



FORMING STRONG FOUNDATIONS



INKSTER HOUSING 2024

*Building on Progress.
Believing in What's Next.*





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IHC MISSION

Enriching lives by building inclusive communities and empowering families for long-term economic success.

IHC VISION

To be the premier affordable housing provider locally, regionally, and nationally that fosters diverse and vibrant communities to include housing, education, and economic growth.

IHC VALUES

A keen sense of what to do or say in order to maintain good relations with others by these values:

Tempered

Accountable

Compassionate

Trusted

Support from the Ground Up

The significance of a strong foundation cannot be understated. It is the basis for all potential growth, serving as an unbreakable backbone that never waivers, even when challenges arise. While this steadfast support is typically found among blueprints and construction sites, it's also an essential element of Inkster Housing Commission.

From our ever-expanding capabilities to our commitment to accessibility and our devotion to the development of our residents, 2024 has been a year of supporting what matters most and then watching it develop in ways we could have never imagined.

Brick by brick, we are building a stronger community together—and thanks to our firm foundation, it will never waiver.



A Message from Gregory Gillette
Chairman of the Board

Greetings to the Citizens of Our Great City,

It is with deep appreciation and honor that I serve as Chairman of the Inkster Housing Commission (IHC) Board. This role is especially meaningful at a time when the Commission is undergoing a significant transformation—transitioning from traditional public housing to a modern, private mixed-income affordable housing model. This evolution represents more than just a change in structure; it is a bold step toward ensuring long-term stability, growth, and opportunity for our residents and the greater Inkster community.

With every transformation comes both challenges and opportunities. The IHC Board, alongside our dedicated leadership and staff, is fully committed to overseeing this process with transparency, strategic foresight, and a focus on the well-being of our residents. We recognize that such an ambitious shift requires careful planning, strong partnerships, and a relentless commitment to our mission. Rest assured, we are working diligently to navigate these changes in a way that prioritizes the needs of those we serve while positioning IHC for a sustainable and prosperous future.

Beyond housing, this transformation has the potential to be a catalyst for broader economic development in Inkster. The scale of investment and revitalization we are undertaking is something our city has not seen in decades, and the positive ripple effects will extend beyond our properties—creating jobs, improving local infrastructure, and fostering a renewed sense of community pride.

As Chairman, I take this responsibility seriously and will remain deeply engaged in ensuring that this transition is managed with care, integrity, and a steadfast commitment to our residents. The success of IHC is not just about housing; it is about building a stronger, more vibrant Inkster for generations to come.

Thank you for your continued support and trust. Together, we are shaping a brighter future.



2024 Key Milestones

In 2024, the Inkster Housing Commission made significant strides in expanding affordable housing, supporting economic development, and enhancing resident services, strengthening our role in the community.

2024

Key Milestones



SOLD CANTURBURY ESTATES

IHC completed a notable sale of Canterbury Estates to Sophia Investments. This sale represents a critical step forward in the Commission's mission to foster sustainable, affordable housing and vibrant, inclusive communities. The transition was managed in collaboration with local officials and stakeholders, exemplifying IHC's commitment to high-quality, resident-centered outcomes and expanding its community partnerships to support long-term growth and stability.

These initiatives highlight IHC's progress in enriching lives and creating lasting positive change for the Inkster community. By expanding partnerships and securing significant funding, the IHC is well-positioned to meet its goals for sustainable, inclusive growth in the coming years.

SECURED \$2.7M GRANT FROM HUD

A major success for IHC this year was securing a \$2.7 million HUD grant to bolster its housing and community service programs. This grant will be instrumental in improving the quality of available housing while enhancing various resident support initiatives, including job training and financial literacy programs. IHC's 10-year development plan, which includes a \$100 million economic investment in Inkster, underscores a broader commitment to transforming local housing, boosting job opportunities, and empowering residents towards self-sufficiency. This long-term vision is aimed at not only increasing affordable housing options but also providing essential services in a city with limited public transportation and educational resources.

