

2021 ANNUAL REPORT



TABLE OF CONTENTS

1. ABOUT KFHC.....	3
2. BOARD OF DIRECTORS.....	4
3. MESSAGE FROM THE BOARD CHAIR.....	5
4. MESSAGE FROM THE CEO.....	6
5. PROPERTY MANAGEMENT HIGHLIGHTS.....	9
6. SUPPORT SERVICES HIGHLIGHTS.....	12
7. DIRECTOR OF ASSETS & DEVELOPMENT.....	25
8. DIRECTOR OF FINANCE & OPERATIONS HIGHLIGHTS.....	27
9. AUDITED FINANCIAL STATEMENTS.....	30

ABOUT KFHC

Mission

We will provide quality affordable housing, advocate for strong communities and demonstrate respect for all.

Vision

Kingston & Frontenac Housing Corporation will be an active leader in housing by fostering informed, engaged tenants and communities

Our Board



KFHC's Board of Directors is comprised of two members of Council, six community leaders. Our Board of Directors ensures clear mission and purpose, effective strategic planning, evaluation of the CEO, ensures sound financial and legal practices (fiduciary), financial resources, delivers mission and used effectively, engages stakeholders, ensures effective governance.

Our Staff



KFHC staff work within the framework of our Mission Statement and Strategic Plan to provide and maintain our building in a safe and supportive environment for our tenants. Twenty-seven full time office/maintenance staff and nine Building Monitors make up the current staffing compliment.

Our Tenants



KFHC works with tenants to develop a Tenant Advisory Committee (TAC) to provide leadership and recommendations to staff on tenant concerns, ideas, and improvements within the KFHC portfolio.

Our Community



KFHC serves the community by providing 2122 homes and offering housing programs for the City of Kingston.

KFHC BOARD OF DIRECTORS



Ms. Dennis Cumming, Chair



Ms. Liz Schell, Vice



**Councillor Simon Chapelle
Director**



**Mr. Mohammed Youssef
Director**



**Ms. Catharine Gibson
Director**



**Councillor Gary Oosterhof
Director**



**Mr. Sam Kapoor
Director**



**Ms. Phuong MacNeil
Director**

MESSAGE FROM THE BOARD CHAIR



2021 was a year of challenges and achievements.

The COVID pandemic continued to affect our tenants. While many were resilient in the face of ongoing restrictions, some faced financial hardship as the rate of inflation climbed. Social isolation continued to be an issue, as COVID limited opportunities for our tenants to connect with each other and with community services. The recent lifting of some vaccine and masking mandates will allow us to again offer programming that helps build community among our tenants.

In response to the challenges being faced by our tenants, and with financial support from the City of Kingston, we launched a one-year

program to provide Support Services to our tenants. Two staff positions work with tenants whose tenancy may be at risk because of health, financial or behavioural issues. The team helps tenants resolve conflicts and navigate the paths to community services. The project has been extremely successful and will continue through 2022.

As part of our commitment to help our tenants age in place, we have begun work to launch an OASIS program at one of our seniors' properties in 2022. Oasis is an older adult-driven model of aging in place, located in naturally occurring retirement communities. It has been very successful in building strong communities at other Kingston sites. We look forward to working with our tenants on this exciting new project.

Our purchase of the assets of Town Homes Kingston (THK) concluded in December of 2021. This asset purchase added 397 units to the KFHC housing inventory and allowed our team to assume full-time responsibility for the properties and the tenancies of THK.

Tenants began moving into our new 40-unit building at 27 Wright Crescent in December. Our tenants are very pleased with the location, design, and amenities of this new property.

Preparatory work on nine new units at our Curtis Street site was completed in 2021 and they are now under construction. Eight of the units are designated for young tenants – aged 16 to 24 years. We expect to have tenants moving in by the end of October 2022.

We completed the site plan and secured funding for the estimated cost of our proposed 92-unit building at 1316-1318 Princess Street. As of the writing of this report, we have received bids from community contractors and are considering next steps in the project.

Our board is grateful to the entire KFHC staff team and to our many funders and partners who work to provide our tenants with affordable, quality housing, and to advocate for strong communities. We look forward to the year ahead.



MESSAGE FROM THE CEO

Mary Lynn Cousins Brame, BA, MBA
Chief Executive Officer

It is a privilege to share with you the Annual Report to highlight the many accomplishments of Kingston & Frontenac Housing Corporation (KFHC) in 2021. KFHC had the most successful year in its history in terms of strategic achievements, all while navigating the ongoing pandemic.

KFHC focused on the Corporation's strategic priorities of providing and maintaining affordable, quality homes that build tenant engagement and pride; creating new housing solutions that meet the emerging community needs; and strengthening organizational resilience and capacity to ensure long-term sustainability.

The year started with a major tragedy on January 7, 2021, when a fire broke out at McMullen Manor in Verona, destroying the entire building consisting of 27 units. Watching firsthand the entire building engulfed in flames was very emotional but it was offset by knowing that only one person sustained minor injuries. It was a challenge for KFHC to obtain lodging and food for these displaced tenants in the short term as most hotels, restaurants and social services were not available due to the stay-at-home order and businesses were closed.



KFHC would like to acknowledge and thank the Verona Free Methodist Church, Verona Community Association, Travelodge, and South Frontenac Community Services in supporting our tenants in the initial crisis. KFHC assisted the tenants in rebuilding their lives by relocating them to permanent housing within weeks of the fire with the knowledge that once McMullen Manor is rebuilt, they will have first opportunity in which to return. KFHC's expanded Support Services, (a pilot provided by extra funding from the City of Kingston) was instrumental in supporting each tenant with their individual housing and life needs.

To create new housing solutions KFHC completed 27 Wright Crescent, a 40 units mixed income building through partnership with the City of Kingston, Canada Mortgage & Housing Corporation (CMHC) and provincial and federal housing grants. Finishing the building on budget and on time was such a success especially during times of supply and labour shortages given the impact of the pandemic.



KFHC continued to work on the plan and applicable applications and approvals in which to develop a 92-unit mixed income building at 1316 Princess St. in partnership once again with the City of Kingston and CMHC taking advantage of the Federal Co-Investment in Affordable Housing Fund.

In the fall of 2021, KFHC was approached to participate in the Rapid Housing initiative as the City of Kingston received funding from the federal government through CMHC. The contribution from the City provided KFHC the necessary funds in which to begin the planning and approval process to build nine affordable housing units, Phase 2 Curtis Crescent, to house vulnerable youth with occupancy targeted for October 2022.

KFHC's internal Development Team is congratulated on balancing the needs of these large development projects, the annual major capital improvements, and daily operations. Overseeing multiple projects at one time along with regular duties demonstrates the strong commitment to increasing affordable housing and expanding the corporation.

Providing additional housing to meet the growing community need was a priority for both KFHC and the Service Manager. Working together the Portable Housing Benefit program was expanded to provide 87 families with the benefit an increase of 27% from the previous year.

Over the course of the year KFHC has maintained “business as usual” by focusing on our landlord responsibilities of maintaining and turning over units to house applicants as quickly as possible, collecting rent and ensuring tenants adhered to their lease and addressing their requests as quickly as possible while upholding the constant changing public health and government mandates. The Property Management Department was limited on their landlord approach given the government’s moratorium on evictions and closing of the Landlord Tenant Board which resulted in a huge backlog of applications, an increase in unacceptable tenant behaviour and rent arrears.

I encourage you to read the attached reports from the Directors and Managers of the four departments detailing the performance and outcome of the work achieved in maintaining our units and working together with our tenants.

The year ended with KFHC finalizing the purchase and transfer of assets of Kingston Municipal Non-Profit Housing Corporation (Town Homes Kingston) a project that has been ongoing since 2018. The corporation welcomed tenants from 397 units located on several properties within the City of Kingston. Of the 397 units 260 are subsidized units with the remaining 137 market units. KFHC has been operating Town Homes Kingston since mid-2019 through a management agreement with the City of Kingston. KFHC is looking forward to incorporating these units and properties under one operating system resulting in efficiencies for the City of Kingston and KFHC.

