

NOTICE OF MEETING
BOARD OF DIRECTORS AND MEMBERS
CITYHOUSING HAMILTON CORPORATION

CHH 2024 GARDEN AWARD CEREMONY

Date: TUESDAY, September 24th, 2024
Time: 9:30am – 9:50am
Place: City Hall, Meeting Room 193
71 Main St. West, 1st Floor

SPECIAL MEETING

Date: Tuesday September 24, 2024
Time: 10:00am – 12noon
Place: Special Notice: (Hybrid / City Hall, 1st Floor, Room 192 & will be held via WebEx conferencing and live streamed only on YouTube for public access: CHH Board YouTube Sept24 Link CHH website, Agenda Material: <https://www.hamilton.ca/people-programs/cityhousing-hamilton#board-of-directors>

AGENDA:

- 1) Call to Order
- 2) Conflict of Interest Declaration
- 3) Confirmation of Minutes
 - a) Special meeting held on June 25, 2024
- 4) Tenant Administration / Strategy Quality & Improvements / Finance / Development
 - a) Market Rent Increases for 2025 (Report #24025)
 - b) Area Rating Dollars 2017 to 2023 (Report #24026)
 - c) Insurance Incidents 2023 (Report #24027)
 - d) Vacant Unit Monthly Update (Report #24028)
 - e) Connecting CHH: CityHousing Hamilton's 2024-2027 Strategic Communications Plan (Report #24029)
 - f) Senior Financial Analyst – Development (Report #24030)
- 5) CEO Written Updates
 - 1.0 Cybersecurity Incident – CHH Corporate Impact Updates
 - 2.0 Outstanding Business Item – Procurement
 - 3.0 Tenants First Team – Minutes, July 9th, 2024
 - 4.0 Board Communications: Email dated July 22, August 15 and September 5, 2024
- 6) In-Camera / Confidential
 - a) Jamesville St. N. – Update (In-Camera) (Report #17007(j))

NOTE: Discussion of Report #17007(j), in closed session is subject to the following requirement(s) Pursuant to Section 9.1, Sub-sections (e) and (k) of the City's Procedural By-law 21-021; and, Section 239(2), Sub-sections (e) and (k) of the Ontario Municipal Act, 2001, as amended, as the subject

matter pertains to a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the municipality or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization;

- **A proposed or pending acquisition or disposition of land by CityHousing Hamilton.**

RATIONALE FOR CONFIDENTIALITY

This report is being considered in Closed Session as it contains information proposed or pending acquisition or disposition of land.

RATIONALE FOR MAINTAINING CONFIDENTIALITY

Staff are recommending that the report / recommendation(s) / appendices) remain confidential, as the subject matter contains confidential information provided to CityHousing Hamilton by the development partnership and relate to the ongoing appeal by CN Rail.

7) Adjournment



To Be Approved BoD on Sept. 24, 2024

MEETING MINUTES
BOARD OF DIRECTORS AND MEMBERS
CITYHOUSING HAMILTON CORPORATION

Date: **Tuesday, June 25, 2024**
Time: **10:00am – 12noon**
Meeting: **Special Meeting**

Place: **Special Notice:** *Due to the City’s ongoing Cybersecurity incident, Board meeting **in-person only** / City Hall, Room 192

Present: Director-Councillor Nrinder Nann, *President*
Director-Citizen Christine Griffith, *Vice-President*
Director-Councillor Tammy Hwang, *Treasurer*
Adam Sweedland, CEO/Secretary
Director-Councillor Alex Wilson
Director-Citizen Karl Andrus
Director-Citizen Adriana Harris
Director-Citizen Alice Plug-Buist

Regrets: Director-Councillor Tom Jackson
Director-Councillor Cameron Kroetsch

Also Present: CHH Staff: A. Warren-Ritchie, R. Desouza, G. McLaughlin, S. Botham, S. Blackley, L. Ward, C. Shilton, B. Lilley, T. Langlotz

Other City Depts: Housing Division, Pilar Homerston
Guest for Item 4a: Lisa Burton
Public: Media, Teviah Moro
(unable to post mtg info to CHH website for public access)

1. Call to Order (Quorum is five)

President-Councillor N. Nann, called the meeting to order at 10:01am and recognized that Council is meeting on the traditional territories of the Erie, Neutral, HuronWendat, Haudenosaunee and Mississaugas. This land is covered by the Dish with One Spoon Wampum Belt Covenant, which was an agreement between the Haudenosaunee and Anishinaabek to share and care for the resources around the Great Lakes. It was further acknowledged that this land is covered by the Between the Lakes Purchase, 1792, between the Crown and the Mississaugas of the Credit First Nation. The City of Hamilton is home to many Indigenous people from across Turtle Island (North America) and it was recognized that we must do more to learn about the rich history of this land so that we can better understand our roles as residents, neighbours, partners and caretakers.

- the Chair proceeded with Roll Call at the beginning of the meeting.

2. Conflict of Interest Declaration

In response of a call from the President for conflict-of-interest declarations:

DECLARATIONS OF INTEREST Alice Plug-Buist declared a disqualifying interest to Item 6b of the Board of Directors 257 King William Support Services Agreement (Public Report), Appendix A, Confidential (In-Camera) (Report #23019(a)), as she is a Board member on the Indwell Board.

3. Confirmation of Minutes

a) Special meeting held on May 28, 2024

Motion by Citizen-Director K. Andrus, seconded by Treasurer T. Hwang and carried to approve minutes of May 28, 2024 as distributed.

4. Strategy & Quality Improvements / Development / Support Services / Asset Renewal

a) Tenants First Team

The Board was in receipt of Report #24021 from CEO/Secretary dated June 25, 2024.