ACHIEVED STANDARD PERFORMER DESIGNATION

(IHC) proudly achieved the U.S. Department of Housing and Urban Development's (HUD) Standard Performer Designation for the first time in nearly a decade. This recognition reflects IHC's improvements in management, financial practices, and property maintenance, demonstrating the positive impact of its dedicated team and supportive community partners. Following an onsite review by HUD's Detroit Field Office, IHC was commended for its organizational progress and compliance with Housing Quality Standards and program management requirements.

HOSTED THIRD ANNUAL RESIDENT APPRECIATION AND SAFETY DAY

The Inkster Housing Commission (IHC) hosted its 3rd Annual Resident Appreciation and Safety Day on Saturday, July 20, 2024, from 12:00-5:00 p.m. at Lemoyne Park in Inkster, Michigan. This public event celebrated IHC residents and emphasized safety and well-being within the community. Attendees enjoyed health checks, games, prizes, food, and refreshments, with activities for all ages.

The event also featured safety and emergency preparedness sessions, providing residents with valuable knowledge to protect their families. IHC's Sheena Wells expressed excitement for the event, highlighting it as a chance to show appreciation and promote safety. IHC extended gratitude to community partners and sponsors for their support in making this event possible.

Empowering Resident Services

PROGRAMS

Family Self-Sufficiency Program (FSS)

78 RESIDENTS ENROLLED

Resident Opportunity for Self-Sufficiency Program (ROSS)

95 RESIDENTS ENROLLED

KEY PARTNERS

Forgotten Harvest

SOOAR

Oak Street Health/Senior Pharmacy

Girl Scouts

WE RISE



RESIDENT SPOTLIGHT

Stanley Basket

from Twin Towers

Meet Stanley Basket, a valued resident of Twin Towers with the Inkster Housing Commission. Known for his reliability and positive presence in the community, Mr. Basket has been recognized as one of our outstanding residents. With a deep appreciation for the improvements in security and cleanliness over the past three years, he describes his experience as "very comfortable." Grateful for the management team and the well-maintained building, Mr. Basket has no complaints—just a quiet appreciation for the place he calls home. We're proud to have him as part of our community!

Rapid Growth in Rapid Succession

MAJOR PROPERTY IMPROVEMENTS

- Upgraded to an energy efficient brighter outdoor lighting in Demby and Parkside
- Brought approximately 70 vacant units back online
- Removed underground fuel storage tank at Twin Towers
- Upgraded camera systems
- Finished electrical upgrades on Simmons Center
- Moved Staff and community groups into Simmons Center
- Upgraded enterprise resource planning software
- Started elevator replacement at Twin Towers

PROCUREMENT

During 2024,
\$5,991,701.39
was paid to vendors for goods and services

(Of that, \$1,171,111.77 was paid to minority-owned businesses and \$151,839.13 paid to woman-owned businesses).

Inkster Resident Council



A Letter from Evonne Moore

President of Inkster Housing Resident Council

The Resident Council for the Inkster Housing Commission (IHRC) has proudly served as a vital voice and resource for our community. As President of IHRC, I, Evonne Moore, am honored to continue leading efforts to foster impactful engagement with our residents and the surrounding communities. Through collaboration and dedication, we remain committed to enhancing the lives of Inkster residents by providing educational opportunities, enrichment programs, and meaningful community connections.

A key priority of the Resident Council is to empower youth and adults with the skills necessary to achieve self-sufficiency and lifelong learning. Since launching in 2014, our Summer Youth Program has been instrumental in supporting students academically and socially, offering educational reinforcement and enrichment activities that help them succeed both in and out of the classroom. In 2024, we proudly continued this tradition, expanding our curriculum to provide students with essential skills for personal and academic growth.

Beyond youth programming, the Resident Council remains committed to organizing impactful community events. Each year, we collaborate with local organizations to host initiatives such as our annual backpack giveaway, interactive summer school programs, Black History Month segments spotlighting Inkster residents, summer field trips for children, and engaging excursions for our senior residents. These events help to build a stronger, more connected community by fostering education, cultural awareness, and social engagement.

This year also marks a significant milestone for the Inkster Housing Commission. For the first time in nearly a decade, IHC has achieved the U.S. Department of Housing and Urban Development's (HUD) Standard Performer Designation. This prestigious recognition highlights IHC's continued progress in management, financial practices, and property maintenance, demonstrating the effectiveness of our leadership and community partnerships. The positive feedback from HUD's Detroit Field Office reaffirms the impact of our collective efforts in improving housing quality and services for residents.

