

**REPORT NO. 143 of the
SOCIAL DEVELOPMENT,
HEALTH & CULTURE STANDING COMMITTEE**
of its meeting held February 6, 2013

Present: Councillor Ed Sleiman, Chair
Councillor Jo-Anne Gignac
Councillor Alan Halberstadt
Councillor Fulvio Valentinis

Regrets: Councillor Percy Hatfield

That the following recommendation of the Social Development, Health and Culture Standing Committee **BE APPROVED** as follows:

Moved by Councillor Gignac, seconded by Councillor Valentinis,

THAT this report from the Executive Director of Housing and Children Services regarding access to the Social Housing Reserve Fund for a consultant to conduct Operational Review of Windsor Essex Community Housing Corporation (WECHC) **BE APPROVED**; and further

THAT the Executive Director of Housing and Children Services **BE AUTHORIZED** to issue a Request for Proposals and hire a qualified consultant to complete an Operational Review report of the Windsor Essex Community Housing Corporation (WECHC); and further

THAT the Executive Director of Housing and Children Services **BE AUTHORIZED** to access to the Social Housing Reserve Fund to complete an Operational Review of the Windsor Essex Community Housing Corporation; and further

THAT the Executive Director of Housing and Children Services **REPORT** the outcome of the Request for Proposals to City Council with respect to the cost and the name of the selected consultant; and further

THAT subject to the contract cost remaining within the delegated authority limit of the CAO, the CAO and City Clerk **BE AUTHORIZED** to execute the necessary agreements and documents related to hiring a consultant and completing an Operational Review of Windsor Essex Community Housing Corporation provided such agreements and documents are in a form satisfactory to the City Solicitor; satisfactory in financial content to the City Treasurer and satisfactory in technical content to the Executive Director of Housing and Children's Services.

Carried.

Clerk's Note: The administrative report authored by the Program Coordinator, Housing and Children Services dated January 9, 2013 entitled "*Access to Social Housing Reserve Fund for Consultant to Conduct Operational Review of Windsor Essex Community Housing Corporation*" is attached as background information.