CEO, Adam Sweedland gave an overview of the report and introduced Manager of Operations, Leanne Ward and Manager of Tenant Support Services, Gillian McLaughlin to present the slideshow. Gillian McLaughlin introduced Tenants First Team Founding Member and elected Chair, Lisa Burton.

Leanne Ward provided the Board with a power point slideshow including but not limited to:

- Strategic Plan Alignment
- Tenant First Team: Refresh Principles / Service Pillars / Roadmap / Mission & Purpose / Term of Reference / Workplan / Founding Members

It was moved by Director-Citizen A. Harris, seconded by Director-Citizen A. Plug-Buist and carried with (1) apposed, K. Andrus:

That Report #24021 Tenants First Team be received for information and the following recommendation(s) **approved:**

- a. The Terms of Reference are attached as Appendix A to Report 24021.

b) Vacant Unit Monthly Update

The Board was in receipt of Report #24022 from CEO/Secretary dated June 25, 2024.

Manager of Strategic & Quality Improvements, Amanda Warren-Ritchie gave an overview of the report, highlighting the current vacancy rate is *estimated* to be 5.17% (368 units).

It was moved by Director-Citizen K. Andrus, seconded by Vice President-Citizen C. Griffith and carried:

That Report #24022 Vacant Unit Update be **received** for information.

c) Strategic Plan Annual Progress

The Board was in receipt of Report #24020 from CEO/Secretary dated June 25, 2024.

Manager of Strategic & Quality Improvements, Amanda Warren-Ritchie provided the Board with a power point slideshow including but not limited to:

- 2023-2027 Strategic Plan Priorities
- Flourishing Communities, 3 Strategies
- Pride in Home, 4 Strategies
- Neighbourhood Revitalization, 2 Strategies
- A Whole Team Approach, Strategies 1 & 2 / 3 & 4
- Scorecard

The Board requested to change on Slide 11, Scorecard column title 'Not Complete' to 'Initiated'.

It was moved by Director-Councillor A. Wilson, seconded by Treasurer-Councillor T. Hwang and carried:

That Report #24020 **2023-2027 Strategic Plan Annual Progress Report** be **received** for information.

d) Asset Renewal Annual Report and presentation

The Board was in receipt of Report #24023 from CEO/Secretary dated June 25, 2024.

Manager of Asset Renewal, Bernice Lilley introduced Senior Project Manager, Tim Langlotz and Senior Project Manager, Energy Initiatives, Chris Shilton.

Chris provided the Board with a power point slideshow including but not limited to:

- Weather-Normalized Reduction in Energy Consumption / Greenhouse Gas Emissions
- Utility Incentive Program Funding
- Capital Project Status (Budgeted in 2018-2024)
- CMHC Co-Investment Funded Capital Projects Status-Cumulative

It was moved by Treasurer-Councillor T. Hwang, seconded by Director-Citizen K. Andrus and carried:

That Report #24023 Report Title be **received** for information or discussion purposes.

5. CEO Written Update

1.0 Communications Coordinator

2.0 Board Communications: Emails dated May 27th and June 8th, 2024

It was moved by Director-Citizen K. Andrus, seconded by Vice President-Citizen C. Griffith and carried:

That the CEO Updates and Communications be **received** for information or discussion purposes.

CONFIDENTIAL items

CONFLICT of Interest for item 6b (stated above)
– Citizen member Alice Plug-Buist declared a disqualifying interest.

6 In-Camera / Confidential

Report 24024 and 23019(a) are PUBLIC documents.
The Appendices to each Report are CONFIDENTIAL.

Motion moved by Director-Citizen A. Harris, seconded by Treasurer-Councillor T. Hwang and carried to move In-Camera for item 6(a) and 6(b) at 11:03am.

Attendees for Item 6a: Councillors N. Nann, T. Hwang and A. Wilson; A. Sweedland, K. Andrus, A. Harris, C. Griffith, A. Plug-Buist, S. Botham, S. Blackley, A. Warren-Ritchie, L. Ward, R. Desouza, T. Langlotz, C. Shilton, B. Lilley, T. Herechuk (recorder)

a) Strategic Funding Approach for Energy Initiatives (Public Report), Appendix A, Confidential (In-Camera) (Report #24024)

NOTE: Discussion of Report #24024 CONFIDENTIAL Appendix “A”, in closed session is subject to the following requirement(s) Pursuant to Section 239(2), Sub-section (h) of the Ontario Municipal Act, 2001, as amended, as information explicitly supplied in confidence to the municipality or local board by Canada, a province or territory or a Crown agency of any of them.

RATIONALE FOR MAINTAINING CONFIDENTIALITY

Staff are recommending that Appendix “A” remains confidential, as the subject matter contains confidential information provided to CityHousing Hamilton by funding agencies of the Government of Canada.

The Board was in receipt of Report #24024 from CEO/Secretary dated June 25, 2024.

Chris Shilton, Senior Project Manager – Energy Initiatives gave an overview of the energy funding strategy, highlighting three categories of funding and discussed Confidential Appendix A. Staff will report back to the Board the results of the feasibility study.

It was moved (in Public Session at 11:55am) by Director-Citizen A. Harris, seconded by Director-Councillor A. Wilson and carried that Appendix A to Report #24024 remain confidential and:

That Report #24024 Report Title be received for information and the following recommendation(s) **approved:**

- a) That the CityHousing Hamilton Corporation (CHH) Board of Directors approves the strategic approach of leveraging external funding opportunities to strengthen CHH's ability to achieve the energy and emissions targets established with the Canada Mortgage and Housing Corporation (CMHC) under its National Housing Co-Investment Fund (NHCF) agreement, and to achieve improved social, environmental, and economic outcomes associated with the capital repairs.
- b) That subject to being awarded the funding applied for and satisfying Shareholder and legal counsel requirements, the CHH Board of Directors approves proceeding with the implementation of the projects identified in Appendix A, and authorizes the Chief Executive Officer and President (or designates) as signing authorities for the potential funding agreements that may be offered by funding agencies to support the projects.