This acquisition in addition to the capital projects including 27 Wright Crescent, have strengthened the financial position of the corporation and the capacity for long-term sustainability by the increasing assets to over \$81 million and providing growth opportunities due to the larger scale of the business.

I would like to acknowledge and thank the dedication of our tenants, staff, Board of Directors and Stakeholders in expanding the corporation’s offering of more affordable housing while ensuring organizational strength and sustainability.



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

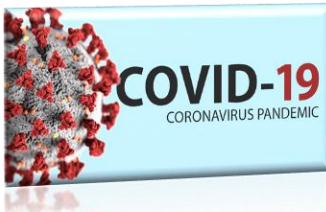
Property Management Highlights



Kelly Vallier
Property Manager
CertCIH, Licensed

The Property Management Department took on an additional 397 units with the acquisition of Town Homes Kingston Properties in December of 2021. This includes an additional 260 subsidized units (rent geared to income) and 137 market units.

We welcomed new staff into the Property Management Department in the fall of 2021. Construction was well underway at 27 Wright Crescent with an anticipated rent update of March 1, 2022. This will be KFHC's third mixed income building.

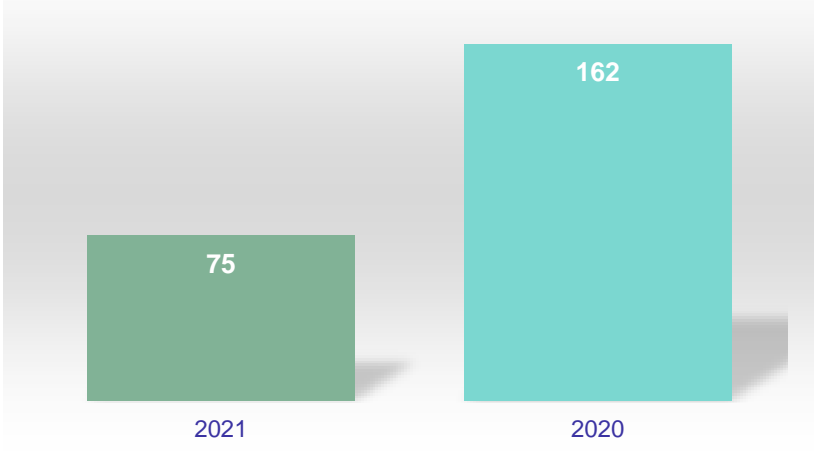


The multiple lockdowns and stay at home orders in 2020 continued to impact the Landlord and Tenant Board in 2021. The back log of hearings increased rental arrears; it also limited the ability to address problematic tenancies.

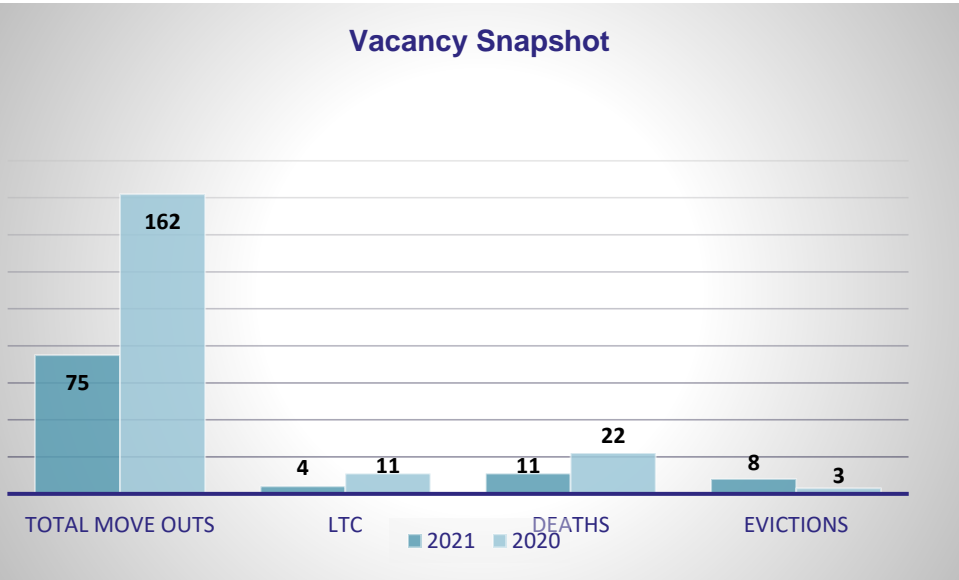
Referrals to Support Services increased due to behaviours that were impacting tenancies. A number of our buildings had individuals testing positive for Covid and the need to self-isolate which increased the needs of the tenants.

January 7, 2021, fire destroyed our apartment building in Verona leaving twenty-six individuals and one family homeless. This was particularly challenging due to a provincial stay at home order which saw many agencies unable to assist. Most tenants were temporarily placed in a local motel others remained with family or friends. We successfully re-located all tenants throughout our portfolio, rent supplement program, PHB program and community partners by March 1, 2021. There was a significant decrease in the amount of move outs during 2021 as tenancies stabilized and the unavailability of affordable rental stock.

