pole replacement	25 Towercrest Dr	\$200,000
Emergency generator	30 Congress Cres	\$500,000
Elevator door operators	555 Queenston Rd	\$90,000
Building envelope repairs	395 Mohawk Rd E	\$174,000
Connect boilers to generator	226 Rebecca St	\$90,000



Hamilton is Home

Hamilton is Home is a collective of affordable housing providers that are active in new housing development. They formed to share their knowledge and experience and jointly advocate for new funding to maximize public benefit and address the growing need for affordable housing.

To date, a number of milestones have been achieved:

- A Memorandum of Understanding was entered into by eight member organizations.
- A planning consultant and a project manager were hired to support and guide the work.
- Sites were identified which could support the goal of building out 3,000 new units should funding be allocated for this work.
- Engaged with CMHC staff, Federally with the Minister of Labour, and with the Parliamentary Secretary to the Minister of Families, Children and Social Development (Housing), and Provincially, the Parliamentary Assistant to the Minister of Economic Development, Job Creation and Trade (Job Creation and Trade) and the Minister of Municipal Affairs and Housing.
- Engaged the City of Hamilton, which is supportive of the initiative, with senior City of Hamilton staff discussing processes that could accelerate solutions to homelessness and affordable housing, and a motion being passed in support of the Hamilton is Home initiative through the City of Hamilton's Emergency and Community Services Committee, which was then ratified by City Council.

MEMBER ORGANIZATIONS:

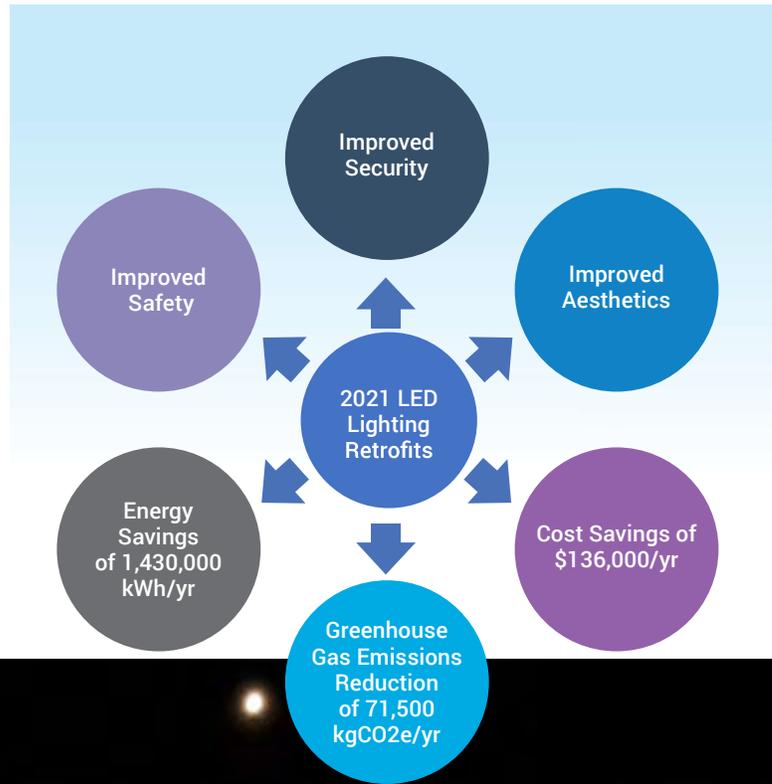


QUALITY IMPROVEMENT INITIATIVES

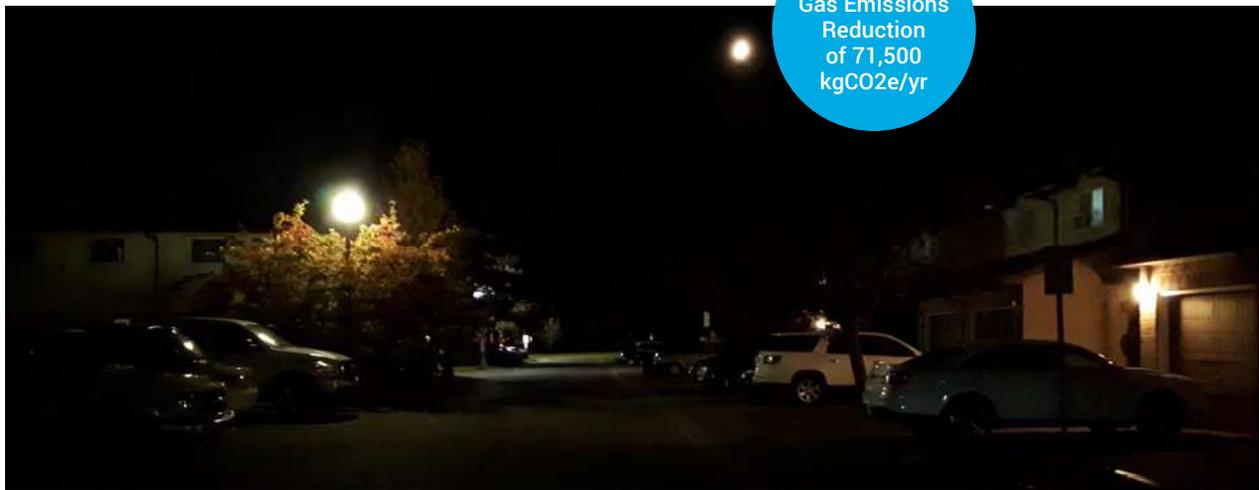
Energy Initiatives

LED LIGHTING RETROFITS

A large-scale LED lighting retrofit across 50 of our properties was implemented in 2021. This project improved the safety, security and aesthetics while reducing energy usage, utility cost and greenhouse gas emissions.



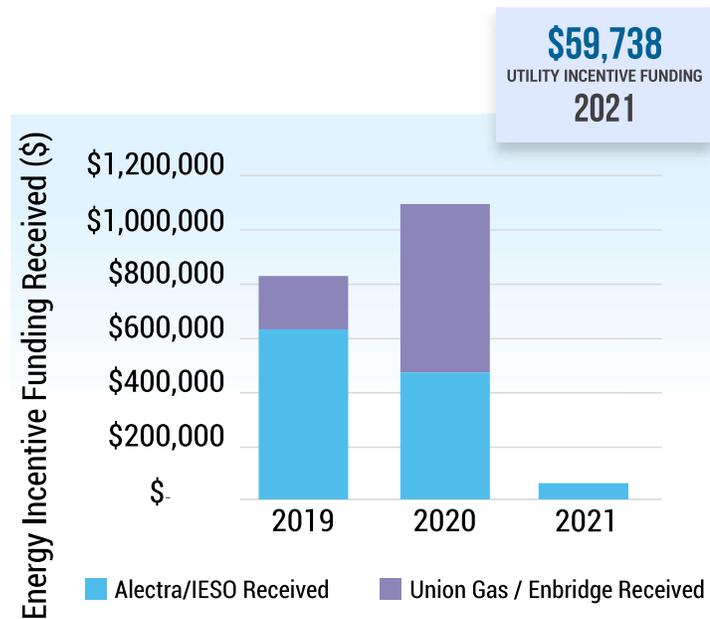
Townhouse property lighting retrofit before and after



Utility Incentives

In 2021, we received \$59,738 in utility incentive funding to complete projects that reduce our energy usage. By comparison, the higher levels of utility incentive funding received in 2019 and 2020 were a result of completing energy retrofits made possible by an unprecedented investment through a provincial carbon market program that no longer exists.

In addition, we capitalized on time-sensitive utility incentive funding by efficiently implementing LED lighting retrofits at 50 of our properties. This additional utility incentive funding will be received in 2022.