Attendees for Item 6b: Councillors N. Nann, T. Hwang and A. Wilson; A. Sweedland, K. Andrus, A. Harris, C. Griffith, A. Plug-Buist, S. Botham, S. Blackley, A. Warren-Ritchie, L. Ward, R. Desouza, T. Langlotz, C. Shilton, B. Lilley, T. Herechuk (recorder)

Item 6(b) commenced at 11:34am.

- b) **257 King William Support Services Agreement (Public Report), Appendix A, Confidential (In-Camera) (Report #23019(a))**

NOTE: Discussion of Report #23019(a) CONFIDENTIAL Appendix "A", in closed session is subject to the following requirement(s) Pursuant to Section 9.1, Sub-sections (e) and (k) of the City's Procedural By-law 21-021; and, Section 239(2), Sub-sections (j) of the Ontario Municipal Act, 2001, as amended, as a trade secret or scientific, technical, commercial or financial information that belongs to the municipality or local board and has monetary value or potential monetary value.

RATIONALE FOR MAINTAINING CONFIDENTIALITY

Staff are recommending that the appendices remain confidential, as the subject matter contains confidential information provided to CityHousing Hamilton by Indwell Community Homes

The Board was in receipt of Report #23019(a) from CEO/Secretary dated June 25, 2024.

Sean Botham, Manager of Development, introduced Samantha Blackley, Development Coordinator. Samantha gave background and overview of report and discussed the Confidential Appendix A.

The Board requested staff to correct typo of year reporting 2023 to 2024 and report back to the Board the selection process and an annual update on the partnership as an information report.

It was moved (in Public Session at 11:55am) by Director-Citizen A. Harris, seconded by Director-Councillor A. Wilson and carried, (1 abstained):

That Report #23019(a) 257 King William Support Services Agreement be received for information and the following recommendation(s) **approved**:

- i. That the Board of Directors authorize CityHousing Hamilton to enter into a Property Management Agreement with Indwell Community Homes, substantively in the form attached as confidential Appendix "A" to Report 23019(a), with final terms and conditions to the satisfaction of CityHousing Hamilton legal counsel;
- ii. That the Board of Directors authorize CityHousing Hamilton to enter into a Support Services Agreement with City of Hamilton, substantively form attached as confidential Schedule "A" of Appendix "A" to Report 23019(a), with final terms and conditions to the satisfaction of CityHousing Hamilton legal counsel; and
- iii. That the Chief Executive Officer and the President (or their designates) be authorized to execute the agreements approved in (i) and (ii) above, in the forms satisfactory to the CityHousing Hamilton legal counsel.

Motion moved by Director-Citizen K. Andrus, seconded by Director-Councillor A. Wilson and carried to move Out-of-Camera in public forum at 11:55am.

7. Adjournment at 11:58am

Motion by Treasurer-Councillor T. Hwang, seconded by Director-Citizen A. Harris and carried that the meeting be adjourned.

TAKEN AS READ AND APPROVED

**Nrinder Nann, VICE-PRESIDENT
CityHousing Hamilton Corporation**

*Teresa Herechuk
CityHousing Hamilton Corporation
June 25, 2024*



Date:	September 24, 2024
Report to:	Board of Directors CityHousing Hamilton Corporation
Prepared by:	Tracy Murphy Manager, Tenancy Administration
CEO / Secretary Signature:	Adam Sweedland 
Subject:	2025 Market Rent Increase (Report #24025)
Report Type:	Information (to be received)

Recommendation(s):

That Report #24025, 2025 Market Rent Increase be **received** for information.

Executive Summary:

In July 2024, the Ontario Government announced a rent increase guideline of 2.5% for 2025. The new rate increase guideline applies to rent increases effective January 1, 2025 to December 31, 2025. The guideline is based on the Ontario Consumer Price Index (CPI), a measure of inflation calculated by Statistics Canada that reflects economic conditions over the past year.

The guideline is the maximum amount that landlords can increase a tenant's rent during the year and is governed by the *Residential Tenancies Act*. CityHousing Hamilton (CHH), as a social housing provider, is exempt from legislation with respect to rent increases.

However, CHH's practice is to follow this guideline, along with data supplied by Canada Mortgage and Housing Corporation, advertising, history and consultation with staff on rent-up trends to determine market rents.

Background and Additional Information:

All market rent charges are noted in Appendix A - 2025 Market Rents.

Most tenants housed by CHH are not affected by market rent as they receive a subsidy based on Rent-Geared-to-Income (RGI) formulas.

Market rent becomes a factor in several cases:

- Tenants who rent from CHH at "market" rent (i.e., without a subsidy, much as they would rent from any other landlord). Approximately fifteen percent of CityHousing Hamilton residents reside in market rent units.
- RGI tenants whose income has increased to the point they are above the income limit for subsidy. Rent can be raised to the market level, but not any higher.
- RGI tenants who become ineligible for subsidy because they have failed to fulfill legislated requirements of RGI housing (e.g., not providing income verification).

Consultation:

Internal CHH Departments: Finance

External: n/a

Financial and Legal/Risk Considerations:

Market rent increases have a direct impact on operating revenue and are incorporated in annual budget planning.

Next Steps and Milestones:

January 1, 2025: Market rent increases of 2.5% take effect.

