



2023

ANNUAL REPORT

As the largest social housing provider in Hamilton, CityHousing Hamilton provides homes that are safe, well maintained and affordable for people who live and work in our diverse community.





The City of Hamilton is situated upon the traditional territories of the Erie, Neutral, Huron-Wendat, Haudenosaunee and Mississaugas.

This land is covered by the Dish With One Spoon Wampum Belt Covenant, which was an agreement between the Haudenosaunee and Anishinaabek to share and care for the resources around the Great Lakes. We further acknowledge that this land is covered by the Between the Lakes Purchase, 1792, between the Crown and the Mississaugas of the Credit First Nation.

Today, the City of Hamilton is home to many Indigenous people from across Turtle Island (North America) and we recognize that we must do more to learn about the rich history of this land so that we can better understand our roles as residents, neighbours, partners and caretakers.

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PUTTING OUR STRATEGIC PLAN INTO ACTION



In 2023, CHH made a number of strides advancing and actioning our 2023-2027 strategic plan.

Six development projects are underway in order to increase the affordable housing available in Hamilton.

A vacancy management plan and preventative maintenance plan was set in motion, along with an asset management plan in order to preserve CHH's portfolio and better serve CHH tenants.

Nine CEO-Tenant focus groups were completed,

where CHH heard from tenants about the supports and services they needed to maintain and enhance well-being within CHH communities. These sessions will inform CHH's first tenant advisory committee in 2024.

CHH focused on implementing many workflow and technology improvements which streamline how CHH processes invoices and payments.



OUR STRATEGIC PRIORITIES

2 FLOURISHING COMMUNITIES

Empowering tenants with the support and services they need to thrive.

2 PRIDE IN HOME

Preserving and upgrading CHH's current housing stock.

3 NEIGHBOURHOOD REVITALIZATION

Developing new and inclusive affordable mixed housing that builds strong and successful multi-generational communities.

4 A WHOLE TEAM APPROACH

Strengthening our people and performance.

MESSAGE FROM THE CEO AND PRESIDENT OF THE BOARD



Chief Executive Officer Adam Sweedland and Board President and Ward 3 Councillor Nrinder Nann



47% SENIORS



43% FAMILIES



10% SINGLES

As the president and the chief executive officer of CityHousing Hamilton (CHH) we share a strong belief that people must always be at the centre of our work.

We are entrusted with an important responsibility—to preserve and improve the conditions of our communities for current and future generations who will call our communities their home.

We believe people who choose a CHH community as their home deserve to be proud, feel safe, and have success in their lives.

The impacts of a persistent and

devastating affordable housing crisis are evident throughout the City of Hamilton in 2023. CHH is the largest provider of affordable housing in the City of Hamilton, but it had an unacceptable number of homes vacant and not suitable for habitation following years of inadequate funding. Simply put – we weren't doing our part in this crisis and we needed to do better.

In 2023, we implemented a new comprehensive vacancy management plan to turn vacant townhouses, apartments, and houses into occupied homes.



38%

HIGH-RISE UNITS
8+ Floors



26%

MID-RISE UNITS
5-7 Floors



5%

LOW-RISE UNITS
1-4 Floors



25%

TOWNHOMES



6%

SINGLES/SEMIS

With financial support from the City of Hamilton, we significantly reduced CHH's vacant units throughout 2023 and committed to an aggressive target of never allowing more than 2% of our homes to sit vacant again by the end of 2024.

Tackling the vacant unit program was our top priority, and this continues today, but we also focused heavily on advancing priorities in CHH's 2023-2027 Strategic Plan.

We started the journey of affirming an organizational culture that puts tenants first by providing high-quality tenant experiences, excellence in portfolio management, and optimal organizational performance.

The Board approved additional resources to improve the organization's capacity to deliver services that meet the needs of our tenants and support our staff for long-term success across many areas.

Lastly, we continued demonstrating CHH's commitment to environmental sustainability and the City of Hamilton's 2050 Climate Change goals by making smart decisions in the construction methods and technology applied in new construction.

- **13,000+ Tenants**
- **7,122 Units**
- **\$1.165B Asset Value**

We have developed a reputation for building high-quality and high-performing buildings to the passive-house standard which are responsible environmentally.

We welcomed 103 households to the new passive-house building at 8 Roxanne and we moved forward with four additional construction projects, totaling 161 units.

On behalf of the board of directors and the senior leadership team of CityHousing Hamilton, we want to extend our sincere thanks to the tenants, staff, and community partners for their commitment and hard work in 2023.

Because of you, CHH is working to lay a solid foundation for long-term success.

VISION

To be the best place to raise a child and age successfully.

MISSION

We provide affordable housing that is safe, well maintained and cost effective and that supports the diverse needs of our many communities.

HIGH QUALITY

TENANT EXPERIENCE

WELCOMING NEW TENANTS

The Tenant Administration Department supports current and prospective tenants across their tenancy and experience with CHH.

Tenant administration helps applicants from the centralized waitlist choose units within CHH buildings to call home and to help tenants obtain their annual subsidy renewal documents.

They also help tenants navigate legislation, policies, and procedures that determine their rent calculation, and often help connect tenants and prospective tenants to staff who can best answer inquiries.

