

KINGSTON & FRONTENAC HOUSING CORPORATION 2017 ANNUAL REPORT



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Councillor Liz Schell

Message from the Board Chair

2017 Board of Directors

Councillor Liz Schell, Chair
Mr. Gerard Hunt, Vice-Chair
Mr. Kalam Mir
Councillor Adam Candon
Councillor Mary Rita Holland

Mr. Pytor Hodgson
Ms. Lee Gaylene
Ms. Elizabeth Dafoe
Ms. Denise Cumming

I am happy to present Kingston & Frontenac Housing Corporation's (KFHC) 2017 Annual Report.

I am a grateful Board Chair; I get to work with the professional staff of the organization and a helpful, knowledgeable Board who are all enthusiastic about the future of KFHC.

We have had another very busy year at KFHC as we planned and worked toward approvals for new construction to be completed in 2018.

All approvals for 645 Brock Street were obtained and work began in 2017 with completion expected in 2018. This 29 unit building near Churchill Park will be a welcome addition to Kingston's rental stock.

Plans were drawn up for affordable infill apartments on Cliff Crescent and the Nickle/Curtis area with resources from the Province of Ontario and the City of Kingston. KFHC expects to break ground on the first of these in early 2018. The Rideau Heights Community Centre has moved along rapidly with completion expected in early 2018 and we hope our tenants enjoy using it.

We are very grateful once again for the support of the three levels of Government for helping us increase the supply of affordable housing in Kingston. The support has also allowed us to continue the mix of rent types with the future goal of making KFHC as self-sustaining as possible.

The Board also was pleased to have a new Tenant Engagement Policy enacted. We all agreed that tenants need easy access to information, community activities and partnerships to help make their tenancy as meaningful and inclusive as possible.

With thanks
Liz Schell



Mary Lynn Cousins Brame, BA, MBA
Chief Executive Officer

Message from the Chief Executive Officer

Kingston and Frontenac Housing Corporation over 2017 focused and invested in: building and maintaining housing stock, promoting successful tenancies, fostering tenant commitment, strengthening community partnerships and enhancing organizational capacity and effectiveness.

The key strategic priorities for KFHC were providing affordable, well maintained quality homes for now and the future, promoting tenant well-being through tenant-centered housing supports and striving to become more financially sustainable and innovative.

KFHC was grateful for the Provincial Investment in Affordable Housing and the Municipal Capital Investment Affordable Housing making 645 Brock Street project possible. With extensive consultation and input the project was approved and construction began in August 2017 with completion date targeted for September 2018. In November 2017 KFHC's proposal for an affordable infill housing project at 28 Cliff Crescent was approved with construction scheduled to begin in the spring of 2018.

Ground Breaking
645 Brock Street



40 Cliff Crescent Grand Opening

John Henderson, Housing Program Administrator
Mary Lynn Cousins Brame, CEO KFHC
Sheldon Laidman, Director Housing & Social Services

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During 2017 KFHC launched the Tenant Engagement Strategy with the initial phase consisting of conducting a survey to evaluate from the tenants' perspective the services operated by KFHC. Forty percent of the households participated in the survey and the results indicated sixty-five percent were very satisfied or satisfied, twenty-five percent indicated a rating of okay and ten percent were dissatisfied or very dissatisfied with the overall services.

To increase tenant representation and a stronger tenant voice the Tenant Advisory Committees (TAC) was established in the fall September 2017. The Committee is made up of tenant representation across the portfolio and works in collaboration with the CEO who in turn reports to the Board on the activities and input of the TAC.

I am pleased to introduce the Tenant Advisory Committee's founding members and would like to thank them for their contribution and look forward to working together in the future to advance the Tenant Engagement Strategy.

KFHC continues to maximize resources and promote financial sustainability by utility management systems, reducing operating costs through innovation and cost saving initiatives and by increasing market rentals and non-rental revenue.