Our success as a Resident Council would not be possible without our strong partnership with the Inkster Housing Commission and the unwavering support of community organizations, churches, sororities, and local schools. Together, we remain dedicated to being a voice for our residents and a catalyst for meaningful change. We will continue striving to bring innovative programs, essential resources, and new opportunities to our residents and the broader Inkster community.

As we look ahead, we are excited about the continued growth and evolution of our programs. The Resident Council remains steadfast in its mission to serve, uplift, and advocate for the residents of Inkster, ensuring that every individual has access to the tools and resources they need to thrive.



Strategic Plan

Portfolio Maintenance & Expansion

A photograph of three staff members standing in a hallway. On the left is a man with a beard and mustache, wearing a white polo shirt with a small logo. In the center is a woman with dark hair, wearing a white polo shirt with a small logo. On the right is a man with a beard and glasses, wearing a white polo shirt with a logo that includes the word "HOPE" and some icons. They are all smiling at the camera.

Community & Regional Engagement



GOAL 3

Self-Sufficiency & Independent Living

IHC will ensure that all residents are linked to the critical support services that will provide opportunities for self-sufficiency and / or independent living.



GOAL 4

Stakeholder Satisfaction

IHC will set high standards and performance metrics for excellence in resident, participant, stakeholder satisfaction and customer service that will be measured through Customer Satisfaction Surveys.



GOAL 6

Human Resource Management

IHC will provide for a positive internal organizational culture and environment that fosters succession planning, professional development, performance enhancement, rewards systems, customer satisfaction excellence, team building and cross-training.



GOAL 5

Economic Development & Empowerment

IHC will recognize and accept its role as a major contributor to the economic development of the City of Inkster.



Housing Choice Voucher Program

The Housing Choice Voucher (HCV) program is the Federal Government's major program for assisting very low-income families, the elderly and the disabled to afford decent, safe and sanitary housing in the private market.

The Inkster Housing Choice Voucher program currently has 757 vouchers. We service all of Wayne County and Washtenaw County (Ypsilanti only).

Although we are experiencing a shortfall and have ceased our leasing until 2025, we are no longer a Troubled Voucher Program. We have improved to become a Standard Performance program with the goal of ultimately becoming a High Performance program.

The HCV program provides rental subsidies to lower-income families that meet federally established income guidelines. Program participants find their own rental housing and use the vouchers they receive from the Inkster Housing Choice Voucher Program (IHCVP) to help pay the rent. Funds for the program are provided by the U.S. Department of Housing and Urban Development (HUD).

Housing Choice Voucher Program

By The Numbers

\$7,582,212
ANNUAL BUDGET AUTHORITY

\$7,582,212
HAP COST FOR 2024

712
CURRENT PARTICIPANTS UNDER LEASE

757
UNIT MONTHS AVAILABLE

712
CURRENT VOUCHER HOLDERS

563
TOTAL PROPERTY OWNERS

67%
LEASING SUCCESS RATE



Vision Statement from Byron Nolen
Mayor of the City of Inkster

The vision for the city of Inkster is to become a destination in western Wayne County. Our city is blessed with two beautiful county parks, including Inkster Park located along the banks of the Lower Rouge River, which is graced with maple and ash trees and is home to various wildlife.

Our plan is to develop both our residential and commercial districts. The city has ample land to build new housing developments which would increase the tax revenue, as well as attract young families to our city. Our commercial thoroughfares are underdeveloped and ripe for an explosion of new strip malls and stand-alone buildings to bring new businesses to our city.

We will provide various programs to encourage our residents to exercise and live healthy lifestyles. As a destination city, our mission is to attract people to the city of Inkster to live, work, and play.