Strategic Alignment:

This report supports the following 2023-2027 CityHousing Hamilton Strategic Priorities:

- FLOURISHING COMMUNITIES: Empower Tenants with the support and services they need to thrive:
- PRIDE IN HOME: Preserve and upgrade CHH's current housing stock.
- NEIGHBOURHOOD REVITALIZATION: Develop new and inclusive affordable mixed housing that builds strong and successful multi-generational communities.
- A WHOLE TEAM APPROACH: Strengthen our people and performance.

Supporting Presentations and Appendices:

Appendix A

AS/tm

2025 Rent Increases

CHH BoD, Sept. 24, 2024

Item 4a, Report #24025

Appendix A, Pages 1 to 8

LEGEND	
Unit Type:	(M) Mountain
T = Townhouse	(L) Lower
Tm = Townhouse modified	
A = Apartment	
Am = Apartment modified	

Address	Unit Size	Unit Type	2022 Rent	2023 Rent	2024 Rent	2025 Rent	2025 % Inc
96-110 Ashley St	3	T	\$1,001	\$1,026	\$1,052	\$1,078	2.5%
	4	Tm	\$1,068	\$1,095	\$1,122	\$1,150	2.5%
**New Tenants Jan 1/17 or after	4	Tm	\$1,096	\$1,123	\$1,151	\$1,180	2.5%
29-41 Bingham Rd	2	T	\$1,061	\$1,088	\$1,115	\$1,143	2.5%
	3	T	\$1,153	\$1,182	\$1,212	\$1,242	2.5%
	4+	T	\$1,247	\$1,278	\$1,310	\$1,343	2.5%
101-145 Bobolink Rd	3	T	\$1,153	\$1,182	\$1,212	\$1,242	2.5%
	4+	T	\$1,247	\$1,278	\$1,310	\$1,343	2.5%
4 Bridgewater Court	2	T	\$867	\$889	\$911	\$934	2.5%
	3	T	\$950	\$974	\$998	\$1,023	2.5%
	4	T	\$1,039	\$1,065	\$1,092	\$1,119	2.5%
	5	T	\$1,383	\$1,418	\$1,453	\$1,490	2.5%
101 Broadway Ave	1	A	\$808	\$828	\$849	\$870	2.5%
	2	A	\$943	\$967	\$991	\$1,016	2.5%
**New Tenants Jan 1/17 or after	2	A	\$965	\$989	\$1,014	\$1,039	2.5%
10 Brock St	3	T	\$992	\$1,017	\$1,042	\$1,068	2.5%
**New Tenants Jan 1/17 or after	3	T	\$1,002	\$1,027	\$1,053	\$1,079	2.5%
	4	T	\$1,096	\$1,123	\$1,151	\$1,180	2.5%
89, 93 Century St	3	Semi	\$1,026	\$1,052	\$1,078	\$1,105	2.5%
CHH Singles/Semis	2 (M)	sing/semi	\$1,274	\$1,306	\$1,339	\$1,372	2.5%
	2 (L)	sing/semi	\$1,274	\$1,306	\$1,339	\$1,372	2.5%
CHH Singles/Semis	3 (M)	sing/semi	\$1,371	\$1,405	\$1,440	\$1,476	2.5%
	3 (L)	sing/semi	\$1,340	\$1,374	\$1,408	\$1,444	2.5%
CHH Singles/Semis	4 (M)	sing/semi	\$1,451	\$1,488	\$1,525	\$1,563	2.5%
	4 (L)	sing/semi	\$1,416	\$1,451	\$1,487	\$1,524	2.5%
	5 (M)	sing/semi	\$1,474	\$1,511	\$1,549	\$1,587	2.5%
	5 (L)	sing/semi	\$1,474	\$1,511	\$1,549	\$1,587	2.5%
	6 (M)	sing/semi	\$1,474	\$1,511	\$1,549	\$1,587	2.5%
	6 (L)	sing/semi	\$1,474	\$1,511	\$1,549	\$1,587	2.5%
B01E and A10C	3	sing/semi	\$1,227	\$1,258	\$1,289	\$1,322	2.5%
	4+	sing/semi	\$1,308	\$1,341	\$1,374	\$1,409	2.5%
C20C	2	sing/semi	\$1,359	\$1,393	\$1,428	\$1,464	2.5%
	3	sing/semi	\$1,439	\$1,475	\$1,512	\$1,549	2.5%
	4+	sing/semi	\$1,530	\$1,568	\$1,607	\$1,647	2.5%
20 Congress Cres	2	A	\$923	\$946	\$970	\$994	2.5%
	3	A	\$1,010	\$1,035	\$1,061	\$1,087	2.5%
30 Congress Cres	2	A	\$923	\$946	\$970	\$994	2.5%
	3	A	\$1,010	\$1,035	\$1,061	\$1,087	2.5%
50 Congress Cres	2	T	\$1,061	\$1,088	\$1,115	\$1,143	2.5%
	3	T	\$1,153	\$1,182	\$1,212	\$1,242	2.5%

Address	Unit Size	Unit Type	2022 Rent	2023 Rent	2024 Rent	2025 Rent	2025 % Inc
	4+	T	\$1,247	\$1,278	\$1,310	\$1,343	2.5%
430 Cumberland Ave	1	A	\$744	\$763	\$782	\$802	2.5%
	2	A	\$880	\$902	\$925	\$948	2.5%
	3	A	\$1,031	\$1,057	\$1,083	\$1,110	2.5%
170 East Ave S	1	A	\$751	\$770	\$789	\$809	2.5%
	2	A	\$895	\$917	\$940	\$963	2.5%