KFHC is looking forward to continued partnerships and collaborations with our tenants, the City of Kingston, community organizations and other housing providers to advance the Corporation objectives.

I would like to acknowledge and thank the contributions of our tenants, staff, Board of Directors and Stakeholders as we continue on the path to advance tenant engagement, the delivery of quality and well maintained housing units and the nurturing of healthy, safe and inclusive communities.

KFHC Tenant Advisory Committee!!!



Back Row Left to Right
Phil Stennett, Paul Carnege, Cheryl McKenzie

Front Row Left to Right
Lee Gaylene, Elizabeth Dafoe, (Kim Yule)

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Property Management Department



Patricia Price, A.I.H.M.
Licensed Paralegal
Property Manager

Kingston & Frontenac Housing Corporation (KFHC) has signed 160 new leases welcoming singles, families and seniors to our rent supplement, RGI, affordable and market rent housing portfolios. All new tenants receive an extensive package which includes information, cleaning essentials and helpful tips.

Our tenant engagement strategy has received attention and support through our tenant advisory groups whose membership represents the varied geographical locations across the portfolio. Meetings are held monthly to discuss issues considered important to the tenants and their wellbeing.

Food Distribution Program

ACFOMI PROGRAM



A number of our youth participated in an employment program offered through ACFOMI. This government funded training program is offered to youth ages 16-24 who face complex and multiple barriers to employment. A two week paid participation program was offered to those that completed the program. Participants were also provided additional financial support for work-related expenses.

We have improved food security by increasing access to resources through our partnerships in food redistribution with Loving Spoonful and Starbucks. Fresh food stands are available at both KFHC offices. Fresh fruits, vegetables and nonperishable food items are delivered twice a week for our residents to take healthy food home, free of charge. We look forward to a new partnership in 2018 with Food Rescue.



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KFHC Family Fun Day!!!!

KFHC sponsored two family fun days this summer. One was held at Headway Park, the other at Lake Ontario Park. Fun was had by all ages, whether it was having a horse drawn wagon ride, face painting, the petting zoo, or just enjoying hotdogs and cotton candy. A number of other activities occurred across the portfolio including BBQ's, clean up days, fire and crime seminars, falls prevention and cooking groups to name a few.



We also supported our tenants in...

KFHC Community Tree Planting

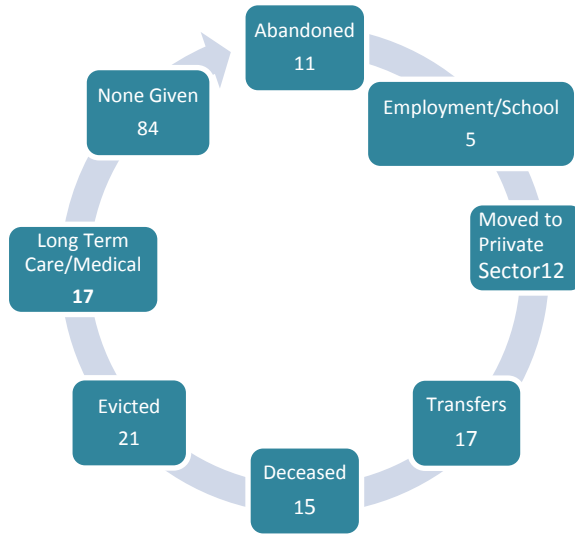


KFHC thanks "Kinsmen Kingston" & "Ryan Hanes" for sponsoring 60 children for a week at Camp Maple Leaf.