INKSTER POLICE DEPARTMENT

Ta'Van Hall

Officer and Hostage Negotiator

“ True progress for me as a police officer working within Inkster Housing is measured not only in the crime reduction but in the building of trust, fostering community partnerships, and creating an environment where every resident feels safe, heard, and supported. ”

Rapid Growth in Rapid Succession

2 0 2 4

HUMAN RESOURCES



27

ACTIVE
EMPLOYEES



8

EMPLOYEES ARE
INKSTER RESIDENTS



6

OF THE 2024
NEW HIRES ARE
STILL ACTIVE



A NOTE FROM

Sheena Wells

Director of Human Resources

“As the Director of Human Resources at Inkster Housing Commission, I take pride in fostering a supportive environment and collaborative workforce. With a team of 27 employees, we are committed to hiring and retaining experienced individuals with preference for top local talent. My focus is on building a positive and engaging workplace culture where employees feel valued and enjoy their work and each other. When our team thrives, they’re better equipped to deliver meaningful, effective support to the residents we serve.”

INKSTER HOUSING COMMISSION
Statement of Net Position
Year Ended December 31, 2023

ASSETS

CURRENT ASSETS	
Cash and Cash Equivalents	\$1,530,047
Cash and Cash Equivalents - Restricted	\$214,537
Cash - Tenant Security Deposits	\$77,980
Recievables - Net of Allowance	\$505,897
Due from Other Governments	\$1,315,957
TOTAL CURRENT ASSETS	\$3,644,418

NONCURRENT ASSETS	
Capital Assets	
Nondepreciable	\$5,018,764
Depreciable	\$55,834,356
Less: Accumulated Depreciation	\$50,808,129
Net Capital Assets	\$10,044,991
TOTAL NONCURRENT ASSETS	\$10,044,991

TOTAL ASSETS **13,689,409**

LIABILITIES AND NET POSITION

CURRENT LIABILITIES	
Accounts Payable	\$402,019
Accrued Liabilities	\$74,130
Due To Other Covernments	\$434,535
Tenant Security Deposits	\$77,980
Unearned Revenue	\$8,235
Debt - Capital- Current Portion	\$332,106
TOTAL CURRENT LIABILITIES	\$1,329,005

NONCURRENT LIABILITIES	
Debt - Capital - Net of Current Position	\$1,299,634
Accrued Salaries, Wages and Compensated Absences - Non-Current	\$23,671
TOTAL NONCURRENT LIABILITIES	\$1,323,305

TOTAL LIABILITIES **\$2,652,310**

NET POSITION	
Investment in Capital Assets	\$8,413,251
Restricted	\$222,719
Unrestricted	\$2,401,129
TOTAL NET POSITION	\$11,037,099

**TOTAL LIABILITIES, DEFERRED INFLOW OF RESOURCES,
AND NET POSITION** **\$13,689,409**

INKSTER HOUSING COMMISSION
Statement of Revenues, Expenses, & Changes in Fund Net Position
Year Ended December 31, 2023

OPERATING REVENUES	
Tenant Revenue	\$1,117,648
Program Grants -Subsidies	\$13,372,252
Other Revenue	\$264,149
TOTAL OPERATING REVENUES	\$14,754,049

OPERATING EXPENSES	
Administrative	\$2,780,860
Tenant Services	\$105,271
Utilities	\$1,178,504
Maintenance	\$3,017,392
Protective Services	\$730,067
General Expense	\$737,225
Housing Assistant Payments	\$6,186,655
Depreciation	\$1,044,288
TOTAL OPERATING EXPENSES	\$15,780,262

OPERATING LOSS **\$1,026,213**

NON-OPERATING REVENUE (EXPENSES)	
Interest & Investment Income	\$19,166
Interest Expense	\$93,429
Casualty Losses - Non Capitalized	\$156,160
TOTAL NON-OPERATING EXPENSE	\$230,423

DECREASE BEFORE CONTRIBUTIONS	\$1,256,636
Capital Contributions	\$2,053,744

CHANGE IN NET POSITION **\$797,108**

TOTAL NET POSITION - BEGINNING OF YEAR **\$10,239,991**

TOTAL NET POSITION - END OF YEAR **\$11,037,099**

INKSTER HOUSING COMMISSION
Statement of Cash Flows
Year Ended December 31, 2023

CASH FLOWS FROM OPERATING ACTIVITIES	
Cash Received from Tenants	\$804,290
Cash Received from Grants and Subsidies	\$13,360,018
Cash Payments for Suppliers for Goods and Services	\$12,584,958
Cash Payments for Wages and Related Benefits	\$1,889,823
NET CASH USED BY OPERATING ACTIVITIES	\$310,473