This team is also responsible for renting market rent units and for facilitating tenant transfers.

**535
NEW HOUSEHOLDS**

**4971 SUBSIDY
CALCULATIONS**

**4971
ANNUAL REVIEWS**



INSIDE A UNIT AT 8 ROXANNE DR.



PARTNERSHIP AND ENGAGEMENT

Partnerships to enable Tenant well-being

Working together with community partners, CHH offered tenants free or low-cost accessible programming and engagement opportunities. These

programs focused on addressing food insecurity, digital literacy, therapeutic arts, health promotion, and leadership skill development.

BI-WEEKLY MOBILE FOOD MARKETS

In partnership with St. Matthew's House, Wesley

Urban Ministries, and Food for Life, tenants accessed bi-weekly food markets that travelled to a number of CHH buildings.

1500 FROZEN MEALS

Partnership with Goodwill Industries to provide frozen meals to tenants in need

FRESH PRODUCE AT 8 ROXANNE

McQueenston Farms donated fresh produce for tenants

FOOD MARKETS

Christian Fellowship Church hosted food markets

THE ESSENTIAL ROLE OF TENANT SUPPORT WORKERS

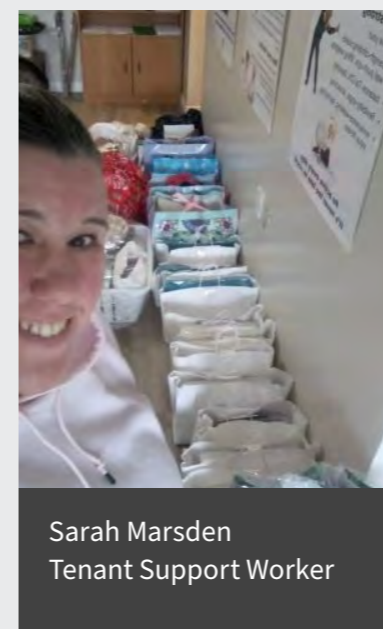
Tenant support workers work with individual tenants and focus primarily on eviction prevention and connecting tenants to community resources.

Over the years, many of the community resources tenants have accessed have either closed, reduced services, or changed eligibility.

The gaps in resources and supports has translated into a need

to offer more services on-site across all CHH properties. While we are proud of the sustainable programming we have developed to date, we know that tenants need more help.

As a result, tenant support workers act as case managers for tenants who would otherwise have no support or difficulty accessing resources and support services.



Sarah Marsden
Tenant Support Worker

BY THE NUMBERS

11 FLU & COVID-19 CLINICS

In partnership with community paramedics, public health, and Marchese Pharmacy

715 FREE TAX RETURNS

In partnership with Community Volunteer Income Tax Programs

300 PET VISITS BY SPCA

Free or low-cost health care for tenants' pets

40 TENANT LED GROUPS

Recreation and social groups

157 HOLIDAY HAMPERS

In partnership with St. Matthew's House

17 COMMUNITY GARDENS

17 Community Gardens at CHH sites



CEO Adam Sweedland poses for a picture with outgoing board members Jacqueline Aird, Patricia Reid, Nickolas But, volunteer and tenant Don Malette, and Board President and Ward 3 Councillor Nrinder Nann. All were awarded Art Tiles in 2023.

A CULTURE OF GIVING BACK

CityHousing Hamilton is committed to recognizing individuals, institutions, or groups from the community who provide services or supports that help tenants thrive and experience a good quality of life at their properties.

Four tenants were recognized for their contributions in bettering their communities in 2023.

Don Mallette has offered the Larch After School program for many years, providing after-school care to help parents, while helping students with their homework.

The CHH Board honoured Don for his outstanding contributions and

dedicated service to his community.

Margaret Bennett won the Senior of the Year Innovation Award for her creation of the "Golden Hearts Food Cupboard" which ensured her neighbours had access to healthy food during turbulent times. More than 2100 meals were made by Margaret, and she distributed each on door to door.

Tenants Bev Wilson and Lyn Acke were also nominated for the award for their efforts to support their neighbours with meals, programming, and other supports.



A COMMITMENT

TO ACCESSIBILITY

IMPLEMENTING THE ADVISORY COMMITTEE FOR PERSONS WITH DISABILITIES RECOMMENDATIONS

At the November 28th, 2023, CityHousing Hamilton (CHH) Board meeting the Board of Directors received a presentation from the Advisory Committee for Persons with Disabilities (ACPD) with recommendations to improve accessibility at CHH buildings. CHH has implemented a multi-year plan to address the ten recommendations, including some that were actioned in 2023.



Increased focus on accessibility

CHH created the Equity, Diversity, and Inclusion specialist position to mitigate accessibility issues at properties and support tenants' individualized needs.



Enhanced Annual Unit Inspections

CHH refined and enhanced a Unit Modification process to streamline requests for accessible modifications.



Build and renovate with accessibility in mind

CHH's new construction projects focus on accessibility and incorporate Universal Design Standards.