Ed. Glemier

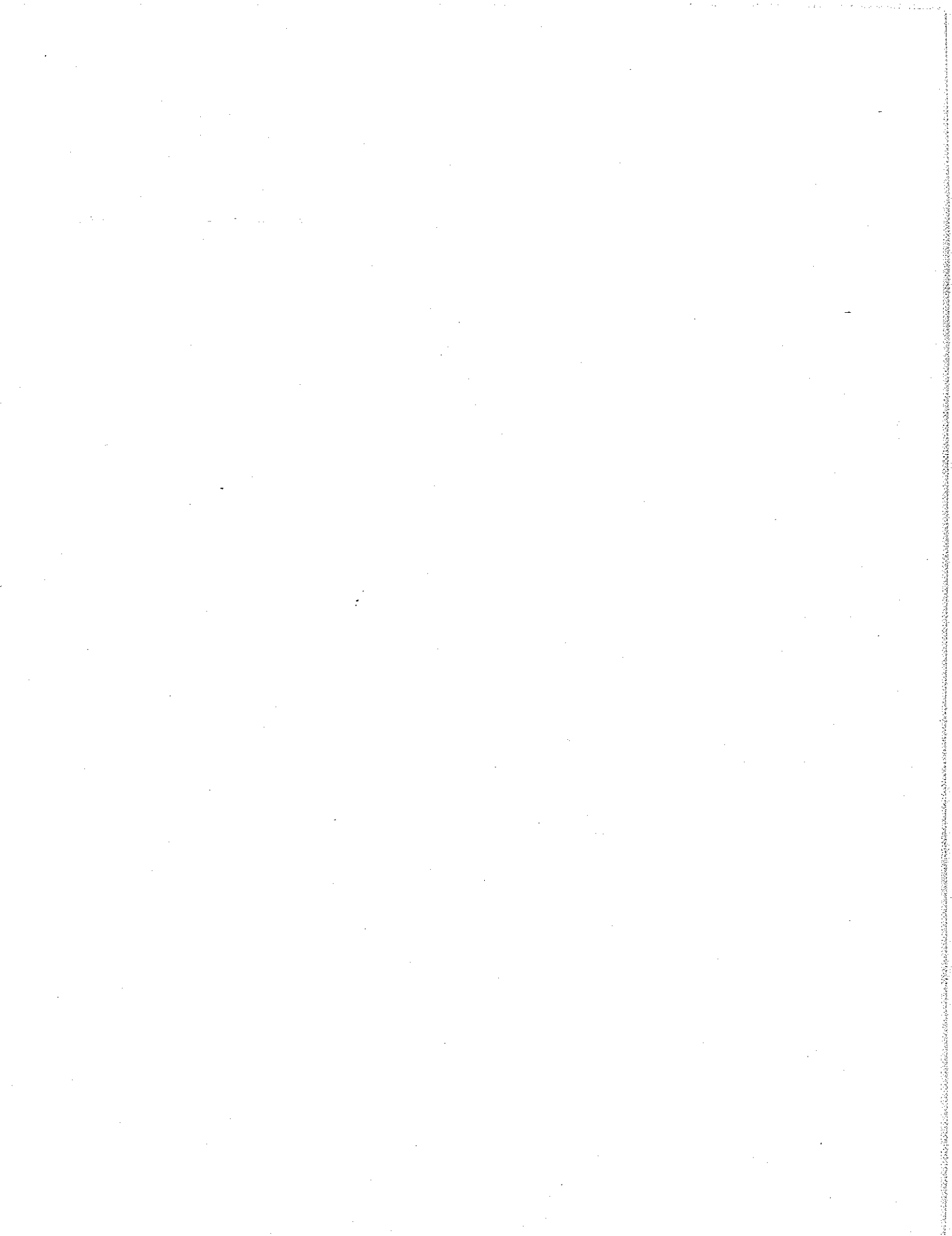
CHAIRPERSON

A. Amstutz

DEPUTY CITY CLERK

NOTIFICATION:

| Name | Telephone | Email |
|--------------|-----------|--|
| Brian Gregg | | bgregg@countyofessex.on.ca |
| Jim Steele | | info@wehc.com |
| Kirk Whittal | | info@wehc.com |



THE CORPORATION OF THE CITY OF WINDSOR
Social Development, Health and Culture Standing Committee-
Administrative Report

**MISSION STATEMENT:**

"The City of Windsor, with the involvement of its citizens, will deliver effective and responsive municipal services, and will mobilize innovative community partnerships"

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| LiveLink REPORT #: 16348 GH/8204 | Report Date: January 9, 2013 |
| Author's Name: Rob Oleynik | Date to Standing Committee: February 6, 2013 |
| Author's Phone: 519 255-5200 ext. 6278 | Classification #: |
| Author's E-mail: roleynik@city.windsor.on.ca | |

To: Social Development, Health and Culture Standing Committee

Subject: Access to Social Housing Reserve Fund for Consultant to Conduct Operational Review of Windsor Essex Community Housing Corporation

1. RECOMMENDATION: City Wide: X

THAT this report from the Executive Director of Housing and Children Services regarding access to the Social Housing Reserve Fund for a consultant to conduct Operational Review of Windsor Essex Community Housing Corporation (WECHC) **BE APPROVED**; and further

THAT the Executive Director of Housing and Children Services **BE AUTHORIZED** to issue a Request for Proposals and hire a qualified consultant to complete an Operational Review report of the Windsor Essex Community Housing Corporation (WECHC); and further

THAT the Executive Director of Housing and Children Services **BE AUTHORIZED** to access to the Social Housing Reserve Fund to complete an Operational Review of the Windsor Essex Community Housing Corporation; and further

THAT the Executive Director of Housing and Children Services **REPORT** the outcome of the Request for Proposals to City Council with respect to the cost and the name of the selected consultant; and further

THAT subject to the contract cost remaining within the delegated authority limit of the CAO, the CAO and City Clerk **BE AUTHORIZED** to execute the necessary agreements and documents related to hiring a consultant and completing an Operational Review of Windsor Essex Community Housing Corporation provided such agreements and documents are in a form satisfactory to the City Solicitor; satisfactory in financial content to the City Treasurer and satisfactory in technical content to the Executive Director of Housing and Children's Services.