Total move outs

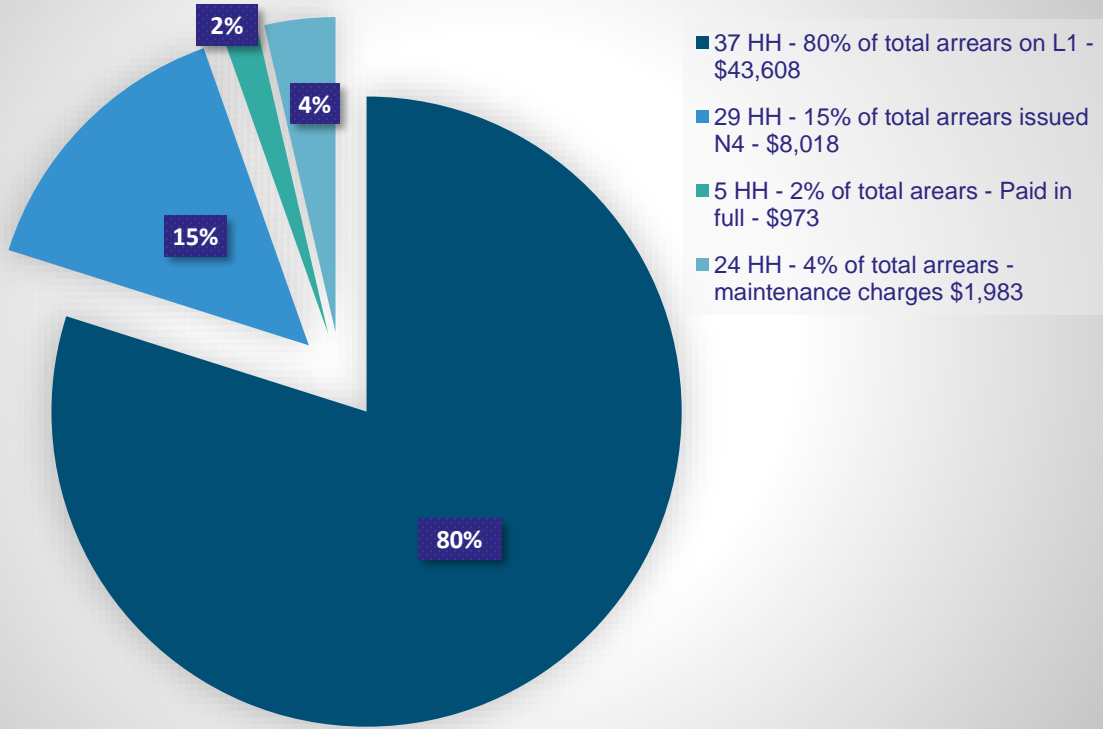


Vacancy Snapshot

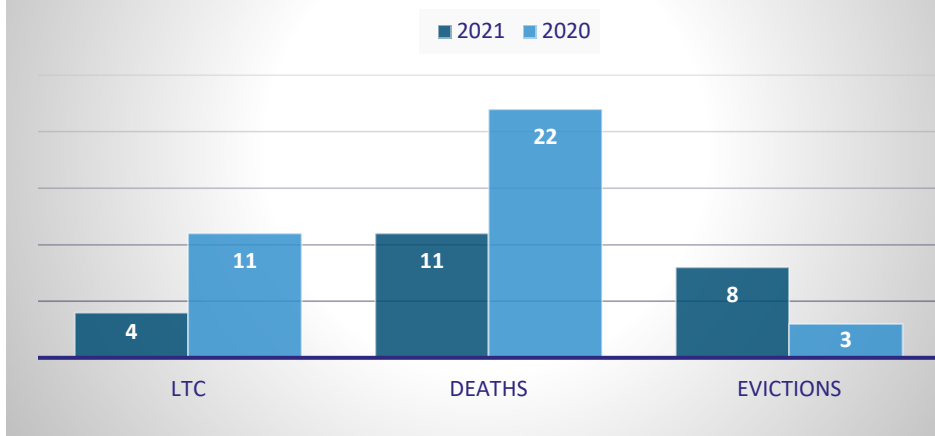


Dec 31, 2021, Current Tenant Arrears: \$54,582

95 Current Households in Arrears as of Dec 31, 2021



Comparison of move outs: Long term care, deaths and evictions





Fiona Drake, M.Ed.
Support Services Manager

SUPPORT SERVICES HIGHLIGHTS

Overview of the Supports Program

The Kingston & Frontenac Housing Corporation (KFHC) Support Services pilot project launched in November 2020, with special COVID-19 funding allocated to KFHC by the City of Kingston.

The initial proposal called for two Housing Support workers, a part time nurse and psychiatric consultations. The shortage of nurses everywhere along with improved relationships with community partners resulted in the program running with just two full time

Housing Support workers. This funding is significant as it allows KFHC to deliver services that are outside a landlord's mandate. This funding allowed KFHC to increase our capacity to respond to unmet needs and deliver something unique. This is an overview of how the program operated.

Population Served

KFHC has a social housing portfolio of 1,198 units, including those units at Town Homes Kingston (THK). A rent supplement program of approximately 500 units with private landlords is also administered by KFHC.

While the focus of the Supports program was to be on the tenants at KFHC and THK, permission was granted, in exceptional circumstances, to assist rent supplement tenants who primarily had a previous relationship with us or were exhibiting extreme difficulties that were impacting their tenancies and their relationship with their landlord.

Goal of the Program

The goal of the program is to prevent housing loss by assisting tenants struggling with mental health issues, addictions, independent living skills and physical health issues that are impacting their tenancies.

Context of



The COVID-19 pandemic was heading into its eighth month when the pilot project launched. The impact of lockdowns and pandemic restrictions was experienced negatively throughout the world and social housing was no different. Pre-pandemic, this population already had poor health outcomes, were isolated, disenfranchised and under resourced. During the end of 2020 and throughout 2021, multiple lockdowns, Stay at Home orders and pandemic restrictions continued to be implemented. These restrictions, while impacting individual coping, also had negative health outcomes in our buildings and communities. The Landlord Tenant Board (LTB) closed down from March to September 2020, resulting in a backlog that caused delays in hearings and evictions. While prohibiting evictions is generally seen as a benefit to tenants, the LTB is one of the only mechanisms by which problematic tenancies, behaviours and lease violations can be addressed. The pandemic operations and restrictions ultimately limited the ability to address a multitude of issues, leaving certain problematic behaviours unchecked in a number of our apartment buildings.

This situation clearly affected the well-being of other tenants residing in the same building. Tenants living in social housing depend on their rent-geared-to income and so they are often powerless as they cannot simply move elsewhere if they experience social/neighbor/ building issues. Supports were often called upon to assist, advocate and mediate with and for tenants who had little choice or voice as they lived with seemingly unsolvable problems.

Offering this type of support seemed especially pertinent during the pandemic. Many of the strategies to assist buildings and tenants, such as engagement activities, were not able to be used due to closed common rooms or gathering restrictions. Furthermore, as people pivoted to work from home, community services and supports were less available or able to assist tenants who were struggling.

Disaster Strikes

Having November and December of 2020 as a soft launch of our program, we looked forward to the New Year with energy and enthusiasm to further develop the program. On January 7, 2021, fire destroyed our apartment building, McMullen Manor, in Verona. Twenty-six individuals and one family lost everything they owned, including their home. While KFHC assisted all tenants in many areas, Supports Services were able to set up a temporary office at the motel where the majority of the tenants had been temporarily located. This crisis, occurring during COVID and a provincial Stay at Home order further reinforced the lack of supports and services available to our population. Having an on-site daily presence, Supports were able to assist our tenants as they dealt with their grief and loss and overall sense of shattered safety from this traumatic event.



STRIKES

In the fall of 2021, COVID found its way into the homeless population. Given the connection some of our tenants have with this population, several buildings had individuals testing positive and needing to self-isolate.

Many of our tenants remained unvaccinated due to access issues (primarily with needing to have health cards, limited technology to book appointments online, or have transportation to access clinics). These outbreaks resulted in multiple planning initiatives and coordination activities across the city with various community agencies and KFHC was invited to these tables to assist as Kingston tried to contain a rapid rise in infections. A positive result was the enduring efforts of Public Health to have their Vaccine bus go to all of our locations, so our tenants were able to get tested and/ or get vaccinated.

OTHER ACTIVITIES

KFHC continued their partnerships with Queen’s University and St. Lawrence College Nursing and Occupational Therapy students. COVID restrictions were limiting placements elsewhere so with the enhancements from the pilot project, KFHC was able to offer 30 students on site placements who then were able to assist with program delivery.

Supports continued to participate in a number of research initiatives. Dr. Marshall from Western University is conducting research, funded by SSHRC, with KFHC tenants on the needs of individuals living with mental illness and substance use disorder in social housing during COVID-19 (and beyond). Dr. Donnelly and DePaul from Queen’s University have a CIHR project grant and are researching the benefits of the OASIS program operated at one of our buildings to assist tenants who are aging in place. It is always beneficial to have other voices advocating for social housing.

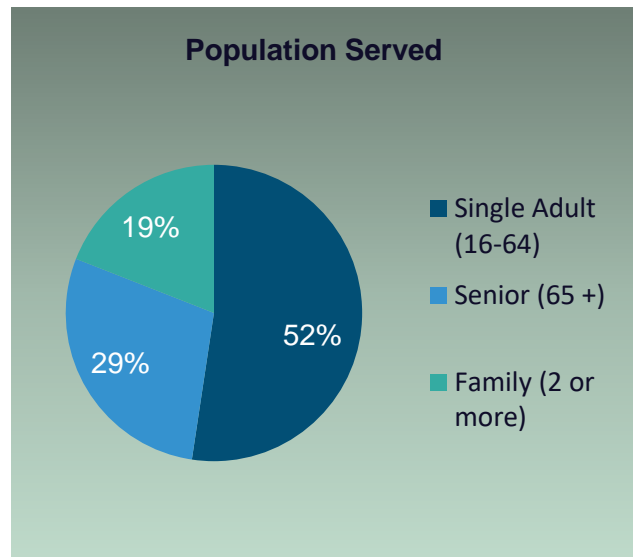
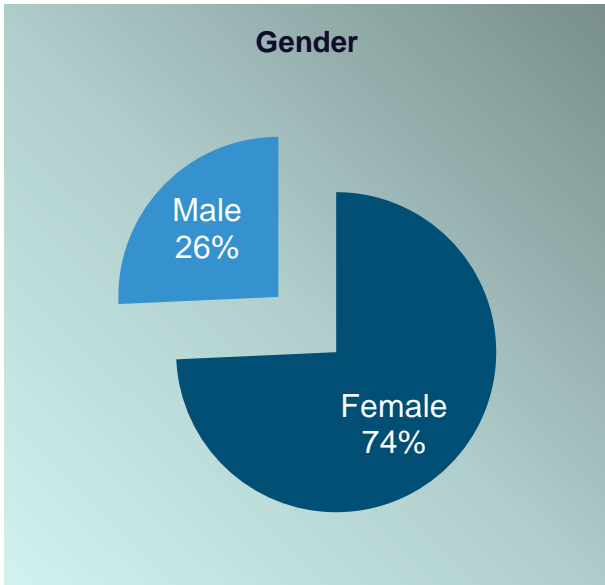
WHO ACCESS SUPPORTS?