Embedding Inclusion, Diversity, Equity, and Accessibility at Every Level

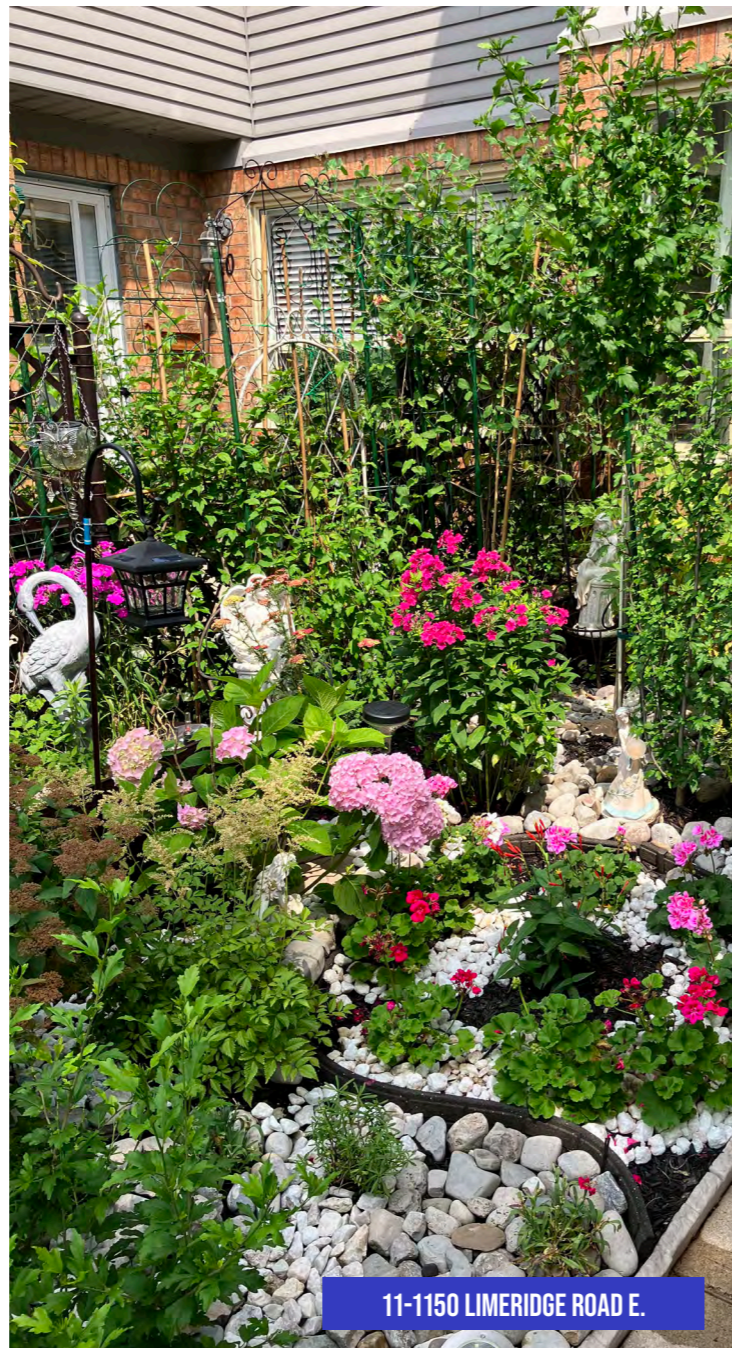
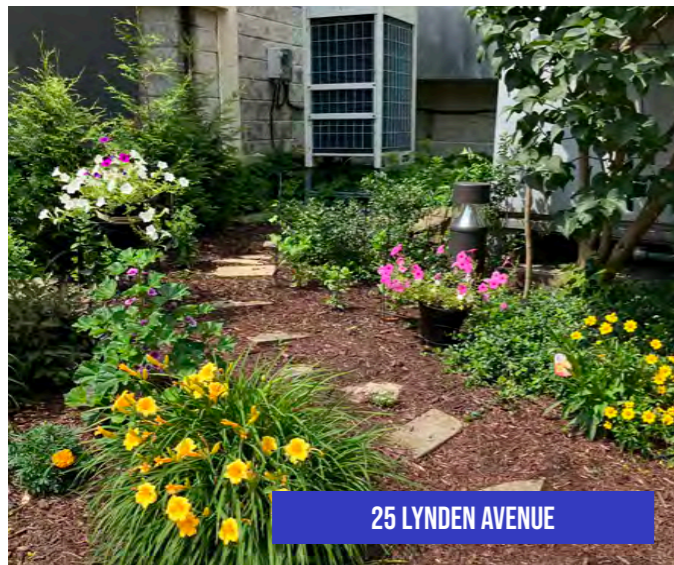
Bringing together people with diverse perspectives and experiences to deliver high-quality tenant experiences

To ensure all aspects of our City are built on the principles of Inclusion achieved through Diversity, Equity, and Accessibility (IDEA). To create, foster, support and, ultimately, sustain a City culture whereby all people feel a strong sense of inclusion, empowerment, and opportunity for development and growth.

PROPERTY

BEAUTIFICATION

Each year properties across the CityHousing Hamilton portfolio spring forth with greenery thanks to the efforts of individual, building, and community gardens that tenants maintain in an effort to provide beautiful natural space for themselves and their neighbours.



Each year, CHH celebrates the efforts tenants make to beautify their properties through the Annual Garden Awards.