Address	Unit Size	Unit Type	2022 Rent	2023 Rent	2024 Rent	2025 Rent	2025 % Inc
87/97/107-117 Elgar Ave	2	T	\$1,119	\$1,147	\$1,176	\$1,205	2.5%
	3	T	\$1,216	\$1,246	\$1,277	\$1,309	2.5%
	4+	T	\$1,293	\$1,325	\$1,358	\$1,392	2.5%
109 Fiddlers Green Rd	1	A	\$766	\$785	\$805	\$825	2.5%
**New Tenants Jan 1/17 or after	1	A	\$815	\$835	\$856	\$877	2.5%
280 Fiddlers Green Rd	Bach.	A	\$573	\$587	\$602	\$617	2.5%
	1	A	\$655	\$671	\$688	\$705	2.5%
**New Tenants Jan 1/17 or after	1	A	\$754	\$773	\$792	\$812	2.5%
249 Governors Rd	2	T	\$1,040	\$1,066	\$1,093	\$1,120	2.5%
	3	T	\$1,172	\$1,201	\$1,231	\$1,262	2.5%
46-102 & 66 Greendale Dr & 149-175 Cranbrook Dr	2	T	\$1,119	\$1,147	\$1,176	\$1,205	2.5%
	3	T	\$1,216	\$1,246	\$1,277	\$1,309	2.5%
	4+	T	\$1,293	\$1,325	\$1,358	\$1,392	2.5%
7-23 Gurnett Dr	3	T	\$1,112	\$1,140	\$1,169	\$1,198	2.5%
122 Hatt St	2	T	\$942	\$966	\$990	\$1,015	2.5%
	3	T	\$1,174	\$1,203	\$1,233	\$1,264	2.5%
95 Hess St S	Bach.	A	\$568	\$582	\$597	\$612	2.5%
	1	A	\$708	\$726	\$744	\$762	2.5%
	2		\$1,050	\$1,076	\$1,103	\$1,131	2.5%
181 Jackson St W	Bach.	A	\$568	\$582	\$597	\$612	2.5%
	1	A	\$708	\$726	\$744	\$762	2.5%
	2		\$1,050	\$1,076	\$1,103	\$1,131	2.5%
200 Jackson St W	1	A	\$708	\$726	\$744	\$762	2.5%
185 Jackson St E (1st Place)	1	A	\$649	\$665	\$682	\$699	2.5%
	1	Am	\$681	\$698	\$715	\$733	2.5%
	2	A	\$851	\$872	\$894	\$917	2.5%
	2	Am	\$883	\$905	\$928	\$951	2.5%
206 Jackson St E (1st Place)	1	A	\$643	\$659	\$675	\$692	2.5%
	2	A	\$747	\$766	\$785	\$805	2.5%
499-525 James St N	3	T	\$1,153	\$1,182	\$1,212	\$1,242	2.5%
	4+	T	\$1,216	\$1,246	\$1,277	\$1,309	2.5%
5 Kendale Crt	2	T	\$1,119	\$1,147	\$1,176	\$1,205	2.5%
	3	T	\$1,216	\$1,246	\$1,277	\$1,309	2.5%
	4+	T	\$1,293	\$1,325	\$1,358	\$1,392	2.5%
245 Kenora Ave	2	T	\$1,061	\$1,088	\$1,115	\$1,143	2.5%
	3	T	\$1,153	\$1,182	\$1,212	\$1,242	2.5%
	4+	T	\$1,247	\$1,278	\$1,310	\$1,343	2.5%
89 King St E.	1	A	\$805	\$825	\$846	\$867	2.5%
95 King St E. (Units 201, 202, 205, 206, 301, 302, 305, 306)	1 Large	A	\$943	\$967	\$991	\$1,016	2.5%
95 King St E. (Units 203, 303)	1 Medium	A	\$888	\$910	\$933	\$956	2.5%
95 King St. E. (Units 204, 304)	1 Small	A	\$861	\$883	\$905	\$928	2.5%
211 King St E	1	A	\$822	\$843	\$864	\$886	2.5%
	1	A	\$915	\$938	\$961	\$985	2.5%
	1	A	\$936	\$959	\$983	\$1,008	2.5%
**New Tenants Jan 1/17 or after	1	A	\$861	\$883	\$905	\$928	2.5%

Address	Unit Size	Unit Type	2022 Rent	2023 Rent	2024 Rent	2025 Rent	2025 % Inc
1781 King St E	1	A	\$816	\$836	\$857	\$878	2.5%
	2	A	\$950	\$974	\$998	\$1,023	2.5%