A total of 210 distinct households were served from November 2020 to December 2021. The chart below gives a brief summary of the basic demographics of the people served by the program and the following charts explore these numbers in more detail.

Portfolio	Referrals	Female	Male	Singles	Families	Seniors
KFHC	178	128	50	102	24	52
THK	25	22	3	5	13	7
Rent Supp	7	6	1	2	3	2
Total	210	156	54	109	40	61

Gender and Population

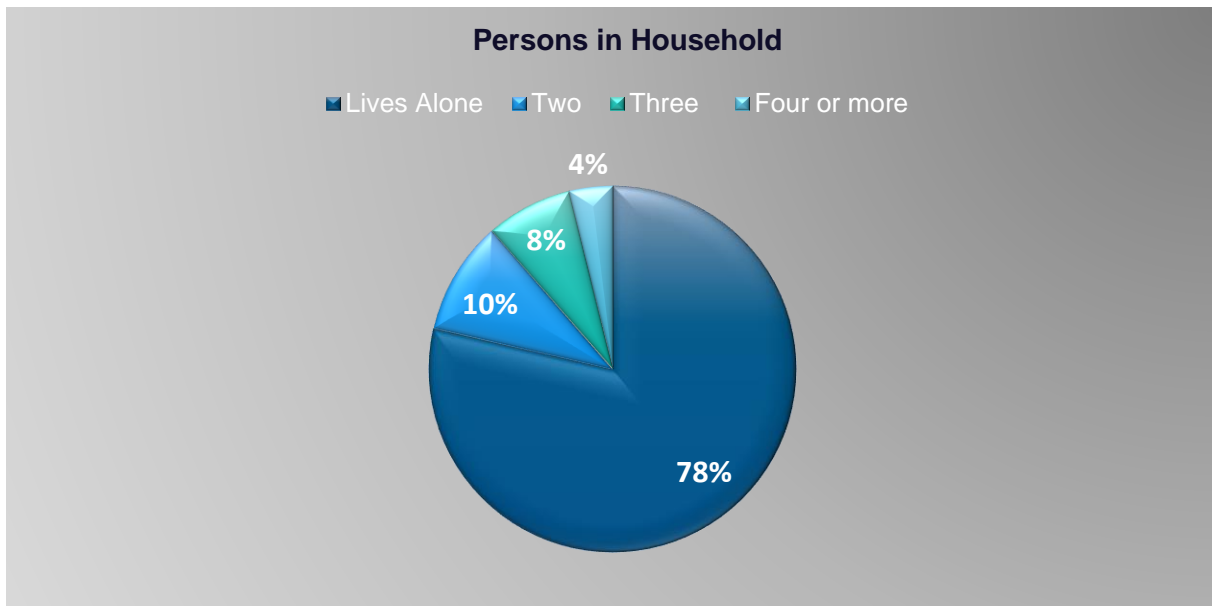
Of the households that were seen, roughly three quarters were female. Approximately 50% were single adults, between the ages of 16-64, 30% were seniors (65+), and 20% came from our family units.



Number of Persons in the Household

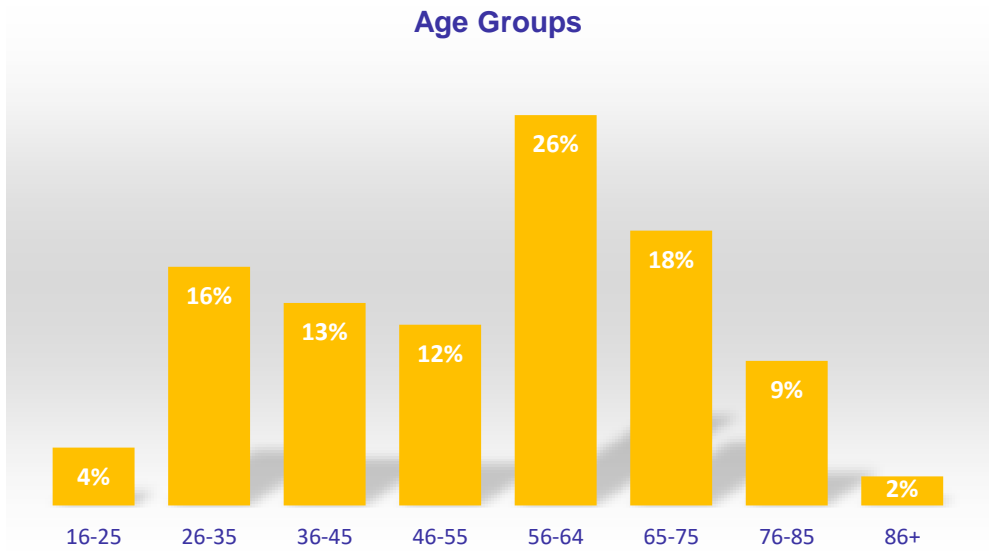
Given that most tenants were either single adults or seniors, it is not a surprise that nearly 80% of the tenants seen live alone.

Our one-bedroom units house adults and seniors. This also speaks to the recurrent themes expressed by tenants of isolation, loneliness, calls for assistance and support. They frequently have no one else and turn to their landlord.



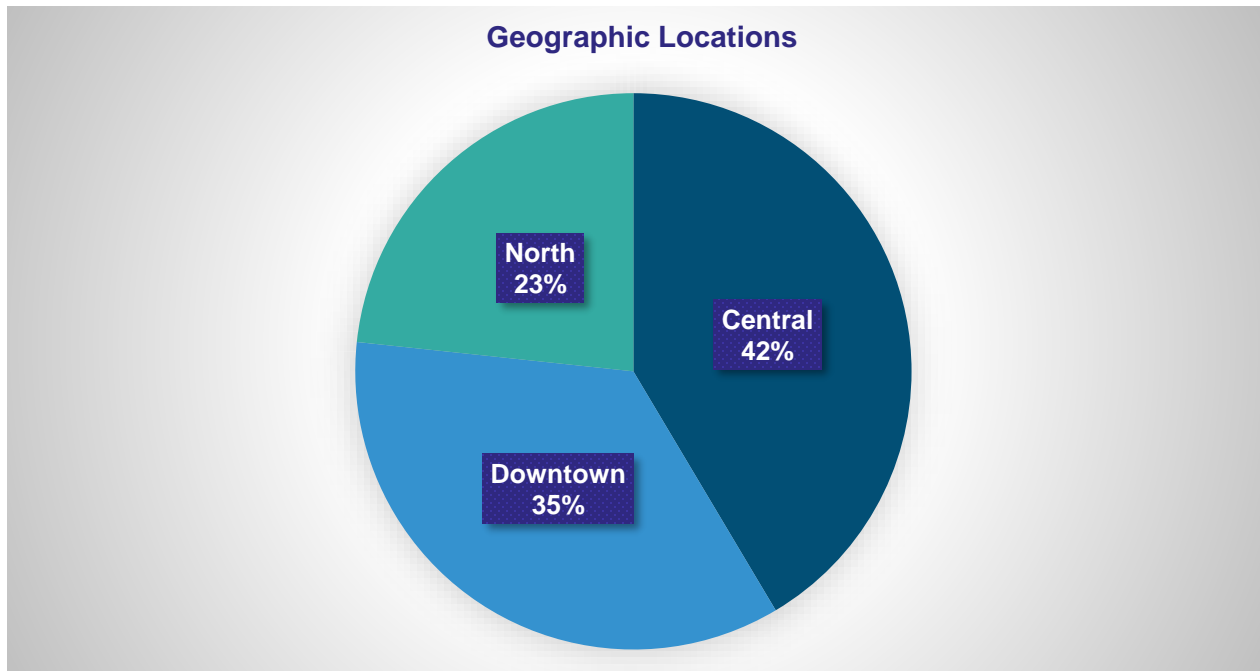
AGE

All age groups were represented, and the median age was 57. The bracket with the most tenants seen was the 56-64 years of age group. It is interesting to note that 56% of all the tenants seen by supports were over the age of 55.