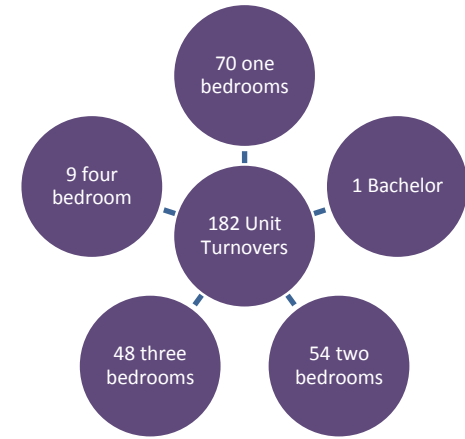


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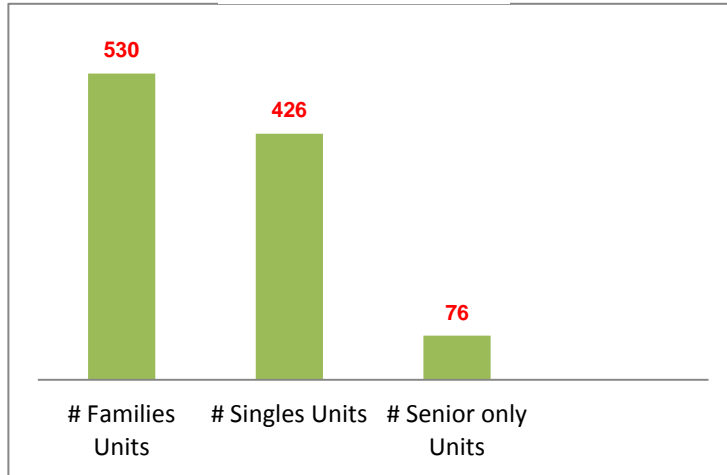
Reason for Vacancy