Address	Unit Size	Unit Type	2022 Rent	2023 Rent	2024 Rent	2025 Rent	2025 % Inc
360 King East (1st Place)	Bach.	A	\$499	\$511	\$524	\$537	2.5%
00' Riser, 16th - 22nd floor	Studio	A	\$599	\$614	\$629	\$645	2.5%
00' Riser, 1st - 15th floor	Studio	A	\$640	\$656	\$672	\$689	2.5%
	1	A	\$780	\$800	\$820	\$840	2.5%
	1M	Am	\$798	\$818	\$838	\$859	2.5%
	2	A	\$962	\$986	\$1,011	\$1,036	2.5%
162 King William St	1	A	\$778	\$797	\$817	\$838	2.5%
**New Tenants Jan 1/17 or after	1	A	\$861	\$883	\$905	\$928	2.5%
	2	A	\$990	\$1,015	\$1,040	\$1,066	2.5%
580 Limeridge Rd E	2	T	\$1,076	\$1,103	\$1,131	\$1,159	2.5%
	2	Tm	\$1,120	\$1,148	\$1,177	\$1,206	2.5%
	3	T	\$1,139	\$1,167	\$1,196	\$1,226	2.5%
1100 Limeridge Rd E	1	A	\$847	\$868	\$890	\$912	2.5%
	2	A	\$941	\$965	\$989	\$1,014	2.5%
1111-1115,1147-1151	2	T	\$1,061	\$1,088	\$1,115	\$1,143	2.5%
Limeridge Rd E	3	T	\$1,153	\$1,182	\$1,212	\$1,242	2.5%
	4+	T	\$1,247	\$1,278	\$1,310	\$1,343	2.5%
1150 Limeridge Rd E	2	T	\$1,054	\$1,080	\$1,107	\$1,135	2.5%
	3	Tm	\$1,177	\$1,206	\$1,236	\$1,267	2.5%
	3	T	\$1,131	\$1,159	\$1,188	\$1,218	2.5%
350-362 Limeridge Rd W	2	T	\$1,014	\$1,039	\$1,065	\$1,092	2.5%
	3	T	\$1,153	\$1,182	\$1,212	\$1,242	2.5%
	4+	T	\$1,247	\$1,278	\$1,310	\$1,343	2.5%
16-44 Locheed Dr	2	T	\$1,061	\$1,088	\$1,115	\$1,143	2.5%
	3	T	\$1,153	\$1,182	\$1,212	\$1,242	2.5%
	4+	T	\$1,247	\$1,278	\$1,310	\$1,343	2.5%
25 Lynden Ave	1	A	\$832	\$853	\$874	\$896	2.5%
	1	A	\$830	\$851	\$872	\$894	2.5%
	2	A	\$1,004	\$1,029	\$1,055	\$1,081	2.5%
	2	A	\$997	\$1,022	\$1,048	\$1,074	2.5%
60 Macassa Ave	Bach.	A	\$524	\$537	\$550	\$564	2.5%
	Bach.	A	\$579	\$593	\$608	\$623	2.5%
92 Macassa Ave	Bach.	A	\$579	\$593	\$608	\$623	2.5%
68 Macassa Ave	1	A	\$660	\$677	\$694	\$711	2.5%
70 Macassa Ave	1	A	\$660	\$677	\$694	\$711	2.5%
76 Macassa Ave	1	A	\$636	\$652	\$668	\$685	2.5%
	1	A	\$660	\$677	\$694	\$711	2.5%
78 Macassa Ave	1	A	\$636	\$652	\$668	\$685	2.5%
	1	A	\$660	\$677	\$694	\$711	2.5%
88 Macassa Ave	1	A	\$660	\$677	\$694	\$711	2.5%
90 Macassa Ave	1	A	\$660	\$677	\$694	\$711	2.5%
500 MacNab St N	Bach.	A	\$708	\$726	\$744	\$763	2.5%
	1	A	\$886	\$908	\$931	\$954	2.5%
	2	A	\$1,012	\$1,037	\$1,063	\$1,090	2.5%
191 Main St W	Bach.	A	\$611	\$626	\$642	\$658	2.5%
	2	A	\$964	\$988	\$1,012	\$1,038	2.5%
1884 Main St W	1	A	\$799	\$819	\$839	\$860	2.5%
	2	A	\$936	\$959	\$983	\$1,008	2.5%

Address	Unit Size	Unit Type	2022 Rent	2023 Rent	2024 Rent	2025 Rent	2025 % Inc
1900 Main St W	1	A	\$768	\$787	\$807	\$827	2.5%
	1	Am	\$840	\$861	\$883	\$905	2.5%
	2	A	\$929	\$952	\$976	\$1,000	2.5%
	3	A	\$1,068	\$1,095	\$1,122	\$1,150	2.5%
263 Main St E	Bach	A		\$820	\$820	\$820	0.0%
5 Maple Ave	1	A	\$766	\$785	\$805	\$825	2.5%
	2	A	\$1,018	\$1,043	\$1,069	\$1,096	2.5%
34, 36, 44 Martha St	2	T	\$1,061	\$1,088	\$1,115	\$1,143	2.5%
	3	T	\$1,153	\$1,182	\$1,212	\$1,242	2.5%
	4+	T	\$1,247	\$1,278	\$1,310	\$1,343	2.5%
4-48 Millwood Pl	3	T	\$1,153	\$1,182	\$1,212	\$1,242	2.5%
	4+	T	\$1,247	\$1,278	\$1,310	\$1,343	2.5%
395 Mohawk Rd E	1	A	\$828	\$849	\$870	\$892	2.5%
	2	A	\$1,018	\$1,044	\$1,069	\$1,096	2.5%
45 Montcalm Dr	2	T	\$1,061	\$1,088	\$1,115	\$1,143	2.5%
	3	T	\$1,153	\$1,182	\$1,212	\$1,242	2.5%
	4+	T	\$1,247	\$1,278	\$1,310	\$1,343	2.5%
1,2 Oriole Cres	2	T	\$926	\$949	\$973	\$997	2.5%
	3	T	\$986	\$1,011	\$1,036	\$1,062	2.5%
	4	T	\$1,050	\$1,076	\$1,103	\$1,131	2.5%
	5	T	\$1,110	\$1,138	\$1,166	\$1,195	2.5%
104 Osler Rd	1	A	\$778	\$797	\$817	\$838	2.5%
67 Ossington Dr	3	T	\$1,159	\$1,188	\$1,217	\$1,247	2.5%
155 Park St S	Bach.	A	\$569	\$583	\$598	\$613	2.5%
Risers = '03', '08', '10', '12', '18'	1	A	\$738	\$756	\$775	\$794	2.5%
**New Tenants Jan 1/17 or after	1	A	\$767	\$786	\$806	\$826	2.5%
Risers = '04', '07', '09', '11', '14', '17', '19'	1 w/o balcony	A	\$601	\$616	\$632	\$647	2.5%
**New Tenants Jan 1/17 or after	1 w/o balcony	A	\$677	\$694	\$711	\$729	2.5%
	2	A	\$1,023	\$1,049	\$1,075	\$1,102	2.5%
4-10 Picton St W	3	T	\$1,153	\$1,182	\$1,212	\$1,242	2.5%
	4+	T	\$1,216	\$1,246	\$1,277	\$1,309	2.5%
77 Purnell Dr	3	T	\$1,153	\$1,182	\$1,212	\$1,242	2.5%
	4+	T	\$1,247	\$1,278	\$1,310	\$1,343	2.5%
555 Queenston Rd	1	A	\$797	\$817	\$837	\$858	2.5%
	2	A	\$1,043	\$1,069	\$1,096	\$1,123	2.5%
557 Queenston Rd	1	A	\$806	\$826	\$847	\$868	2.5%
	2	A	\$981	\$1,006	\$1,031	\$1,057	2.5%
226 Rebecca St	1	A	\$752	\$771	\$790	\$810	2.5%
	2	A	\$834	\$855	\$876	\$898	2.5%
8 Roxanne	1	A		\$882	\$904	\$927	2.5%
	2	A		\$1,000	\$1,025	\$1,051	2.5%
	3	A		\$1,152	\$1,181	\$1,210	2.5%
	4	A		\$1,265	\$1,297	\$1,329	2.5%
797-847 Roxborough Ave	2	T	\$1,061	\$1,088	\$1,115	\$1,143	2.5%
	3	T	\$1,153	\$1,182	\$1,212	\$1,242	2.5%
	4+	T	\$1,216	\$1,246	\$1,277	\$1,309	2.5%
1081 Rymal Rd E	3	T	\$1,159	\$1,188	\$1,218	\$1,248	2.5%