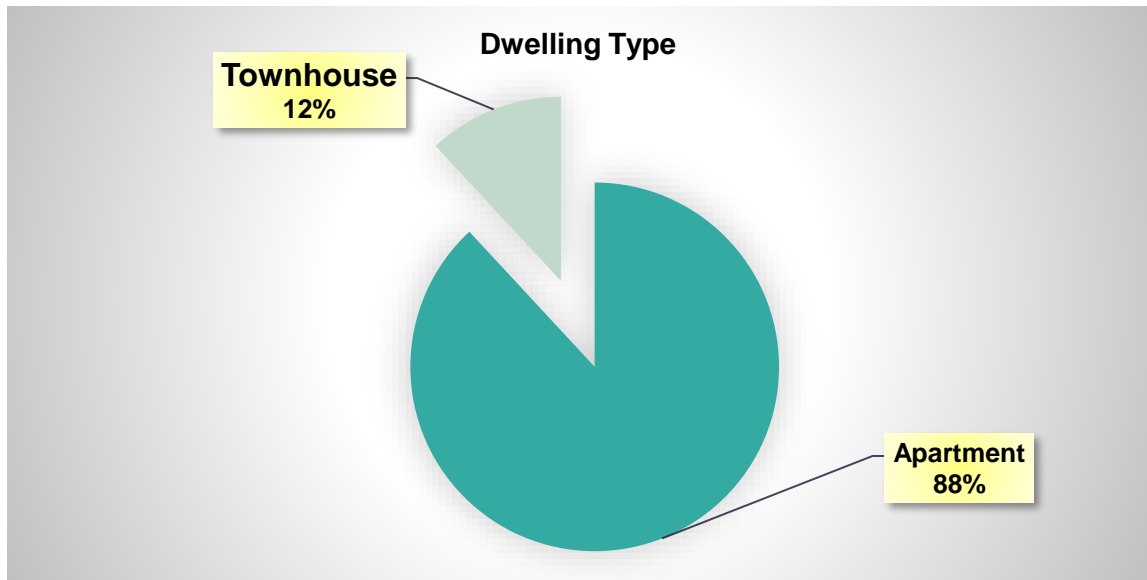
Geographic Locations

KFHC and THK have approximately 18 main properties throughout the city of Kingston. Tenants accessed services from various locations within our portfolio. The North has the least amount of one-bedroom units.



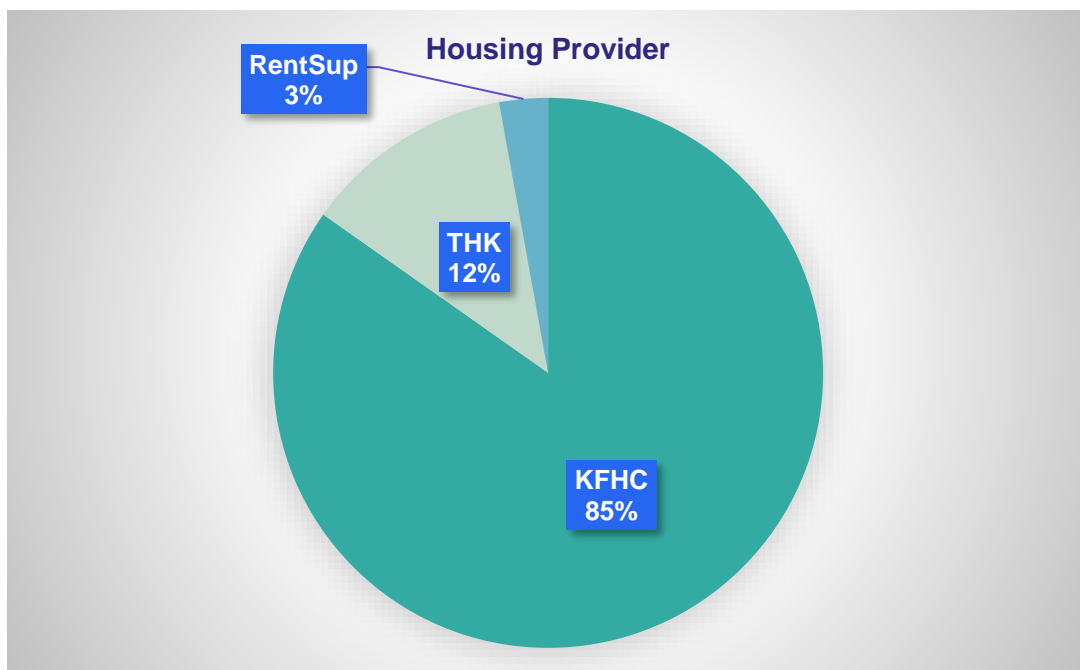
Apartment Versus Townhouse

As the majority of households accessing services were individuals living alone, it is not a surprise that the majority of individuals lived in apartment buildings where our one-bedroom apartments are located.



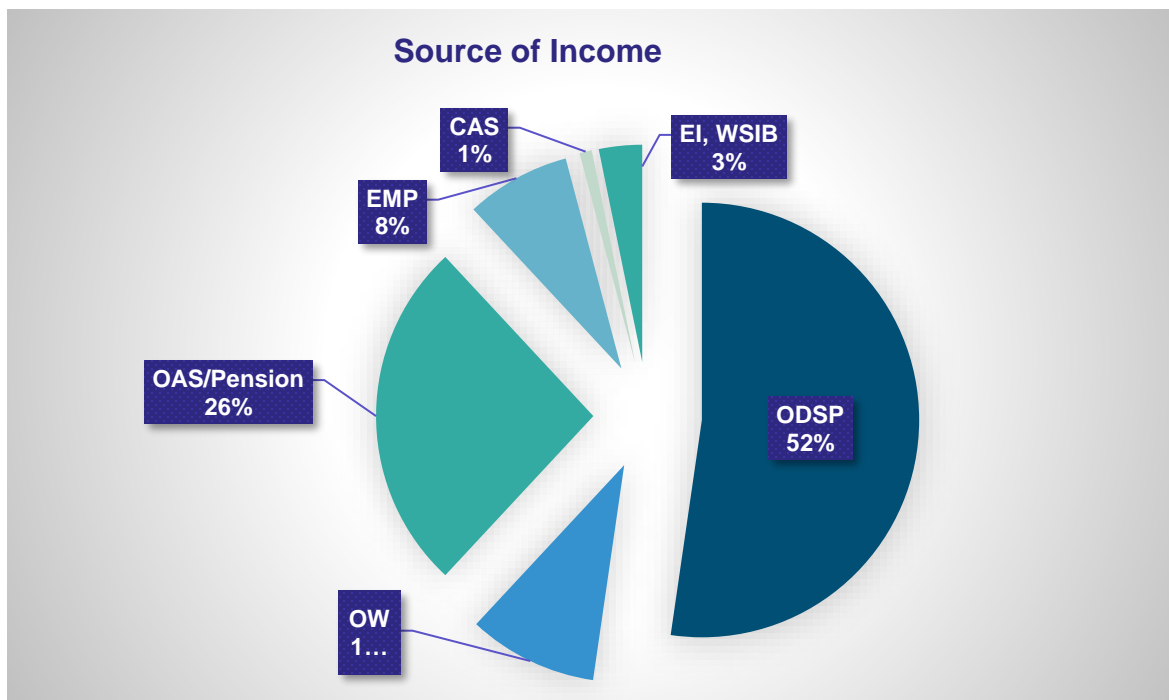
Housing Provider

Of the tenants seen in Supports, 178 lived with KFHC, 25 with THK and 7 in rent supplements.



Income

It is interesting to see that 52% of tenants served by supports are on ODSP and the number of single adults seen was also 52%. That is not to say that all singles are on ODSP but this chart does show that the most households were on a permanent disability or pension. Few were employed.