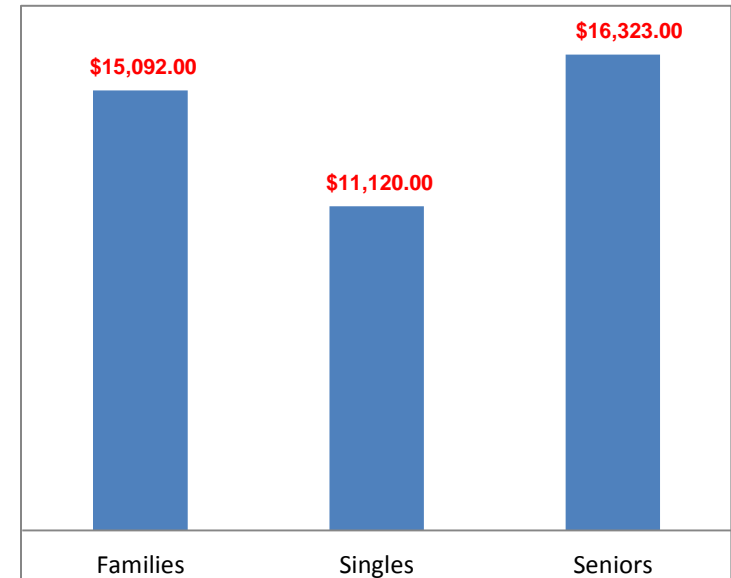
2017 Unit Turnover by Bedroom



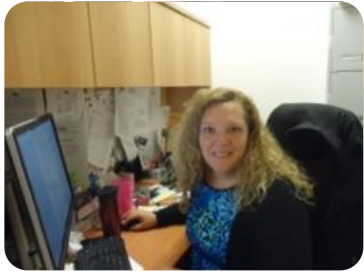
Our Demographics



Average Annual Income by Household



Support Services Department



Fiona Drake, B.A., M.Ed.
Manager Support Services

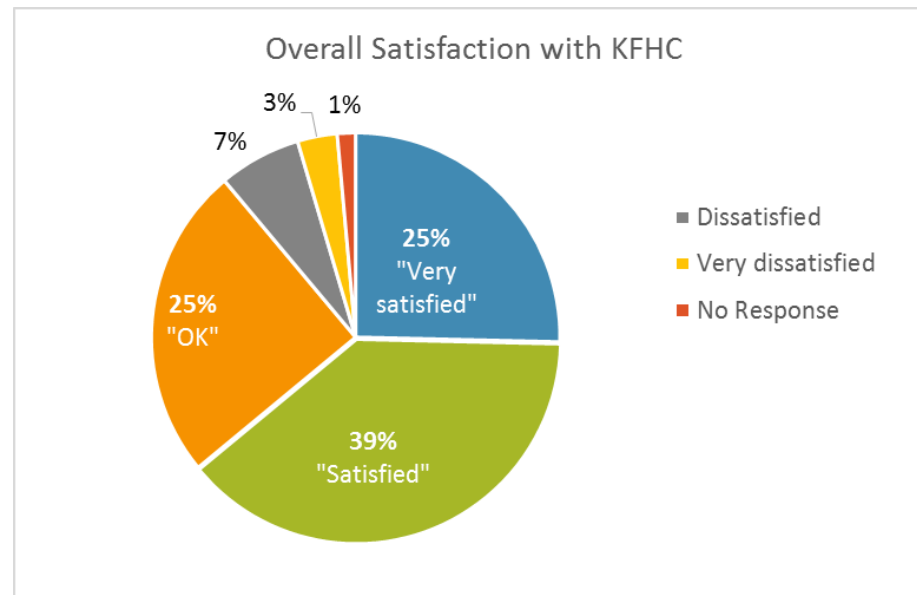
2017 was another exciting year full of successes and challenges. Support Services assisted tenants with a variety of issues that impacted their day to day living and overall housing success. This was achieved through numerous community partnerships. We continued to enjoy our student partnerships with Queen's University and St. Lawrence College/Laurentian University and had 22 students complete placements. Working with our tenants both individually and in groups, they delivered various programs, projects and activities. One example of this was the Edible Tree grant we received through Tree Canada, sponsored by U-Haul, assisted by Shades of Green Landscapes, enabling us to plant apple trees at 28 Cliff as part of our overall strategy to increase food security.





Recognizing the increased complex needs of our tenant population, all our office and field staff were trained in Mental Health First Aid. This two day course was delivered in house by our MHFA trainer and has provided staff with the skills to help someone who is developing a mental health problem, experiencing the worsening of an existing mental health problem or in a mental health crisis.

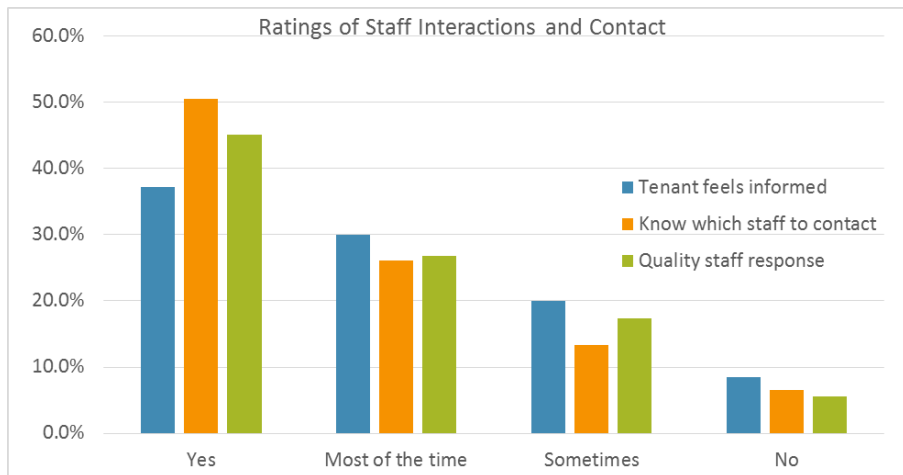
This year, as part of our Tenant Engagement Strategy, we surveyed all our tenants so we could gather their input on how they experience living with us and find meaningful ways we can build connections. Over 400 surveys were returned to us resulting in a robust sample of information. 89% of our tenants responded "OK to Very satisfied" in terms of their overall satisfaction with KFHC. At least 75% of our tenants find us friendly, approachable, knowledgeable and helpful. A further 88% find paper work easy to complete and understand.