CASH FLOWS FROM NONCAPITAL AND RELATED FINANCING ACTIVITIES	
Casualty Losses - Noncapitalized	\$156,160
NET CASH USED BY NONCAPITAL AND RELATED FINANCING ACTIVITIES	\$156,160

CASH FLOWS FROM CAPITAL RELATED FINANCING ACTIVITIES	
Contributed Capital for Capital Grants	\$2,191,910
Acquisition of Capital Assets	\$1,832,142
NET CASH PROVIDED BY CAPITAL AND RELATED FINANCING ACTIVITIES	\$359,768

CASH FLOWS FROM INVESTING ACTIVITIES	
Interest and Investment Income	\$19,166
NET CASH PROVIDED BY INVESTING ACTIVITIES	\$19,166

DECREASE IN CASH AND CASH EQUIVALENTS	\$87,699
CASH AND CASH EQUIVALENTS, BEGINNING	\$1,910,263
CASH AND CASH EQUIVALENTS, ENDING	\$1,822,564

INKSTER HOUSING COMMISSION
Statement of Cash Flows
Year Ended December 31, 2023

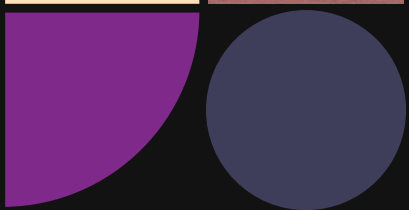
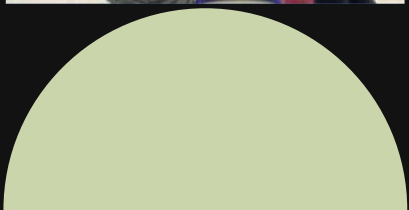
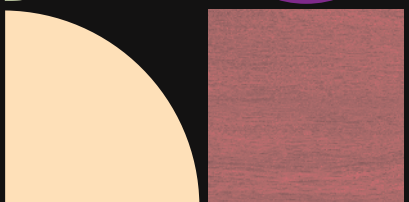
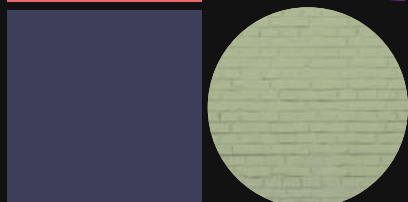
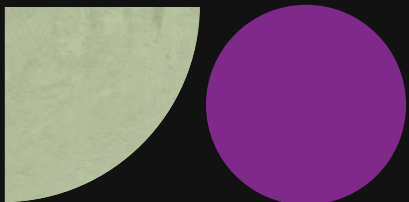
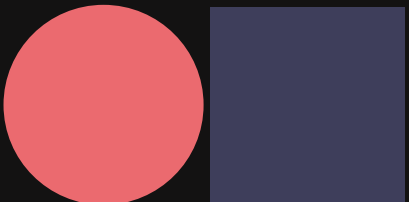
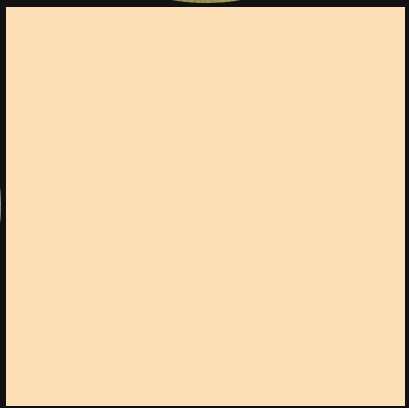
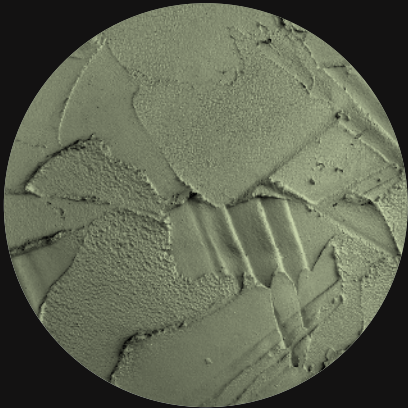
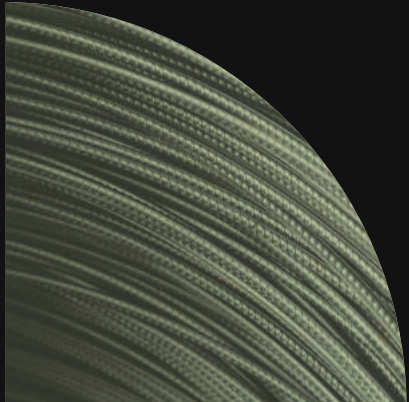
RECONCILIATION OF OPERATING LOSS TO CASH USED BY OPERATING ACTIVITIES	
Operating Loss	\$1,026,213
Adjustments to Reconcile Operating Loss to Net Cash Used by Operating Activities	
Depreciation	\$13,372,252
Collection Losses	\$264,149
(Increase) Decrease in:	
Due from Other Governments	\$12,234
Receivables - Net of Allowances	\$547,841
Increase (Decrease) in:	
Accounts Payable	\$111,785
Accrued Liabilities	\$16,179
Due to Other Governments	\$20,000
Security Deposits	\$8,028
Unearned Revenue	\$21,638
NET CASH USED BY OPERATING ACTIVITIES	\$310,473