Continuous Improvement of Maintenance Requests

To ensure a more efficient process to handle maintenance requests and improve service for tenants, we've made a number of improvements to streamline the process. Thanks to a new telephone queue-line system, callers are placed in a queue to speak to a live operator (Tenancy Administration Representative) for assistance with their maintenance request and no longer have to leave a message. The transition included a new universal maintenance extension line for all incoming calls to the CHH Maintenance Department. We've also transitioned to a single email address for all maintenance requests for a more user friendly and efficient process. These changes have resulted in quicker response times for maintenance dispatching and shorter wait times for maintenance services.



905.523.8496 ext. 6200



CHHMaintenance@hamilton.ca



DEVELOPMENT AND REVITALIZATION

Welcoming Tenants Back to 500 MacNab

500 MacNab reopened in September 2021 to provide 146 accessible, affordable and modern housing units for seniors.

After going offline due to aging infrastructure and substantial capital repair needs, the retrofit included a reconfiguration of all indoor and outdoor spaces to support aging-in-place. Over 20 per cent of apartment suites now meet barrier-free standards, with expanded community facilities that support seniors' programming. All units and building systems were renewed, extending the life of the building for the next century.

The modernized building is one of the most ambitious social housing transformations in the country. It has become the world's largest residential building retrofitted to the Passive House standard – achieving the renowned EnerPHit certification – making it the first retrofit of its kind in North America.

To measure the impacts of the renewed building on its tenants and surrounding environment, the University of Toronto is tracking and studying building performance, tenant well-being, and economic impacts, among others factors to inform further human-centred building projects.



Ribbon cutting at 500 MacNab (L-R): Tom Hunter, Graeme Stewart, Councillor Jason Farr, Mayor Fred Eisenberger, MP Filomena Tassi, MPP Chad Collins

A tenant at 500 MacNab enjoying the view



500 MacNab St N - Photos: left, right top and centre - *Doublespace Photography*
Photo: right bottom - *Codrin Talaba*

CITY OF HAMILTON CONTRIBUTION

Area-Rated Funds

Councillor area ratings were received for the projects below:

Ward 6	801 Upper Gage Ave	\$24,000	Hallway flooring replacement
Ward 7	470 Stone Church Rd E	\$14,680	Fence Replacement



New flooring at 801 Upper Gage Ave

Poverty Reduction Funds

In 2017, the City of Hamilton invested \$50 million in the Poverty Reduction Fund. As part of this investment, we will receive \$1 million each year over 10 years for the maintenance and preservation of existing units.

129

units renovated and turned over in 2021

Community Gardens



Thanks to the team at Fortino's Eastgate for generously donating vegetable plants to CHH and our community gardeners

200+

gardeners care for CHH's 19 community gardens

500+

people benefited from access to the fresh produce

STAFF DIVISIONAL DAY AND YEARS OF SERVICE

Staff Divisional Day

This year's Division Day was held virtually, providing a way for all staff to come together to learn, share and connect. Highlights from our October 20, 2021 event include:

- New staff introductions
- Years of service awards
- Safety and security review and RAVE (Alert) demonstration
- 2nd Annual CHH Food Drive Challenge (congratulations to our staff team winners!)

A special thank you to guests Janette Smith, City Manager; Tom McKay, Crime Prevention through Environmental Design; Kathy Guffroy, Naloxone Training