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In terms of any maintenance, 85% of respondents knew who to contact and 71.3% were “satisfied” with the quality of work completed, as indicated by a rating between “Very satisfied and OK”.



We found that 41% of our tenants would be willing to be involved more while 42% let us know they would prefer not to be involved at all. 72% of respondents answered “Yes” or “Most of the time” as to whether they feel informed, know which staff to contact and if staff respond in a timely manner.

We will continue to review our results and make sure we keep doing what we do best and improve those areas that need more attention.



Sustainable Kingston Award
for greatest GHG Emission
Reduction (%)

Scott VanderSchoor, CCCA, CIHCM
Technical Services Manager

Technical Service Department

Our Technical Services Department is led by the Manager of Technical services, and is responsible for the physical structures owned by the Kingston & Frontenac Housing Corporation, which includes the daily maintenance required, vacant unit turnover, preventative maintenance, the Capital Improvements, the energy upgrades, and the new construction projects. In the field we have 4 persons directly involved in the day to day repairs, 1 full time painter, and a full time grounds person. In the office we have a Technical Services Assistant which takes all of the incoming requests, and distributes the work out to our staff and contractors based on a predetermined set of criteria. We have within our department, 8 Building monitors which live in our buildings to assist with our day to day requirements, and are there for our tenants when necessary. We have a Technical Services Supervisor to oversee all of these activities, and to ensure that our work is completed efficiently and effectively, with the needs of our tenants as a priority. We have a second Technical Services Assistant to assist with all of the Capital Works programs and the new construction.

In the Technical Services Department, we aim to have all vacant units turned over and ready for the new incoming tenant within 30 days. In total we reconditioned a total of 124 units over the course of 2017 and averaged 19 days to complete each unit.

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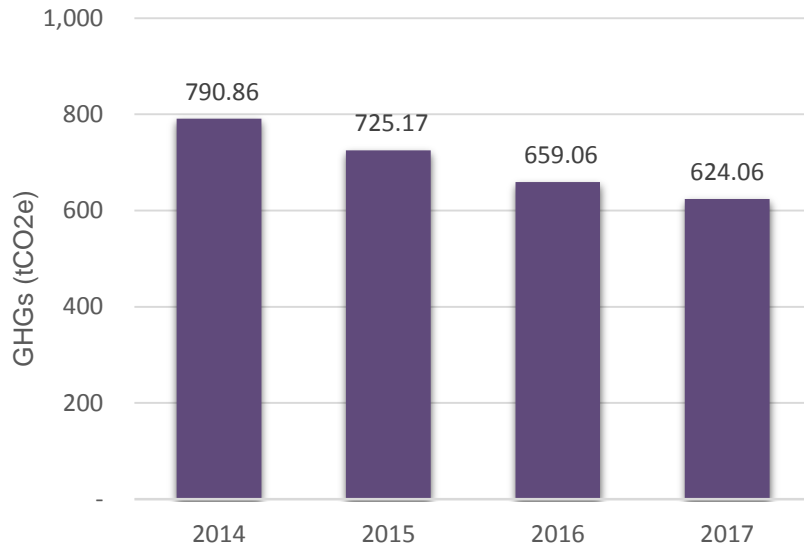
During the year, our day to day people completed a total of 3,702 work orders internally, and had only 1,312 work orders that went out to external contractors. In total this represents an average of 3.7 work orders per unit, per year. Efficiencies are reviewed constantly to ensure they remain relevant, cost effective, and help guide us towards the vision, mission, and values of the corporation. As a result, our overall work order completion has not gone down in any significant way, (3,780 done internally in 2016), and less work was needed to be issued to outside contractors (1,619 sent out in 2016) creating more control on the work completed, and ensuring a better end product for our tenants. In 2017 our operating budget for maintenance was \$995,057 and because of these efficiencies, at the end of the fiscal and calendar year, we had spent a total of \$909,963, under budget by 9%.