Gardens from across the CHH portfolio are judged by a group, using six criteria: design, colour,

variety, maintenance, additions, and creativity.

Prizes are awarded for first, second, and third place finishes for apartments, townhouses, buildings, and houses.

MAINTENANCE



\$1,019,366 in additional preventative maintenance funding

In 2023 the CHH Board approved tackling deferred preventative maintenance totaling \$1,019,366 estimated annual cost, including eavestrough cleaning, duct cleaning, window washing, sewer stack cleaning, and more.

Preventative maintenance is proactive maintenance performed regularly and routinely on physical assets to reduce the chances of equipment failure, improve reliability, increase life span of equipment and reduce unplanned




equipment breakdowns, which can be very costly and negatively impact tenants.

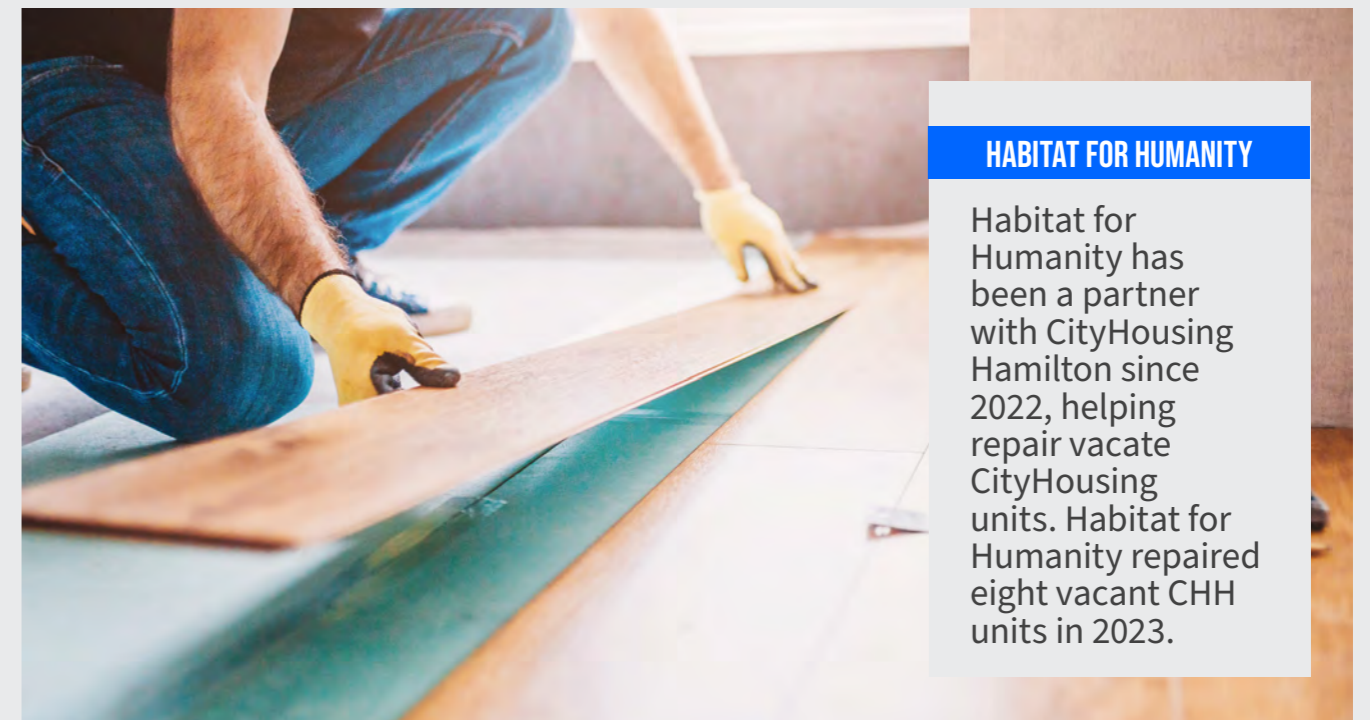
Both regular upkeep and preventative maintenance are vital to ensure buildings remain safe and stable homes for tenants, and that equipment remains efficient and dependable.

This dedicated funding will ensure that CHH can proactively address preventative maintenance on a regular and ongoing basis.

18,473 SERVICE REQUESTS

Completed by maintenance staff

-  7080 General service requests
-  6231 Plumbing service requests
-  2598 Electrical service requests



HABITAT FOR HUMANITY

Habitat for Humanity has been a partner with CityHousing Hamilton since 2022, helping repair vacate CityHousing units. Habitat for Humanity repaired eight vacant CHH units in 2023.

MOHAWK COLLEGE

CityHousing Hamilton partnered with 63 students from Mohawk College to complete 112-hour service learning repairing vacant units and supporting CHH's vacancy renewal plan.

The Construction Engineering Technician- Building Renovations students gained valuable work-integrated learning experience, helped CHH make vacant units available for prospective tenants faster.

“This partnership with Mohawk College not only provides a valuable learning experience for students but also provides them the opportunity to give back to our communities in a meaningful way,”
- Brian Kinuschuk, Manager of Maintenance for CityHousing Hamilton.