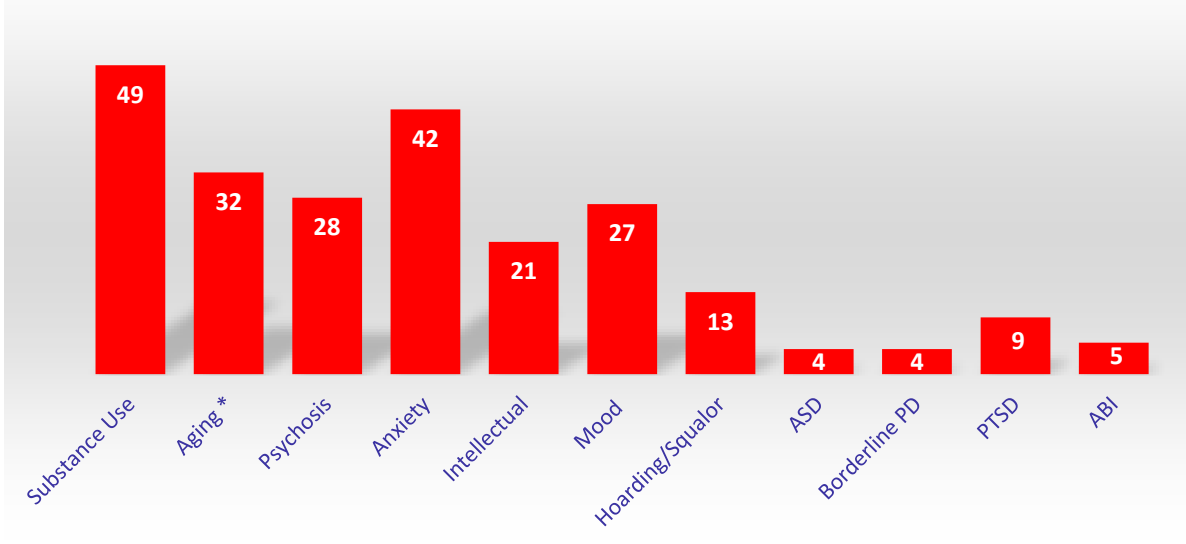


Mental Health Issues

The above chart represents the general conditions or diagnoses that are self-reported from tenants. Only 14% of individuals did not identify an issue or disorder that impacted their mental wellbeing. It is not surprising to see that substance use and anxiety are the highest issues, followed by aging and psychotic disorders. In terms of psychotic disorders, it is disheartening the number of people who are extremely unwell and symptomatic, who live in our housing.

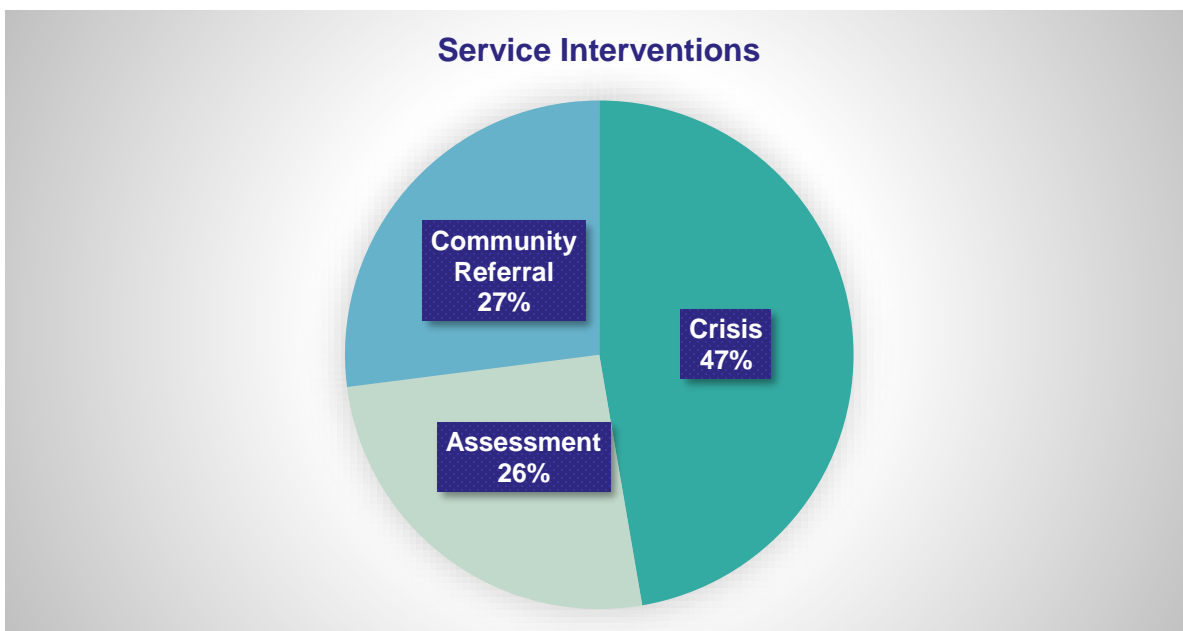
Aging* is included as a general mental health category with individuals over 65, covering cognitive decline, delirium, psychosis and physical issues that are new, impacting mental health and causing distress. Not all seniors seen by Supports are identified as aging. This category is used when their distress is correlated with their aging. It may be memory issues, changes in personal care, care of their unit, inappropriate mood and/or behaviour, social withdrawal, etc. This helps guide the work in terms of seeking services that are appropriate and specific to this population.

Issues Impacting Mental Wellness



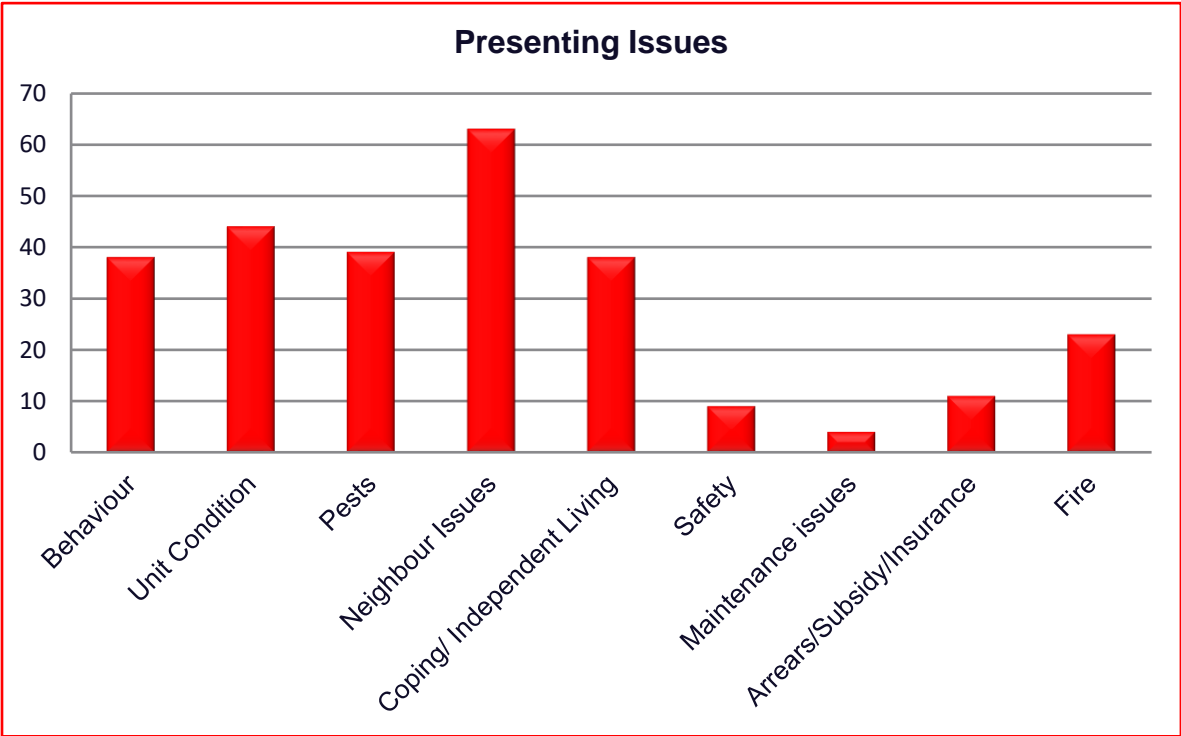
Supports and Other Interventions

Supporting tenants forms the basis of every intervention with tenants. In many situations, that may be the only intervention. It is interesting to review the other services that have also been part of the program delivery and see that nearly 50 % of these involve crisis interventions. Referrals to community services have also been utilized as well as conducting assessments primarily focused on the ability to live independently or assessments related to hoarding and/or squalor.