Address	Unit Size	Unit Type	2022 Rent	2023 Rent	2024 Rent	2025 Rent	2025 % Inc
30 Sanford Ave	1	A	\$708	\$726	\$744	\$762	2.5%
	2	A	\$964	\$988	\$1,013	\$1,038	2.5%
10 St. Andrews Dr	3	T	\$1,153	\$1,182	\$1,212	\$1,242	2.5%
470 Stone Church Rd E	2	T	\$1,059	\$1,085	\$1,112	\$1,140	2.5%
	2	Tm	\$1,096	\$1,123	\$1,151	\$1,180	2.5%
	3	T	\$1,121	\$1,149	\$1,178	\$1,207	2.5%
680 Stone Church Rd W	1	A	\$772	\$791	\$811	\$831	2.5%
	2	A	\$833	\$854	\$875	\$897	2.5%
	3	A (w/o balc)	\$924	\$947	\$971	\$995	2.5%
	3	T (deck)	\$1,009	\$1,034	\$1,060	\$1,087	2.5%
	4+	A	\$1,055	\$1,081	\$1,108	\$1,136	2.5%
690 Stone Church Rd W	1	A	\$805	\$825	\$846	\$867	2.5%
700 Stone Church Rd W	3	T	\$1,026	\$1,052	\$1,078	\$1,105	2.5%
	3 (units 5 & 10)	T (gas heat)	\$1,136	\$1,164	\$1,193	\$1,223	2.5%
120 Strathcona Ave N	1	A	\$752	\$771	\$790	\$810	2.5%
	2	A	\$964	\$988	\$1,013	\$1,038	2.5%
25 Towercrest Dr	2	T	\$1,027	\$1,053	\$1,079	\$1,106	2.5%
	3	T	\$1,174	\$1,203	\$1,233	\$1,264	2.5%
	4+	T	\$1,310	\$1,343	\$1,377	\$1,411	2.5%
801 Upper Gage Ave	1	A	\$774	\$793	\$813	\$833	2.5%
	2	A	\$1,018	\$1,044	\$1,070	\$1,097	2.5%
1285 Upper Gage Ave	2	T	\$1,089	\$1,116	\$1,144	\$1,173	2.5%
	3	T	\$1,223	\$1,254	\$1,285	\$1,318	2.5%
980 Upper Ottawa St	2	T	\$1,119	\$1,147	\$1,176	\$1,205	2.5%
	3	T	\$1,216	\$1,246	\$1,277	\$1,309	2.5%
	4+	T	\$1,293	\$1,325	\$1,358	\$1,392	2.5%
772 Upper Paradise Rd	2	T	\$1,054	\$1,080	\$1,107	\$1,135	2.5%
	3	T	\$1,182	\$1,212	\$1,242	\$1,273	2.5%
723 / 727 Upper Sherman	1	A	\$622	\$638	\$654	\$670	2.5%
	1	A	\$660	\$677	\$694	\$711	2.5%
75 Wentworth St N	2	A	\$851	\$872	\$894	\$917	2.5%
**New Tenants Jan 1/17 or after	2	A	\$878	\$900	\$923	\$946	2.5%
	3	A	\$933	\$956	\$980	\$1,004	2.5%
**New Tenants Jan 1/17 or after	3	A	\$960	\$984	\$1,009	\$1,034	2.5%
405 York Blvd	Bach.	A	\$531	\$544	\$558	\$572	2.5%
	1	A	\$741	\$760	\$779	\$798	2.5%
	1M	Am	\$778	\$797	\$817	\$837	2.5%
	2	A	\$865	\$887	\$909	\$932	2.5%
	2M	Am	\$900	\$923	\$946	\$969	2.5%
	3	A	\$1,024	\$1,050	\$1,076	\$1,103	2.5%
	3M	Am	\$1,099	\$1,126	\$1,154	\$1,183	2.5%



Date:	September 24, 2024
Report to:	Board of Directors CityHousing Hamilton Corporation
Prepared by:	Rochelle Desouza Chief Financial Officer
CEO/Secretary Signature	Adam Sweedland
Subject:	Area Rating Dollars - 2017 to December 2023 (Report #24026)
Report Type:	Information (to be received)

Recommendation(s):

That Report #24026 Area Rating Dollars – 2017 to December 2023 be received for information purposes.