EXECUTIVE SUMMARY:

- N/A.

2. BACKGROUND:

The purpose of this report is to request authorization to access the Social Housing Reserve Fund to hire a consultant to complete an Operational Review of the Windsor Essex Community Housing Corporation (WECHC).

In 2010, housing consultant Social Housing Strategists Inc., completed a report referred to as the Housing and Recommended Strategies Report – Windsor Essex (also known as the HARS 2010 Report). One of the recommendations of the HARS 2010 Report was to “conduct an Operational Review of Windsor Essex Community Housing Corporation.” The report provided the following rationale for the recommendation:

“It has been approximately ten years since the transfer of social housing responsibilities from the Province of Ontario to the municipal level and since the creation of the Windsor Essex Community Housing Corporation as one of the key outcomes of this transfer. Many municipal service managers across Ontario have undertaken operational reviews of Local Housing Corporations at the ten year point to determine whether they are in compliance with the requirements of the Social Housing Reform Act and whether there are any aspects of their operation in need of improvement. The Housing Services Division should conduct an operational review of WECHC for this purpose. (HARS 2010 Report).”

The Housing Advisory Committee and Housing and Children Services endorsed the recommendation. In April 2011 Windsor City Council accepted the HARS 2010 recommendations endorsed by the Housing Advisory Committee provided further that administration is required to seek City Council’s approval prior to implementing a HARS 2010 recommendation if the cost of such implementation has not been included in an approved city budget or otherwise approved. (Council Report #15197).

3. DISCUSSION:

The City has a dual role with respect to the social housing portfolio and the delivery of social housing programs. The City is the legislated designated Service Manager and is required to administer and deliver housing programs in the Windsor Essex region. In addition, the City is the sole shareholder of the Windsor Essex Community Housing Corporation.

To provide perspective, there are thirty-nine (39) social housing providers that own and manage some 8700 units in Windsor Essex. The Windsor Essex Community Housing Corporation is one of the thirty-nine (39) providers and owns and manages a portfolio of approximately 4700 units representing approximately 54% of the total Windsor Essex social housing stock. The Windsor Essex Community Housing Corporation is also responsible for the management of the Central Housing Registry Windsor Essex.

The intended outcome of the Operational Review is a comprehensive report that:

- reviews and analyzes information relevant to the operational activities of the Windsor Essex Community Housing Corporation;
- describes policies, functions, processes and operational activities;
- identifies areas where the consultant is of the opinion the organization performs effectively;
- identifies areas where the consultant is of the opinion improvements are required, and;
- makes specific actionable recommendations to achieve the improvements required.

Housing and Children Services is recommending a consultant be hired to complete the Operational Review for a variety of reasons. Given the size and nature of the business of the Windsor Essex Community Housing Corporation, a comprehensive review of the operations is a significant undertaking. The staff complement of Housing Service is limited in number and an in-house review may take an inordinate amount of time to complete. In addition, given that the City's dual role as Service Manager and sole shareholder and the frequent interaction between Housing Services staff and the staff of the Windsor Essex Community Housing Corporation, an in-house review may be perceived to lack objectivity. The services of a consultant will supplement Housing Services staff capacity and expertise, provide a fresh perspective, ensure objectivity and credibility and provide access to best practices across the housing sector for comparison during the review.