One of the many efficiencies we enhanced during the 2017 year was the garbage removal services. By bringing this service in house at the end of 2016, we have seen a reduction in our waste costs from over 100k in 2015, to just over 48k in 2017. A reduction of just over 51% in just 2 years.

Within our Capital program, we were able to install new windows at 1130 Montreal Street, new kitchens at 176 Wilson, new bathrooms at 300 Conacher, 2 new boilers at 1130 Montreal Street, new roofs at Weller, Wilson, Compton, and new elevator interiors at 300 Conacher. In total, capital upgrades had an effect on more than half of our total portfolio. Some of our energy upgrades included new stoves at 2 of our buildings with energy restricting stove top burners, LED lighting in the common area of all of our buildings, the boilers as mentioned above at 1130 Montreal Street, and the baseboard heaters with Wi Fi enabled thermostats at 381 Bagot Street. All in all, KFHC was able to secure more than \$20k in rebate incentives from Utilities Kingston in 2017, thanks, at least in part, to a great partnership between KFHC and Utilities Kingston.

In 2017, KFHC became increasingly more active in its role as a member of Sustainable Kingston. Tracking the upgrades that have been completed, and reviewing the expected results of new avenues. The KFHC Green team met a number of times throughout the year with a constant focus on reducing the overall carbon foot print of the organization, and increasing tenant and staff awareness of this focus. We are happy to report that for the 4th year in a row, KFHC has been able to further reduce its overall impact on greenhouse gases.

Total Greenhouse Gas Emissions



Total annual greenhouse gas emissions (tonnes of carbon dioxide equivalent) in KFHC's tracked buildings, 2014-2017

In 2017, KFHC was able to break ground on its 4th new building since 2007, 645 Brock Street. This building will consist of 11 one bedroom units, and 18 bachelor units in the down town area. Much public and professional consultation was utilized to finally bring the new building to reality by way of a construction start in August of 2017. This new building will have market rent units as well as affordable units, and Rent Geared to Income (RGI) units making it the second of its kind for KFHC, and is scheduled to be complete in September of 2018. During the last quarter of 2017, planning started for a new Infill development project at 28 Cliff that would see 12 new units added to this address, with an anticipated start of March 2018. These units again will end up being a mixed use building with 8 affordable units, and 4 market rent units.

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Finance & Administration Department

Dan Song, AIHM, CPA, CGA,
Finance & Administration Manager

The 2017 annual report is my opportunity to express my gratitude to our front-line employees who came together to work as a team and a chance to read about how we made an impact on the local community and the housing market.

We are committed to making positive changes to the living conditions for our tenants and continue to provide a 24/7 housing service that extends to all 1535 families living in the Kingston area. We hold the highest trust in our staff members and together our goal is to serve families in need. To achieve this goal, we streamlined management division and adjusted the workforce to regain efficiency and accountability.

In 2018, we will be adding ten rent geared income units, ten affordable units and nine market rent units into our KFHC housing stock. We are committed to building eight affordable rental units and four market rent units by utilizing a landfill option to maximize the existing municipal services, which also saves taxpayers on the land purchase cost. Also, we are devoted to being the first housing corporation in Kingston to explore and implement locally funded portable housing benefits, as well as administer traditional rent geared to income programs.

The community needs our help!!!

In 2017 we have:
563 units in 13 buildings
458 units in townhouses
20 units of semi-detached houses
494 units with private landlords through rent supplement program