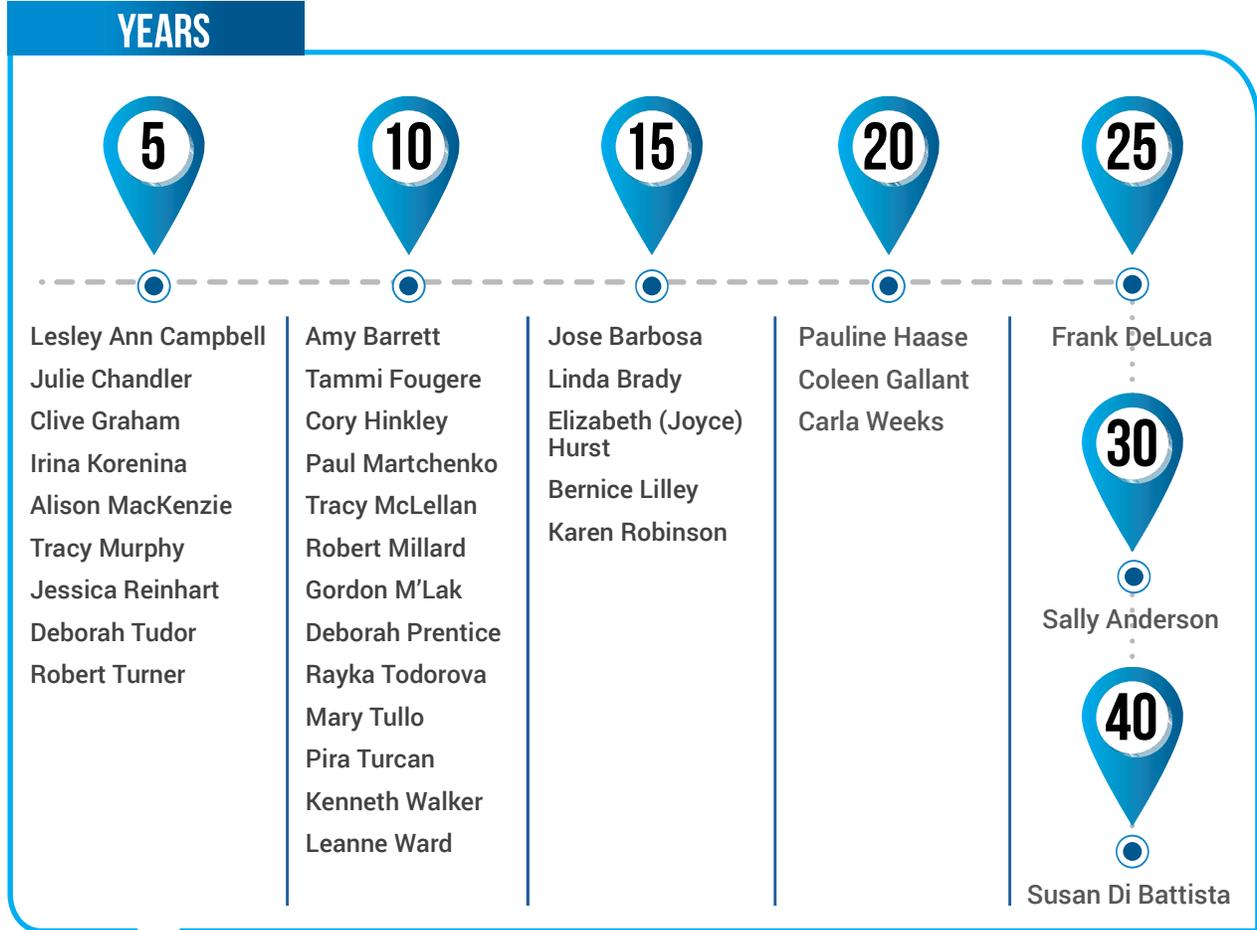
| THANK YOU to the amazing CHH staff from the Management Team



| 2nd Annual CHH Food Drive Challenge

2021 Years of Service Milestones and Retirees

Join us in celebrating staff for their years of service with CHH:



SERVICE AWARD RECIPIENTS BOB, LINDA AND SUSAN



Robert Millard
10 years

Linda Brady
15 years

Susan Di Battista
40 years

RETIREES

Best Wishes

to the following retirees:

- Lynn Rochon, October 2021
- Susan Di Battista, September 2021
- Vimal Sarin, June 2021
- Gary Stevens, April 2021
- Andy Chui, January 2021
- Rob Bertrand, December 2020
- Karen Hayton, December 2020

Vaccine Clinics



Between June 2021 and February 2022, CHH partnered with Hamilton Public Health Services and the Shelter Health Network to run six vaccine clinics at Vanier Towers and administered more than 200 vaccine doses!