The accompanying notes are an integral part of these financial statements

Statement Disclosure of Non-Cash Financing Activities

The Commission has pledged a portion of its annual Capital Fund Grants from HUD to make the payments on its CFFP Loan. The amount that was pledged for the year ended December 31, 2023 was \$408,565. This amount includes principle and interest.

RECONCILIATION OF CASH AND CASH EQUIVALENTS OF NET ASSETS	
Cash and Cash Equivalents	\$1,530,047
Restricted Cash and Cash Equivalents	\$214,537
Cash - Security Deposits	\$77,890
CASH AND CASH EQUIVALENTS, ENDING	\$1,822,564



A Message from Executive Director Gladys Neal

2024 has been a transformative year for the Inkster Housing Commission (IHC). Building on the strong foundation laid in prior years, we have achieved significant milestones in expanding affordable housing, supporting economic development, and enhancing resident services. These efforts have further solidified IHC's role as a vital part of the Inkster community, Wayne County, and the State of Michigan.

One of our most notable accomplishments this year was securing a \$2.7 million grant from the U.S. Department of Housing and Urban Development (HUD). This funding will support vital housing and community service programs, including job training and financial literacy initiatives, while advancing IHC's ambitious 10-year development plan. This plan represents a \$100 million economic investment in Inkster, focused on increasing affordable housing options, creating job opportunities, and providing essential services in a community where public transportation and educational resources remain limited.

We are also proud to announce that IHC achieved HUD's Standard Performer Designation for the first time in nearly a decade. This recognition is a testament to the hard work and dedication of our team and community partners, as well as the progress we've made in management, financial practices, and property maintenance. HUD's Detroit Field Office commended IHC for its compliance with Housing Quality Standards and program management requirements, marking a new chapter of organizational excellence for our agency.

Another milestone was the sale of Canterbury Estates to Sophia Investments, a critical step toward our mission to foster sustainable, inclusive communities. This transition was managed with care and collaboration, ensuring positive outcomes for residents and stakeholders while advancing IHC's broader goals.

As we look to the future, IHC remains steadfast in its commitment to creating lasting positive change for the Inkster community. These accomplishments—made possible by the vision of our Board of Commissioners, the hard work of our staff, and the support of our residents and community partners—demonstrate the power of collaboration and dedication.

I extend my deepest gratitude to our Board of Commissioners for their leadership and support, to our staff for their tireless efforts, and to our residents for their trust and engagement. Together, we are shaping a brighter, more equitable future for the Inkster community.

With exciting developments on the horizon, I am confident that 2025 will bring even greater opportunities for growth and success. Thank you for being part of this journey.




INKSTER HOUSING COMMISSION

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