Reasons for Supports

In a year like no other, much of Supports involvement centred on individuals struggling to cope with housing issues that were impacting them or their tenancies. These issues included coping with difficult neighbours, struggling to live independently without supports, difficulties maintaining their units or preparing for pest treatment, or exhibiting problematic behaviours. Often the tenants with the problematic behaviours exhibit these within buildings and towards other tenants which contribute to poor building health. Supports are required to assist a number of people to cope, as well as trying to access services or eliminate behaviours for the tenant who is impacting others.



Qualitative Data from Tenants: Appendix A

Qualitative Data from Staff and Community Services:

Summary

Of the 210 households that Supports have worked with during the pilot project, three have died, one person was evicted for arrears and twelve moved out for a variety of reasons including moving elsewhere, going into long term care, abandonment of their unit and being incarcerated. In reviewing our caseload as we move to a new year, we are also removing 25 households from our open files as we believe many of the presenting issues have been resolved or stabilized. It is our experience in this last year that the majority of tenants need support regularly, or even sporadically. We move into a new year, with 169 open files. Housing supports are not like a typical clinical caseload where a small number of clients seen with often specific and time-limited goals are worked on, but rather an enduring connection and communication that is developed as part of the landlord–tenant relationship.

APPENDIX A

Tenant Feedback on Support Services

Tenant feedback was collected through interviews by a Queen’s University Occupational Therapy student. Tenants were asked if they have accessed support services and if they were able to provide feedback on said experiences. Both the tenant and KFHC staff names have been de-identified for confidentiality reasons. Repeated words and themes have been bolded. The feedback is as follows:

- “They’re such a blessing to everyone in housing and are the best people in the corporation. They help us with what we need to live well”
- “They know all about me and my history and if I get stressed out or overwhelmed or some things bothering me in the building, I can always go to them, and they know how to talk me down”
- “I get anxiety and panic from neighbours in the building, and they help me with that”
- “They have connected me with counselling services when I didn’t know where to go for help and other support”
- “(They) help with advocating for everyone, I always see them in the hallways helping people”
- “I have anxiety from bad relationships, and they connect me to crisis lines and support me when I am scared”

- “They’re my friends”
- “They’ve always been there for me, and they’ve never judged me and have always been a great help”
- “When I first moved in, I was robbed. (They) helped me with getting things back and supported me to get back on my feet”
- “(They) have a fair approach and are good to equal parties and are good at explaining that to us so we don’t get upset and we can see the whole picture”
- “They helped me deal with a neighbour that was texting me off the wall things, and helped me send mental health services to her door”
- “They go out of their way to support me when no one else will”
- “They help me know how to handle my neighbours and will tell me how to take care of myself. They also help me see my psychiatrists and social worker”
- “They are very considerate of your feelings and support me with anything I need. I can always call them if I have a problem”
- “I trust them”
- “I lived in Verona and lost everything. They put us up in a hotel and they were very considerate and kind. They were getting us apartments and helped to see if we needed anything”
- “They were there, which is the most supportive you can be in that situation”
- “They are awesome, and I really truly love them”
- “When I call (them) for help, (they) help me call the police, when I need to talk and when I need support (they) help me every time”
- “Some days I want to cry and when I can’t call my daughters I call (them). (They) help me remove myself from bad situations and feel safer”
- “I have physical limitations and even packing up for pests is not possible for me to do. There was a notice on the bulletin board saying that if we didn’t have our apartments ready for the spraying that we would be fined \$50 which I do not have. (They) helped advocate for my physical limitations”
- “They’ll tell me suggestions and they connect me or talk to other people for me when I have an issue”
 - “Excellent (experiences with them), (they) have been there a long time and (they) are lovely. They both go beyond”

Appendix B: Qualitative Data

Staff and Service Providers Feedback on Support

A verbal interview was conducted by a Queen's University Occupational Therapy student to collect feedback on Supports from staff and service providers.

Impacts:

- “Supports have a positive impact on tenancies because tenants do not want always want to speak to the landlord about issues, so they feel more comfortable talking to supports.”
- “Tenants enjoy having a different face to talk to that brings a positive impact during one-to-one interactions as opposed to the landlord intervening about tenancy issues.”
- “Support services at KFHC understand the trauma, emotional and/or behavioural dysregulation, and history of mental health that influences barriers in tenancies. Many times, they have been able to increase the feelings of perceived safety in tenants, which in turn has a positive impact in maintaining tenancies.”
- “(They) provide support to all tenants of need to increase comfort levels in their environment, leading to increased happiness in tenants that allow them to be a community. “
- “Support services have been able to give tenants assistance to accessing additional community services to increase their overall wellness, and they provide crisis interventions to tenants.”

Benefits:

- “Most if not all tenants need a variety of supports, which speaks volumes to their role and addition to KFHC. I refer a lot of tenants to support services and the referrals never go unnoticed as they are always followed up on thoroughly and in a timely manner.”
- “I believe that support services provide additional knowledge and training to KFHC that has enlightened many of our employees and tenants because we have appropriate staff who are educated in the areas of providing care in mental health.
- “Support services are very essential, very beneficial, and are very needed at KFHC. I refer often, almost daily. They provide that extra layer of trying to sustain their tenancy that is dealt with exceptionally.”
- “(They) follow up with my concerns about tenants regarding mental health, addiction, behavioural and emotional dysregulation, and concerns regarding children and family dysfunction.”

- “They do provide support and are always aware of the external support and programs that their tenants are receiving. Often, they act as the middle ground between outside community providers and maintenance to provide the most beneficial care.”

Skills:

- “Support services have acquired communication skills when it comes to supporting tenants based on their background, education, and experience.”
- “Support services are beneficial for tenants and staff. Fiona has provided training for all of us, and it was the first mental health training I have ever received. It was extremely educational and something that I have never been exposed to before.”
- Support services has made a very positive change in my understanding; when interacting with tenants as I become more empathetic.”
- They are able to see the mental health diagnoses and not just the tenant issue, which enhances their support provided through KFHC; therefore, is able to appropriately serve tenants.”
- “Supports have the collective knowledge that we need to be able to provide through our organization and based on our clientele. They have the ability to connect which is so necessary for social housing tenants.”

Value:

- “Quantitatively I would rate their value as a 7/10. I believe Support Services have a lot of potential, but also is currently experiencing a lack of efficiency since they are only able to intervene after an issue has arisen. I believe they would add so much more value to KFHC if they had the resources and regulation to provide supports where deemed necessary.”
- “They effectively have been able to prevent eviction and keep the roof over the tenants’ heads meanwhile maintaining the feeling of connection and community within the tenants. Many of our other staff are not able to provide this type of support through their roles at KFHC, and they are able to problem-solve with tenants.”
- “(They) are the service at KFHC. We have a variety of clientele, from criminals to mental health diagnoses that often overlap. When maintaining tenancies becomes a challenge, support services are most often able to positively intervene, and it is a win-win for everyone.”
- “Support Services add to the human element of providing true all-around care while look at the person as a whole (physically and emotionally) and enhancing their overall wellbeing.”