4. RISK ANALYSIS:

The source of risk involved in not hiring a qualified consultant to complete an Operational Review of Windsor Essex Community Housing Corporation (WECHC) is a resource and timing risk. Housing and Children Services does not have the resources to conduct a review in a timely manner. If the Operational Review does not occur this year, there will be further delay in: assessing compliance with the requirements of the Housing Services Act and; assessing areas of the operation in need of improvement and identifying opportunities for efficiencies. Without the results and benefit of an Operational Review it is difficult to assess the degree of financial risk as defined by the Risk Level Definition in the City Council Reporting policy.

5. FINANCIAL MATTERS:

The request is being made to access the Social Housing Reserve Fund for a qualified consultant to conduct an Operational Review of Windsor Essex Community Housing Corporation (WECHC). Currently, the balance in the Social Housing Reserve Fund is \$1,929,590.00, as of December 31, 2012. The estimated amount of funds required for this initiative does not significantly affect this account balance. The outcome of the Request for Proposals with respect to the cost and the name of the selected consultant will be reported to council after the Request for Proposals process is completed.

It is noted that the City of Windsor and the County of Essex share the cost of social housing. Any municipal contribution to the Social Housing Reserve fund was shared by the county, based on the weighted county assessment rate, at the time of the contribution.

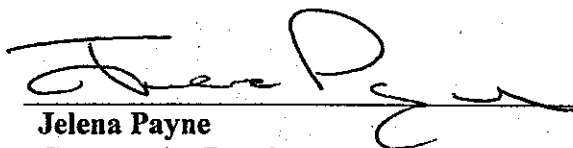
6. **CONSULTATIONS:** None

7. **CONCLUSION:**

With the introduction of the new Housing Services Act and provincial changes to homelessness programs, changes in the dynamics of the social housing sector can be expected in the next few years. These changes will present some challenges but will also present opportunities to explore and adopt new approaches to delivering social housing programs. In addition to the rationale provided in the HARS 2010 Report, an Operational Review of the Windsor Essex Community Housing Corporation, the largest social housing provider in Windsor Essex, is timely and may assist the organization in moving forward to identify opportunities beneficial to the organization and the Windsor Essex region.



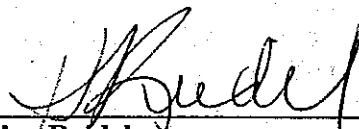
Debbie Cercone
Executive Director of Housing and
Children Services



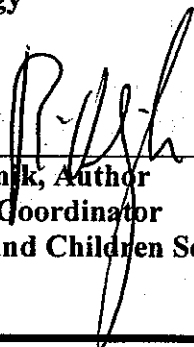
Jelena Payne
Community Development and Health
Commissioner



Onorio Colucci
Chief Financial Officer/City
Treasurers/Corporate Leader Finance and
Technology



Helga Reidel
Chief Administrator Officer



Rob Oleynek, Author
Program Coordinator
Housing and Children Services

APPENDICES: None

DEPARTMENTS/OTHERS CONSULTED:

Mike Deimling, Social Housing Analyst 519-255-5200 Ext 5358
Nancy Jaekel, Financial Planning Administrator - Housing & Children's Services
519-255-5200 Ext 5171
Janice Guthrie, Deputy Treasurer- Taxation and Financial Projects
519-255-5200 Ext 6271
Shelby Askin-Hager Deputy City Solicitor/Manager Purchasing and Risk
Management. 519-255-6100 Ext 6280

NOTIFICATION :

| Name | Address | Email Address | Telephone | FAX |
|------------------------------------|--|----------------------------|------------------------|--------------|
| Brian Gregg CAO County of Essex | 360 Fairview Ave W Essex ON N8M 1Y6 | bgregg@countyofessex.on.ca | 519-776-6441 X325 | 519-776-4455 |
| Jim Steele CEO WEHC | 945 McDougall Windsor, ON N9A 1L9 | info@wehc.com | 519-254-1681 x 3030 | 519-254-3130 |
| Kirk Whittal COO | 945 McDougall Windsor, ON N9A 1L9 | info@wehc.com | 519-254-1681 x 3030 | 519-254-3130 |

