

# 2014 ANNUAL REPORT



**KFHC Family Fun Day**

# **KFHC 2014 ANNUAL REPORT**

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# KFHC 2014 ANNUAL REPORT

## 2014 BOARD OF DIRECTORS

Geoff Heminsley, Chair  
Karen Pagratis, Vice-Chair  
Gerard Hunt, CAO, City of Kingston  
Penny Wall  
Councillor Dorothy Hector

Karen Humphreys Blake  
Beth Moore  
Councillor Liz Schell  
Councillor Jim Neill



BOARD CHAIR  
GEOFF HEMINSLEY

### Report of the Chair

The Board of Directors and elected Officers for Kingston and Frontenac Housing Corporation remained the same for the year 2014 with myself, Geoff Heminsley, elected Chair and Karen Pagratis, elected Vice-Chair. The continuity of the membership was instrumental in the achievement of the strategic direction established in the first Strategic Plan for the Corporation in 2011.

The major focus for the Corporation for the year 2014 was on the continued partnership with the City of Kingston in terms of piloting asset renewal strategies and community development innovations. The Board recognized the challenges of the Rideau Heights area in relation to building age, poor original design, high operating costs and the health and safety of the tenants and the community. The Board recommended to the Shareholder and received approval in June, 2014 to decommission the thirty units at 80 Daly Street and to build a new apartment building at 40 Cliff Crescent as part of the overall Rideau Heights Regeneration. The Board was pleased that the commitment made to the tenants in regards to their relocation was fulfilled. As of December 31, 2014 all thirty families had been successfully moved to other units within the KFHC portfolio and a plan to re-establish ten rent-geared-to-income units was underway at 40 Cliff Crescent.

KFHC is facing many challenges in terms of deteriorating assets, increasing complexities of tenant issues, high operating costs and the current funding levels. The Board will have to establish a comprehensive plan going forward to address these critical issues as part of the evaluation process of the accomplishments of the Corporation over the last four years and through the future strategic priorities and direction to be set for the next five years.

In the fall, the new Board appointments saw Councillor Dorothy Hector, Councillor Jim Neill and community member Karen Humphreys Blake leave the Board. These three members' knowledge and experience will be missed. A special thank you to Dorothy Hector and Karen Humphreys Blake for their four year term in which they worked diligently on various committees and where instrumental in the Corporation's transition in terms of governance and policy.

I feel confident that with our Chief Executive Officer, Mary Lynn Cousins Brame and her excellent team that the Corporation will achieve whatever the Board and the Shareholder decide to take on. She is a great asset both to myself and the Board.

Here's to another great year!

Geoff Heminsley  
Board Chair





CEO, Mary Lynn Cousins Brame

# KFHC 2014 Annual Report

## Report of the CEO

The year 2014 was a very busy and exciting time for Kingston & Frontenac Housing Corporation. The Corporation strived to accomplish the last remaining items of the first Strategic Plan which was established by the Board of Directors in the fall of 2011. The majority of the work aligned with the first two priorities: Provide and Maintain Affordable, Quality Homes for the Future and Increase Tenants' Wellbeing through Enhanced Tenant-Centered Services and Supports.

In the fall of 2014 KFHC received Board and Shareholder approval in which to decommission the thirty family units at 80 Daly and to develop a new apartment building on 40 Cliff Crescent, property owned by KFHC. In September the Property Management Department began relocating tenants from 80 Daly to vacant units across the portfolio according to the tenant's individualized relocation plan which were generated in the spring. Tenants were supported and assisted with their relocation by having their moving expenses and service transfer costs paid by the Corporation. At the end of December all tenants of 80 Daly had been relocated and the empty buildings secured.

Throughout the year many tenant and community consultations took place as KFHC and the City Housing Department continued to partner on the Rideau Heights Regeneration Plan and Strategy for the area. The Tenant Advisory Group (TAG) consisting of over sixteen tenants from the Rideau Heights area was formed with the mandate to improve the neighbourhood and ensure resident interests were communicated to KFHC and City during the ongoing planning process.

The Property Management Departments of the Corporation worked diligently to increase tenant responsibility and accountability in terms of tenants paying their rent and maintaining both the interior and exterior of the rental units in accordance with the lease agreement. The goal was to reduce rent arrears and to increase the esthetics of the property, decrease waste and maintenance repairs. Many tenant engagement strategies were implemented such as a variety of education and group programs, community gardens, a family fun day and increased tenant associations. The satellite office located on Compton Street passed the one year anniversary clearly demonstrating the need to have KFHC staff and services located in the north end of the portfolio to support tenants in that specific area. The Property Management Department strengthened communication through the KFHC calendars, the implementation of the community boards and the introduction of the KFHC Facebook page. The Property Management Department continued to assist the tenants in recognizing their individual needs that must be addressed in order for them to be housed and to maintain their housing. In conjunction with the Manager of Support Services housing plans were developed to help the tenants to receive support through referrals to community agencies and through direct in-house services.