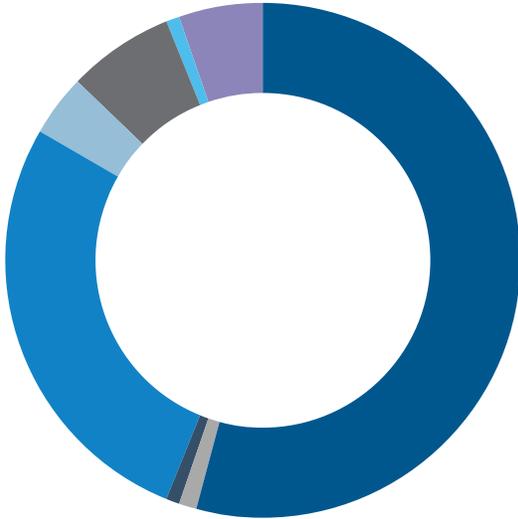
Snow Art



Snow art creations by Janet, a tenant at 120 Strathcona Ave N – a small but inspiring act bringing joy to fellow tenants during the pandemic.

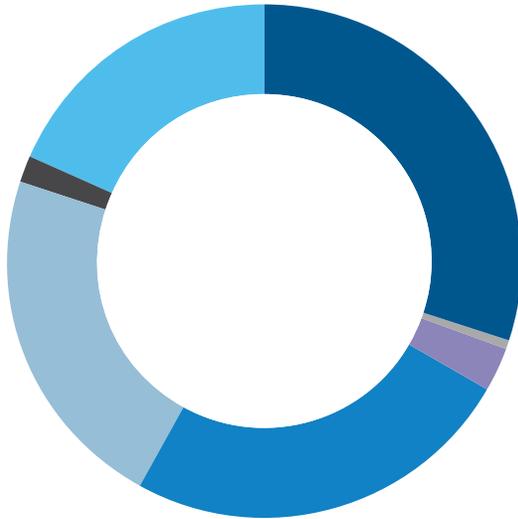
FINANCIAL YEAR IN REVIEW

2021 Revenue



54%	Residential Rent	\$36,743,618
1%	Commercial Rent	\$807,953
1%	Tenant Recoveries	\$580,994
27%	Government Subsidies - Operating	\$18,249,699
4%	Other Revenue- Operating	\$2,746,730
7%	Government Subsidies-Capital	\$4,391,336
1%	Amortization of Deferred Revenue	\$560,211
5%	Sales of Units	\$3,558,234
TOTAL		67,638,775

2021 Expenses



31%	Administration	\$15,970,399
1%	Bad Debt	\$356,621
2%	Insurance	\$1,454,547
23%	Maintenace	\$13,070,241
23%	Mortgage Amortization and Interest	\$11,689,032
1%	Municipal Taxes	\$771,046
19%	Utilities	\$9,694,890
TOTAL		53,006,776

Note: In 2021, \$31,092,775 was capitalized to Tangible Capital assets. These expenses will be amortized over the life of the asset.

Complete audited financial statements are available upon request.