VACANCY

MANAGEMENT

In 2023, CHH implemented a new vacancy management plan. This plan had two primary goals: aggressively address a backlog of long standing vacant units for which there had been insufficient funds and provide a framework to ensure new vacancies going forward would be managed effectively and efficiently.

CHH started the process of turning a backlog of 476 vacant units into homes by the end of 2024. Many of these units had been vacant for months and years because they required significant repairs with an estimated repair cost of \$5.7M. With funding support from the City of Hamilton, 243 of these units were repaired and occupied as of December

31, 2023. The balance will be repaired in 2024.

In addition, CHH revised its processes and systems for managing new vacancies and adopted an aggressive target of reaching and maintaining a vacancy rate of 2% by the end of 2024. In 2023, CHH reduced its vacancy rate from an all-time high of 9.07% to 5.81%. This important work continues as a high priority in 2024 and CHH is on track to reach its 2% target.

CHH also enhanced its standards for unit turnovers by modernizing the esthetics of finishes, choosing high quality materials which add to the home's sustainability, and improving or adding accessibility features.



INSIDE A UNIT AT 263 MAIN ST E.

BUILDING FOR THE FUTURE

FOUR PROJECTS START CONSTRUCTION

CityHousing Hamilton started construction on four projects in 2023 totaling 161 units, including 40 net new units, to meet the needs of tenants and address a growing affordability and homelessness crisis.

This was an ambitious and bold plan that prioritizes accessibility, efficiency, sustainability, and unit diversity.

All CHH buildings adhere to Passive House principles, featuring durable finishes, and incorporating universal design, with 20% barrier-free or accessible units throughout.

Each projects builds off of the innovative approaches CHH has taken to design, construction, and delivery in the past.



257 KING WILLIAM ST

257 King William integrates volumetric modular and pioneers 24-hour support services through Indwell.



106 BAY ST N

106 Bay St N infills an under utilized parking lot while being positioned to enable a larger second phase building.



55 QUEENSTON RD

55 Queenston Rd includes ground-floor commercial space that will support our tenants and serve our community.



1620 MAIN ST E

1620 Main St E incorporates a cross-laminated mass timber panelized modular system as an alternative to concrete and steel.



Building Better Faster

In November Minister responsible for Federal Economic Development Agency for Southern Ontario and Hamilton Member of Parliament Filomena Tassi toured the 257 King William St Project with CHH CEO Adam Sweedland, President of the Board and Hamilton Ward 2 Councillor Nrinder Nann, and Manager of Development Sean Botham.

The three-storey modular build features 24 studio-style residential units and makes use of a former City of Hamilton-owned parking lot.

8 ROXANNE



Development Strategy

The CHH Board has commissioned a development strategy that will guide CHH through redevelopment and growth for the next 20 years.

The strategy will build off the first phase of new development already underway, and position CHH to ambitiously provide housing to more people in Hamilton.

As the largest affordable housing provider in Hamilton, managing over 7,122 units, CHH plays a vital role in the Hamilton community.

The Development Strategy helps define what that role looks like over the coming decades.

ROXANNE

REVITALIZATION

INSIDE A UNIT AT 8 ROXANNE



The Roxborough revitalization of the CHH properties at Lang-Hayes-Reid is the result of a comprehensive and coordinated effort between a private developer, the City of Hamilton, and CHH to deliver community revitalization in a meaningful and equitable manner.

CHH's new building at 8 Roxanne Dr. offers single and family units to 103 households. The building characterizes CityHousing Hamilton's dedication to tenant well-being and sustainability, featuring 56 family units, 30 accessible units.

8 Roxanne employs Passive House principles for energy efficiency and modern comfort, and includes 24/7 fresh ventilation and individual control of heating and cooling for year-round comfort.

This project is part of an overall 5-hectare community redevelopment in collaboration with a private development group which layers together 352 mid-market rental units, and up to 300 private ownership options.

Alongside CHH's new units, these units provide quality housing that is accessible to residents across a spectrum of income levels and household sizes.

We welcome our many new tenants, along with a few familiar faces who returned, and celebrate the community renewal in the McQueston neighbourhood.



**MAINTAINING
PORTFOLIO**



\$18,365,076
**IN CAPITAL PROJECTS
TO REPAIR, RESTORE,
AND RENEW**

With an average age of 47 years, chh's portfolio requires long-term capital repair investments, balancing a commitment to excellence in portfolio management with sustainable spending.


In 2023, asset renewal projects were carried out under a number of funding sources, including municipal and provincial programs, as well as the CMHC Co-Investment fund.

ASSET RENEWAL PROJECTS

ENERGY SAVINGS BY THE NUMBERS

 57,693 kWh per year saved

 3,165 kgCO2e per year saved

 \$309,517.60 in utility incentive funding

17 PROJECTS COMPLETED IN 2023



6 Mechanical Projects

Six mechanical projects were completed in 2023, including hot water heater and baseboard heater replacement, make up air system replacement, sanitary piping replacement, and the installation of new emergency generators.

\$11,434,843



5 Health and Safety Projects

Five health and safety projects completed in 2023, including assisted living phone systems installation, asbestos abatement, flooring inspections, and electrical forensic audits.