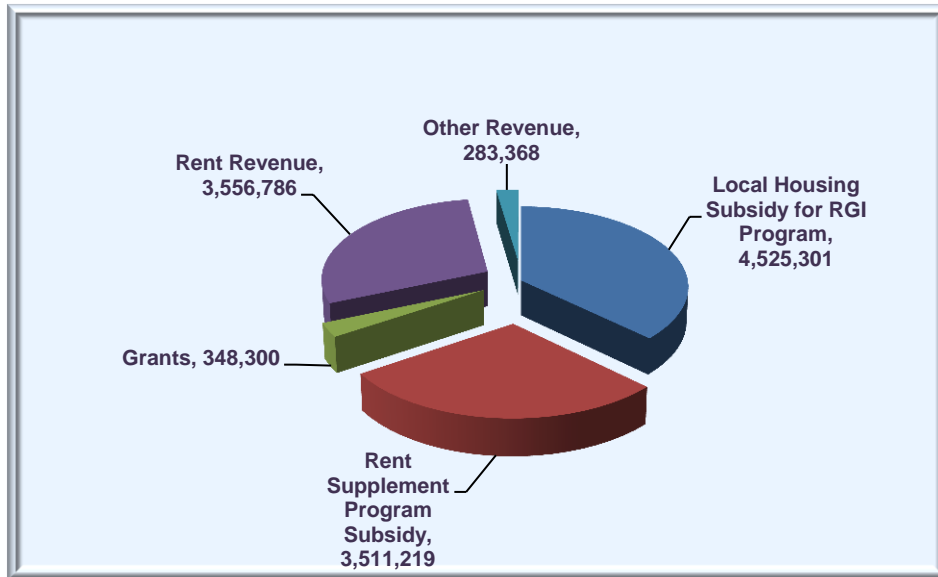
70% of RGI families fall under a high need household category for housing

High need for annual income	Bachelor unit	1bedroom unit	2bedroom unit	3bedroom unit	4bedroom unit or larger
Kingston	14,700	18,600	22,800	26,100	32,400

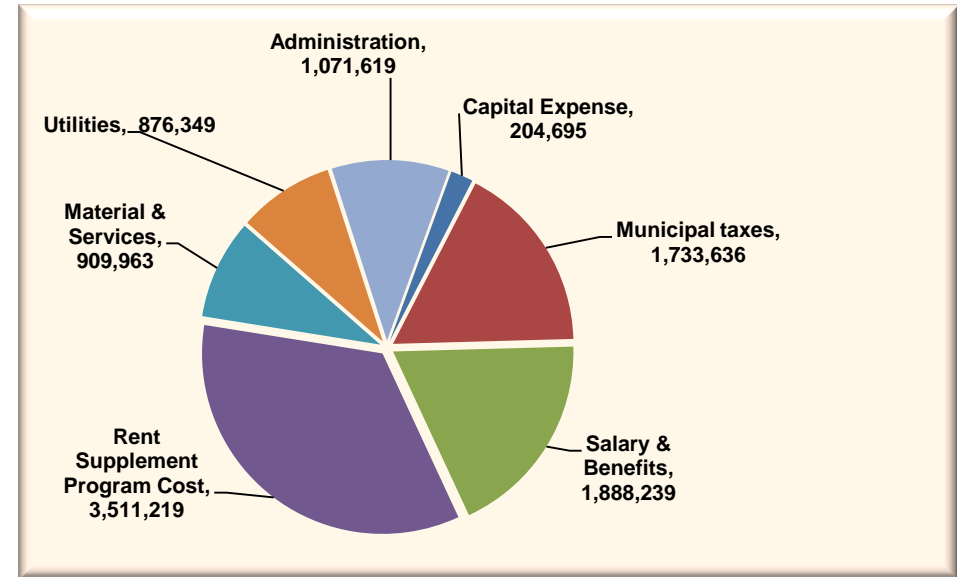
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Financial Statistics Audited by KPMG

2017 Revenue



2017 Expenses



The financial numbers reveal that KFHC spends over \$8 million each year to sustain our portfolio and support the families. Every day we have the privilege to serve the families who need financial support and families coping with other difficulties in life. Our maintenance staff and front line staff often receive gratitude from the tenants, who appreciate the effort being put forth for their community. To all our tenants, we would like to say “Thank You” it is you who give us the opportunity to provide this service for those less fortunate. Working in partnership allows us to strive to do the right thing and be proactive in our communities.