The Support Services Department implemented the Cleanliness/Clutter Assessment Tool to evaluate the condition of the units, tenants' abilities to maintain a unit and to determine the most appropriate course of intervention to be taken by the Corporation. The Support Services Department provided services to over nine percent of the total tenant population in order to address the social and behavioural issues that were jeopardizing their housing. The tenants received occupational therapy, social and life skills training and health and well-being programming. These services were provided through the continued partnership with Queen's University School of Rehabilitation and School of Nursing.

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## Report of the CEO



The Maintenance Department oversaw the capital funding allocation of one million and four hundred thousand on the building envelop through the installation of new windows, roofs, siding and balconies. The enhanced building envelop will increase tenant comfort, decrease operating expenses and increase the life cycle of the assets. Many properties received interior improvements through kitchen and bathroom replacements and the installation of new energy efficient apartment appliances including stoves containing safety elements. To help reduce expenditures preventative maintenance of furnaces was introduced along with hiring of a painter and the continuation of employing students for summer lawn and yard maintenance. The Maintenance Department received and completed over two thousand maintenance requests internally and contracted less external services than previous years. The Maintenance Department provided increased training and education to tenants through the generation and circulation of a tenant brochure to aid tenants in maintaining their units and to help identify required maintenance issues.

The year of 2014 was a challenging year financially as KFHC received a minimal increase to the overall operating budget of only .49% much lower than the annual inflation rate. The Finance Department was instrumental in increasing commercial and non-rental revenues to assist in offsetting the increased costs allowing the Corporation to balance the operating budget. Through the continued implementation of timely financial reporting and working closely with other departments issues were identified quickly and measures were put in place to alleviate the pressures and increasing costs. The Corporation worked diligently to monitor expenditures and revenues to ensure compliance with the budgets approved by the Board of Directors. KFHC achieved the financial goal of operating within the set budgets and by ending the year with a small surplus.

The Collective Agreement between KFHC and CUPE Local 109 expired at the end of 2013. Three days of negotiation occurred over the summer and a new three year agreement was reached and ratified by both parties in December. CUPE worked collaboratively with KFHC to ensure the new agreement could be met under the financial constraints of the operating budget.

Year end of 2014 signified not only the end of the operating year for Kingston & Frontenac Housing Corporation but also the conclusion of 2012-2014 Strategic Plan. The four key priorities established by the Board of Directors were for KFHC to provide quality homes, enhance tenant's wellbeing, strengthen communities and build an innovative and financially resilient organization. Through the dedication and commitment of the Board of Directors, Staff and Managers, I am pleased to announce that all four key priorities of the strategic plan have been addressed and the goals and action established achieved.

The upcoming year will focus on the development of the strategic direction for the next five years, the continued partnership with the City on the Rideau Heights Regeneration Strategy and the construction of the 29 unit apartment building on 40 Cliff Crescent. KFHC will continue to deliver quality, affordable housing through innovative housing solutions, maintaining high standards, efficient use of resources and the commitment to continuous improvements in order to meet the needs of our tenants and the community.

Mary Lynn Cousins Brame  
Chief Executive Officer



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## COMMUNITY INVOLMENT



Community Meeting  
40 Cliff Crescent



2014 Family Fun Day

KFHC Tenant BBQ

Rideau Heights  
Tenant Meetings



KFHC Community BBQ



Rideau Heights Tenant Meetings

KFHC Community  
Clean Up Day



## MOVING FORWARD RIDEAU HEIGHTS REGENERATION

80 Daly Decommission



40 Cliff Crescent New Build



### RIDEAU HEIGHTS REGENERATION DRAFT MASTER PLAN



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## KEY ACCOMPLISHMENTS OF STRATEGIC PRIORITIES

### Provide and Maintain Affordable, Quality Homes for the Future

- Building improvements through kitchen and bathroom replacements and the installation of new windows, doors and siding
- Decommissioning of 30 units at 80 Daly Street
- Planning and designing of the new 29 unit building at 40 Cliff Crescent

### Increase Tenants' Wellbeing through Enhanced Tenant-Centered Services and Supports

- 9% of tenant population received direct interventions due to social and behavioural issues
- Implementation of the Cleanliness/Clutter Assessment Tool
- Increased tenant education and responsibility through communication strategies, annual inspections and individualized housing plans

### Strengthen Partnerships and Alliances for Greater Impact on Tenants and Communities

- Development of the Tenant Advisory Group for the Rideau Heights Regeneration planning
- Family Fun Day and ongoing support of the tenant associations across the portfolio
- Partnership with Queen's University School of Rehabilitation and School of Nursing and St. Lawrence College Programs

### Build an Innovative, High Performing and Financially Resilient Organization

- Reduction in expenditures through preventative maintenance and expanded in-house services
- Commercial property leasing for additional revenue generation
- Rent arrears, vacancy loss and financial statements indicate positive results



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## 2014 FINANCIAL REPORT