\$4,386,609



2 Electrical Projects

Two electrical projects completed in 2023, including lighting replacement and energy-efficient LED lighting installation.

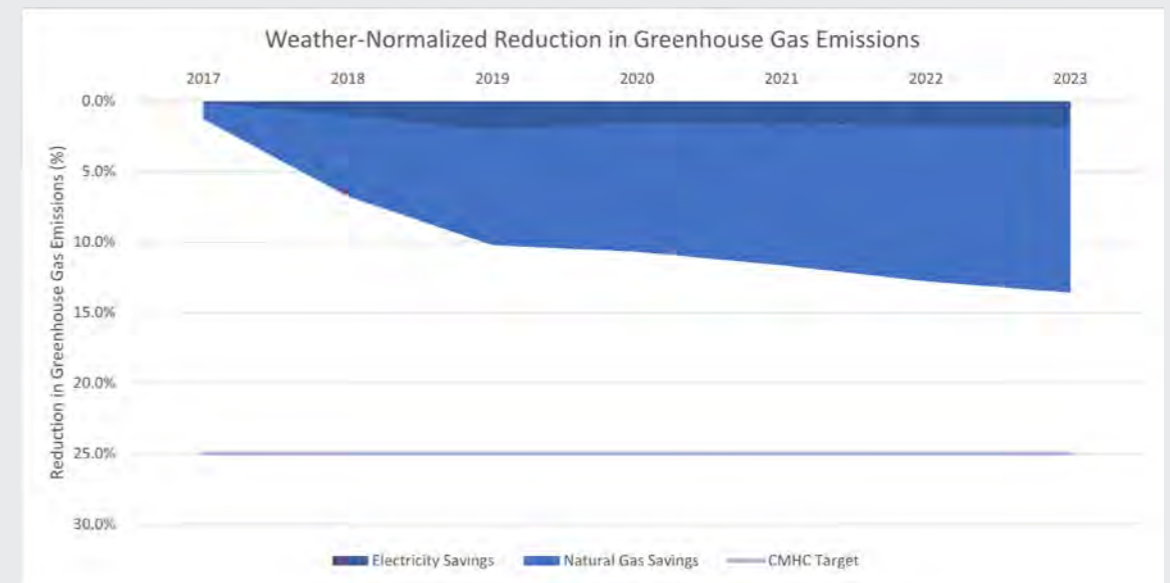
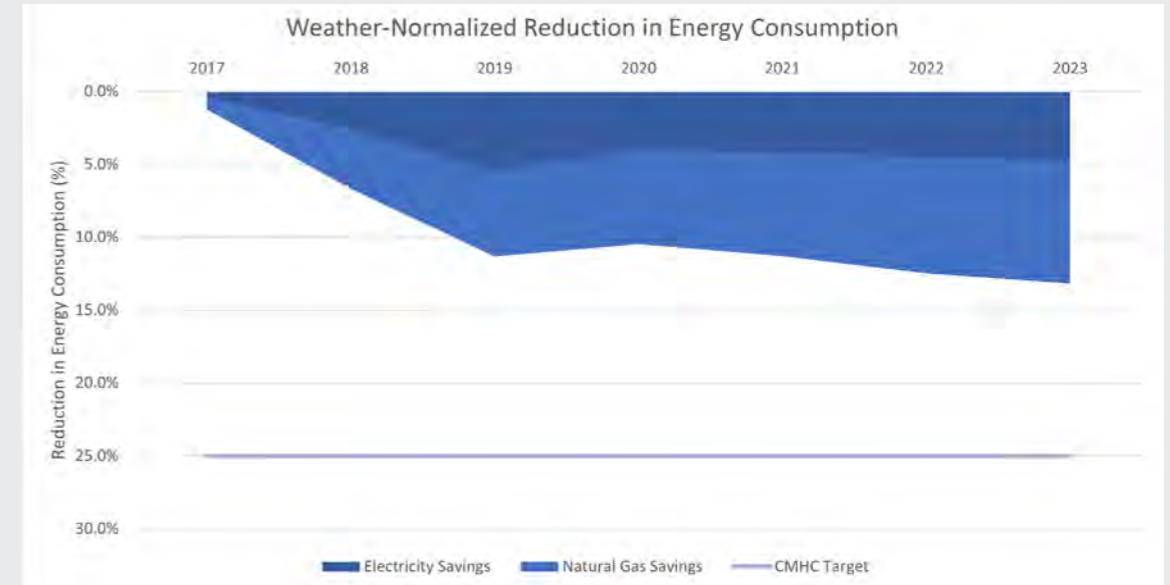
\$2,268,348



4 Envelope Projects

Four envelope projects completed in 2023, including front entrance refurbishment, balcony repair, along with roof and window replacement.

\$275,2275



Reducing Environmental Impact

In 2023, CHH continued to identify and implement energy and water efficiency initiatives, which are contributing towards our target of a 25% reduction in energy use and greenhouse gas emissions by 2028.