Scott VanderSchoor,
Director of Assets & Development

Director of Assets & Development Highlights

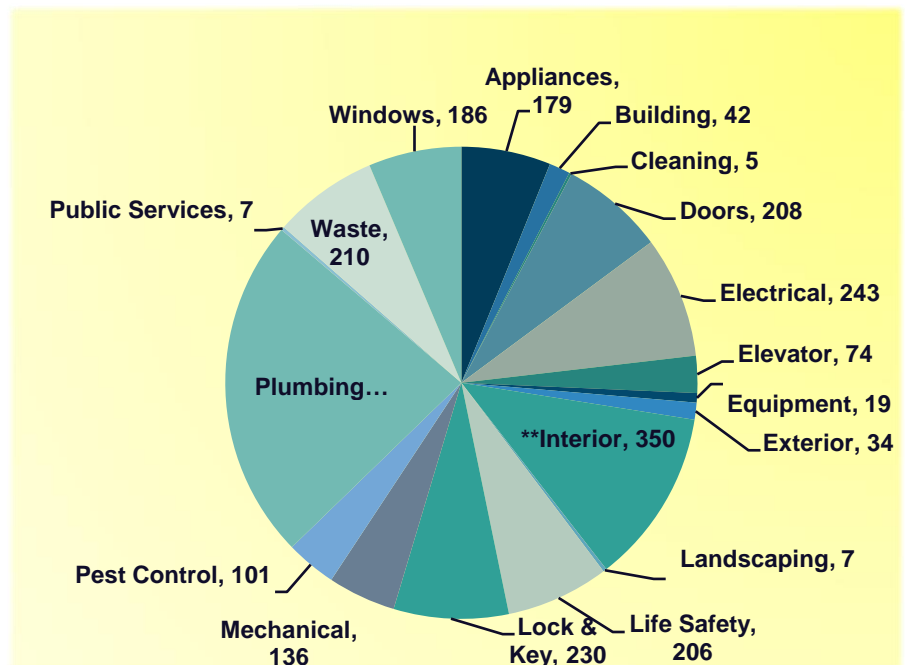
Work Orders

2,923 work orders were completed in 2021 with 23% of those required for plumbing and 12% required for interior work. The overall work order completion and the distribution of those work orders, as shown in figure 1.1, is consistent with previous years, despite the continuing of COVID restrictions this past year. Staff were able to find safe alternatives to getting the work orders completed and keeping our tenants comfortable and safe during this second year of the pandemic.

2021 seen KFHC continue to complete the maintenance of the Town Homes Kinaston

Properties, with the formal takeover of the rental units being complete by the end of the year. 2022 reporting will reflect all units as owned by KFHC.

Figure 1.1, KFHC work orders completed by type*



*Based on 2,923 work orders completed by staff in 2021

**Interior work orders include cabinets, flooring, drywall

Capital Improvements

The 2021 KFHC Capital program included:

- Building interior refinishing in two apartment buildings affecting 104 tenants with the refinishing of walls and floors in all public areas
- The placement of 5 of our maintenance vans with new
- The full modernization of both elevators at 300 Conacher
- The complete update of our Building Condition Assessments (BCA's)
- A formal review with recommendations on the Curtis Street property to revitalize the property.
- Full investigation and recommendations for the deteriorating cladding at 381 Bagot Street.

New Construction

During 2021, KFHC continued construction of our newest building located at 27 Wright Crescent. This is a 40-unit apartment building, with a roof top patio, on site laundry, and with indoor and outdoor bike parking. This new building consists of 10 Rent geared to Income (RGI), 13 affordable units, and 17 market rent units. There are 8 fully accessible units in this building and a fully accessible roof top patio. Substantial Performance was achieved in the first few days of January of 2022. This is a beautiful new building that will complement our portfolio greatly.

The Rapid Housing Initiative was announced during 2021 and KFHC was able to secure a portion of that for 9 new apartments to be located on Curtis Crescent. Construction is to begin during the first quarter of 2022.

Front View 27 Wright Cres.



Rooftop Patio at 27 Wright Cres.



Interior view of a fully accessible unit at 27 Wright





Dan Song, AIHM, CPA, CGA
Director of Finance & Operations

DIRECTOR OF FINANCE & OPERATIONS

Operating Results 2021

The ongoing COVID-19 pandemic affected daily operations for many companies. However, at KFHC, it was “business as usual” as housing was considered an essential service.

Kingston & Frontenac Housing operates five core programs:

- Rent Geared to Income.
- Rent Supplement.
- Portable Housing Benefit.
- Affordable Housing.
- Town Homes Kingston, for which fee-for-service contracts are provided to us by the City of Kingston.

The total all source revenues including the construction grants for December 31st, 2021, were \$17.63 million (2020: \$16.15 million).

Total expenses including amortization were \$14.34 million (2020: \$13.72 million).

RGI program accumulated retained earnings increased to \$1.7 million (2020: \$1.5 million).

Restricted fund: RGI capital reserve fund is at \$1,306,691 (2020: \$1,319,559)

Affordable Program Equity increased to \$19.6 million (2020: \$18 million).

\$3.4 million municipal rent supplement subsidy provided to eligible families (2020: \$3.3 million).

\$345,640 portable housing benefit was delivered to 87 families (2020: \$250,320 to 64 families)

Town Homes Kingston contract is ended on Dec 23, 2021; 2021, its net contract surplus \$7K. (2020: \$114K), the drop in surplus reflects the demand of maintenance and acquisition administration cost.

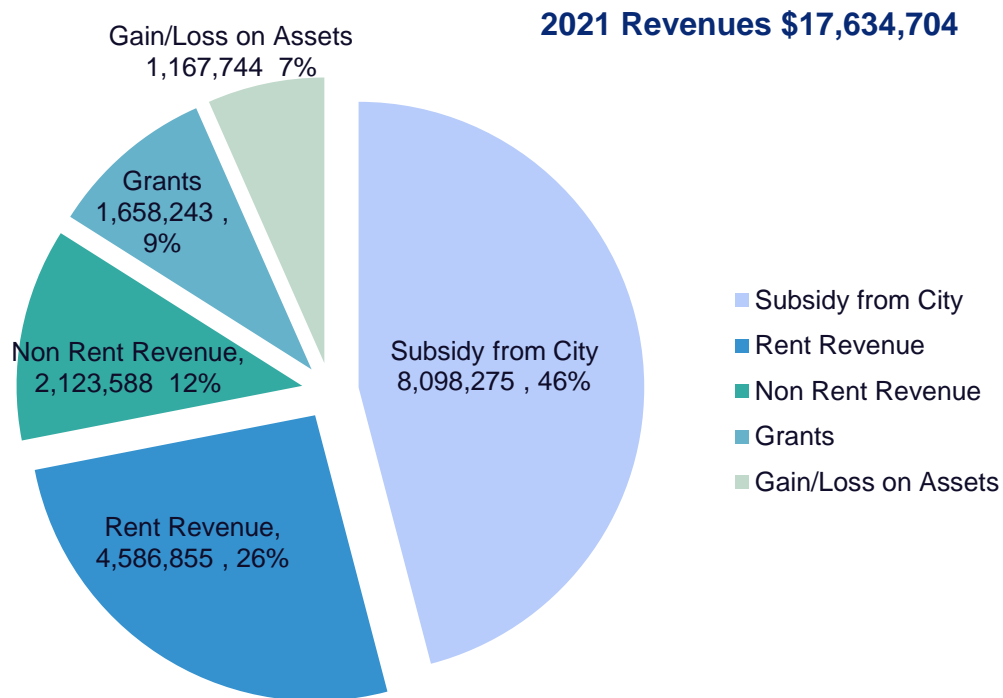
Financial Position

On December 31st, 2021, the acquisition of Town Homes Kingston (Kingston municipal non-profit housing corporation) into KFHC, put the corporation into an even stronger financial position with total assets of \$ 81.68 million (2020 \$64.88 million). The increase is mainly resulting from addition of assets from Town Homes Kingston and 27 Wright Crescent.

Working capital for KFHC consists of cash, account receivables including rent arrears, HST rebate receivable and accounts payable, accrued liabilities, payable to the City of Kingston, prepaid rent, current portion of long-term debt. Net working capital is at \$3.38 million (2020: \$ 4.71 million). The decrease in net working capital reflects the undertaking of the current portion of Town Homes Kingston’s mortgage, it does not have a severe impact on KFHC’s capability to fund the daily operation activities.

Accountability and oversight

The audited financial statements of KFHC have been prepared under General Canadian accounting principles. The Finance & Audit Committee of the Board reviews operating income statements from all programs and meets monthly with management, to monitor financial performance and internal control environment. The sub-committee members are composed of experts in finance and other senior operating personnel. At the time of this report, 2021 audited financial statement is in draft status due to legality of the Acquisition.



2021 Expenses \$14,342,077