PARTNERS



- AbleLiving Services Thrive Group
- Access to Housing
- Alzheimer Society of Canada
- Baha'i Community Hamilton
- Banyan Community Services
- Boys and Girls Clubs of Hamilton
- C&D Mobility
- Cancer Screening Bus
- Canadian Hearing Society
- Canadian National Institute for the Blind
- Canadian Red Cross
- Catholic Children's Aid Society of Hamilton
- Catholic Family Services of Hamilton
- Canada Revenue Agency
- Canadian Liver Foundation
- Canadian Mental Health Association
- Children's Aid Society of Hamilton
- CityLAB Hamilton
- City of Hamilton:
 - Animal Services
 - Home Management Program
 - Housing Services Division
 - Neighbourhood Action Strategy
 - Ontario Works
 - Public Health Services
 - Recreation Division
- Community Care Access Centres of Hamilton
- Community Living Hamilton
- Community Schizophrenia Services
- Crisis Outreach and Support Team Hamilton (COAST)
- Dundas Community Services
- Dundas Valley School of Arts
- Earth Wisdom Yoga
- Empowerment Squared
- Environment Hamilton
- Enbridge Gas
- Food for Life
- Gay Spong Foot Care
- Good Shepherd Centres
- Goodwill
- Grenfell Ministries
- Gwen Lee Supportive Housing
- Green Venture
- Habitat for Humanity
- Hamilton Association for Residential and Recreational Redevelopment Programs
- Hamilton/Burlington SPCA
- Hamilton Centre for Civic Inclusion
- Hamilton Christian Fellowship
- Hamilton Community Foundation
- Hamilton Community Garden Network
- Hamilton Community Legal Clinics
- Hamilton Council on Aging
- Hamilton Crime Stoppers
- Hamilton Food Share
- Hamilton Fire Department
- Hamilton Health Sciences Corporation
- Hamilton Interval House
- Hamilton Paramedic Service (Incl. CHAP-EMS)
- Hamilton People and Animal Welfare Solution
- Hamilton Philharmonic Orchestra
- Hamilton Police Services
- Hamilton Program for Schizophrenia

- Hamilton Public Library
- Hamilton Regional Indian Centre
- Hamilton Tax Clinic
- Hamilton Urban Core Community Health Centre
- Hamilton-Wentworth District School Board
- Healing Arts and Recovery through Peer Support
- Head Injury Rehabilitation Ontario
- Help Age Canada
- HD Supply
- Housing Help Centre
- Indwell
- Learning and Recreation Community House
- Life Hearing Solutions
- Literacy Council of Hamilton
- Liver Care Canada
- March of Dimes Canada
- McMaster University (Incl. CHAP-EMS / Inspire & Isolated Seniors)
- McQuesten Community Planning Team
- McMaster University
- Mental Health Rights Coalition
- Ministry of Health and Long-Term Care
- Mission Services Opportunity Centres
- Mohawk College of Applied Arts and Technology
- Mountain Kidz Club
- Narcotics Anonymous World Services
- Native Women's Centre Hamilton
- Neighbour 2 Neighbour Centre
- New Horizons for Seniors Program
- North Compass Health
- North Hamilton Community Health Centre
- Ontario Disability Support Program
- Ontario Works
- PetSmart
- Redeemer University College
- Rotary Club of Hamilton
- Schizophrenia Society of Ontario Hamilton Chapter
- Service Canada
- Shelter Health Network Clinic
- SPCA
- St. Charles
- St. Joseph's Healthcare Hamilton
- St. Joseph's Home Care
- St. Joseph's Immigrant Women's Centre
- St. Matthew's House
- Strive Fitness and Athletics
- The Government of Canada
- The Office of the Public Guardian and Trustee
- The Salvation Army
- The Social Planning and Research Council of Hamilton
- Trees for Hamilton
- Threshold School of Building
- Toronto Community Housing
- Union Gas
- Urban Core
- Veterans Affairs Canada
- Veterinarians of Canada
- Wesley
- YWCA

The logo for CityHousing Hamilton features the words "CityHousing" in a blue, sans-serif font and "HAMILTON" in a larger, bold, blue, sans-serif font below it. To the left of the text is a graphic element consisting of two overlapping grey rectangles of different sizes, with the larger one behind the smaller one.

CityHousing HAMILTON

2021 Annual Report

CityHousing Hamilton Corporation

Head Office

55 Hess Street South, P.O. Box 2500
23rd Floor
Hamilton, Ontario
L8N 4E5

T. 905-523-8496

F. 905-540-5222

E. CityHousing@hamilton.ca

www.cityhousinghamilton.com

A solid blue vertical bar is positioned on the left side of the page, above the photograph.

| 500 MacNab St - Photo: Codrin Talaba



...more than a place to live