One of these initiatives involves a combined implementation of the Energy Affordability Program and Home Winterproofing

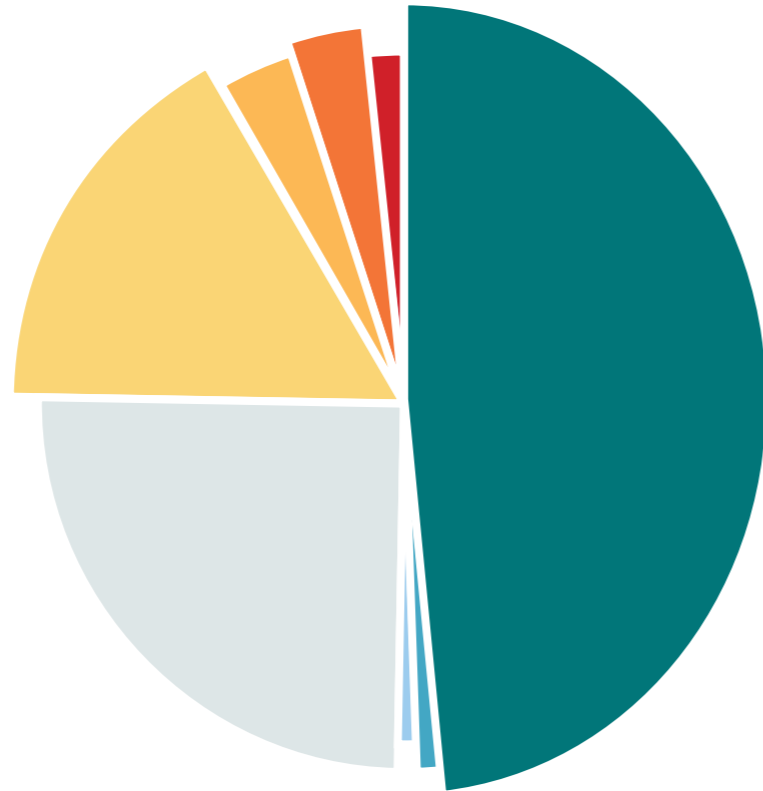
Program offered at no cost to tenants by the Independent Electricity System Operator and Enbridge Gas.

Energy- and water-efficient upgrades such as fridges, thermostats, LED light bulbs, and showerheads were installed in 131 units across one apartment building and one townhouse property in 2023.

The initial work at these two properties established efficient processes and laid the groundwork to complete similar upgrades for the rest of CHH's units in 2024-2025.

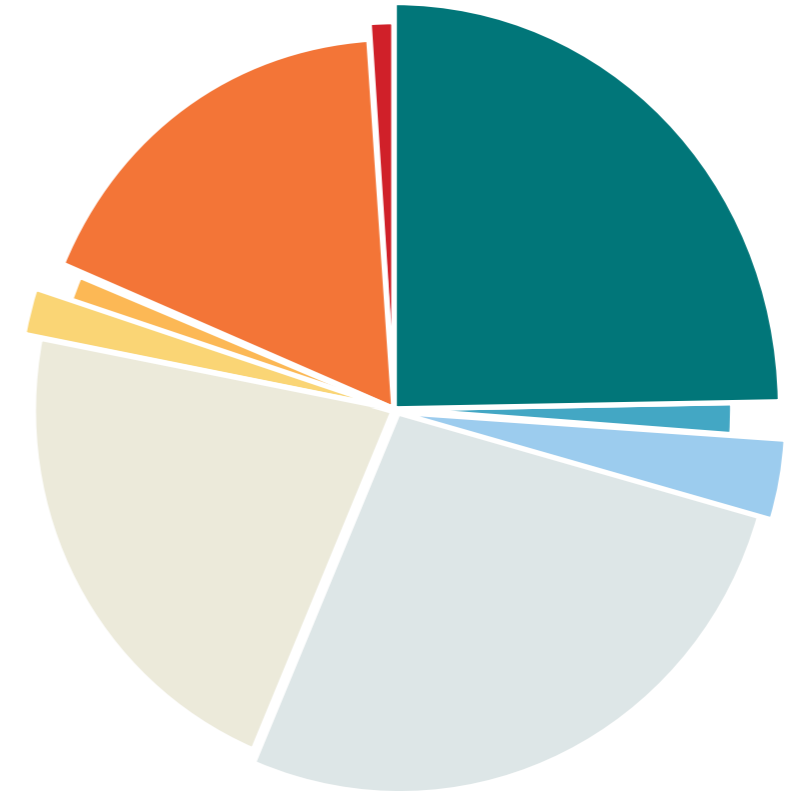
The initial results of this initiative are demonstrating a positive impact on CHH and its Tenants.

FINANCIAL PERFORMANCE



Total Revenue \$83,595,623

48.4%	Residential Rent	\$40,427,630
1.3%	Commercial Rent	\$1,127,669
0.8%	Tenant Recoveries	\$638,515
24.9%	Government Subsidies - Operating	\$20,848,817
1.5%	Amortization of Deferred Revenue	\$1,218,512
16.4%	Government Subsidies - Capital	\$13,680,385
3.3%	Sales of Units	\$2,757,397
3.5%	Other Income	\$2,896,698



Total Expenses \$65,424,724

25%	Administration	\$16,333,046
1.2%	Bad Debts	\$755,105
3.5%	Insurance	\$2,288,926
27%	Maintenance	\$17,648,296
21.6%	Depreciation	\$14,136,036
1.9%	Interest on Long-Term Debt	\$1,254,449
1.1%	OHC Repayment	\$734,663
1.4%	Municipal Property Tax	\$898,059
17.4%	Utilities	\$11,376,144

OPTIMAL ORGANIZATIONAL PERFORMANCE

STAFF ENGAGEMENT

In 2023, we identified three service pillars to deliver on our 2023-2027 strategic plan: High Quality Tenant Experience, Excellence in Portfolio Management, and Optimal Organizational Performance.

These three pillars focus on our culture, resource needs and organizational structure in order to deliver a thriving CHH. They align with CityHousing Hamilton's strategic priorities and strategies including Flourishing Communities, Pride in Home, Neighbourhood Revitalization, and a Whole Team Approach. Staff have rallied around these service pillars.

In 2023, CHH staff contributed to a thriving workplace culture and to their communities through supporting the March for Larch after school program, competing in the City of Hamilton United Way Bus Pull Challenge.



Staff participate in pink shirt day, which supports and raises awareness for anti-bullying programming in schools.



CHH celebrated employee years of service for 5, 10, 15, 20, 25, 30, 35 years of service. Pictured above are Brent Sherwood, Dawn Sacks, Michael Mroz, Philmore Lee, Melody Gouette, and Nancy St. Jean, along with CEO Adam Sweedland.

CHH continued its practice of hosting an All Staff Day as a way to thank and celebrate staff and highlight the accomplishments achieved through the year.

In 2023, CHH's All Staff Day featured team-building exercises, professional

learning and development, and a presentation from CEO Adam Sweedland on the Tenants First Refresh Plan and the service pillars to deliver on our 2023-2027 strategic plan.

GOVERNANCE AND SENIOR LEADERSHIP

BOARD OF DIRECTORS

Councillor Ninder Nann
Ward 3 Councillor; President

Christine Griffith
Vice President; Citizen Member

Councillor Tammy Hwang
Ward 4 Councillor; Treasurer

Karl Andrus
Citizen Member

Adriana Harris
Citizen Member

Councillor Tom Jackson
Ward 6 Councillor

Councillor Cameron Kroetsch
Ward 2 Councillor

Alice Plug-Buist
Citizen Member

Councillor Alex Wilson
Ward 13 Councillor

SENIOR LEADERSHIP

Adam Sweedland
Chief Executive Officer

Rochelle Desouza
Chief Financial Officer

Sean Botham
Manager - Development

Brian Kinaschuk
Manager - Maintenance

Bernice Lilley
Manager - Asset Renewal

Gillian McLaughlin
Manager - Partnership
Development and Support Services

Tracy Murphy
Manager - Residency Administration

Leanne Ward
Manager - Operations

Amanda Warren-Ritchie
Manager - Strategy,
Quality Improvement

CityHousing Hamilton is governed by a nine-member Board of Directors comprised of five City Councillors and four members from the community, bringing a variety of experience and perspectives.

COMMUNITY PARTNERSHIPS



CEO ADAM SWEEDLAND AT MARCH FOR LARCH

CityHousing Hamilton is very fortunate to be in regular collaboration with a wide variety of dedicated community partners without which many of our programs and services would not be sustainable.

Able Living , Thrive Group
Alzheimer's Society
Art Gallery of Hamilton
Banyan Community Services
C & DC Mobility
CAMH (Centre for Addictions & Mental Health)
CBI Health

CMHA (Canadian Mental Health Association)
CVITP (Community Volunteer Income Tax Program)
Cancer Screening Bus
City of Hamilton Recreation Services
Compass Community Health
Community Paramedics
Cycling Without Age
Distress Centre Halton
Dundas Community Services
Dundas Valley School of Art
Earth Wisdom Yoga
East Side Pharmacy
Food For Life
Good Shepherd
Goodwill Industries
Green Venture
HIRO (Head Injury Rehabilitation Ontario)
HRIC (Hamilton Regional Indian Centre)
Hamilton Christian Fellowship Church
Hamilton Health Sciences
Hamilton Literacy Council

Hamilton Public Library
HARPS (Healing Arts Program)
Hamilton Police Services, Senior Support Officer
Hausers Pharmacy
Home Management
Kiwanis Boys & Girls Club
LARCH After School Program
Life Hearing Solutions
Livercare
McMaster University
McQuesten Farms
Marchese Pharmacy
Mohawk College
Narcotics Anonymous
Neighbour to Neighbour
New Horizons
Niwasa Kendaaswin Teg
Ontario Disability Supports Program (ODSP)
Ontario Health
Ontario March of Dimes
Ontario Works (OW)
Public Health
Queenston Pharmacy
RCC Church
Salvation Army
Lawson Ministries
Seniors at Risk in Hamilton (SARIH)
Service Canada
Shelter Health Network
Sheridan College
SPCA
St Joseph's Home Care
St Joseph's Hospital
St Matthews House
Threshold School of Building
Wesley Urban Ministries

Thank you to all our partners!

2023 ANNUAL REPORT

...more than a place to live



As the largest social housing provider in Hamilton, CityHousing Hamilton provides homes that are safe, well-maintained and affordable for people who live and work in our diverse community.

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