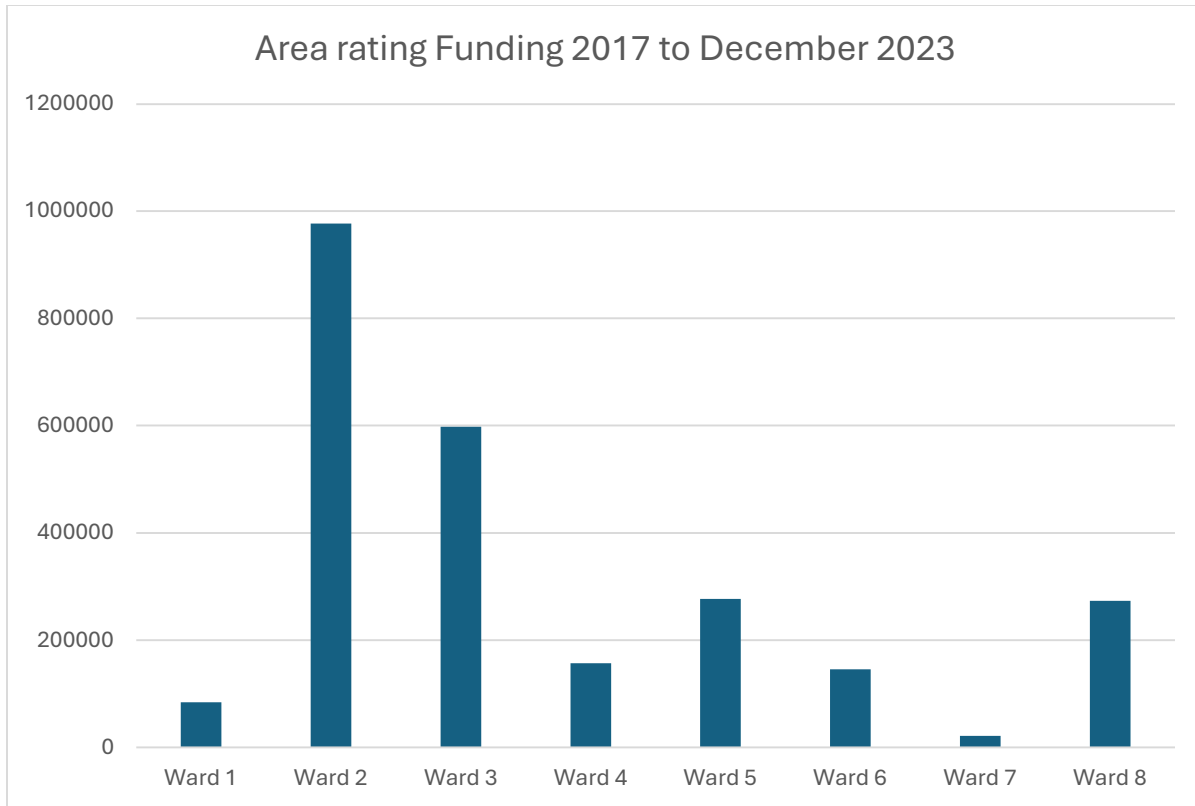
Executive Summary:

Every year CityHousing Hamilton (CHH) receives area rating dollars, below is a table Area Rating dollars received from 2017 to 2023 summarized:

Year	# of Projects	Budget \$
2017	6	\$327,950
2018	9	\$599,385
2019	12	\$429,101
2020	3	\$126,633
2021	2	\$38,688
2022	20	\$939,522
2023	3	\$72,347
	55	\$2,533,626

Background and Additional Information:

Ward	# of Projects	Status			
		Completed	In Progress	Cancelled	On Hold
1	2	1	0	0	1
2	24	11	12	1	0
3	8	6	0	1	1
4	2	1	1	0	0
5	5	5	0	0	0
6	8	8	0	0	0
7	2	2	0	0	0
8	4	3	1	0	0
	55	37	14	2	2



Listed in Appendix A is the summary of all area rating CHH projects.

In conclusion, CHH continues to pursue different sources of funding, and the area rating dollars have helped keep some of our properties safe, secure and healthy communities.

Next Steps and Milestones:

June 2025: Next Update Report will be presented with 2024 data added.

Strategic Alignment:

This report supports the following 2023-2027 CityHousing Hamilton Strategic Priorities:

- FLOURISHING COMMUNITIES: Empower Tenants with the support and services they need to thrive.
- PRIDE IN HOME: Preserve and upgrade CHH’s current housing stock.

- NEIGHBOURHOOD REVITALIZATION: Develop new and inclusive affordable mixed housing that builds strong and successful multi-generational communities.
- A WHOLE TEAM APPROACH: Strengthen our people and performance.

Supporting Presentations and Appendices:

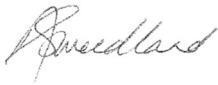
Appendix A, summary of all area rating CHH projects.

AS/rd

CHH BoD, Sept. 24, 2024
 Report #24026, Appendix A
 Item 4b

YEAR	APPROVED	WARD	ADDRESS	DESCRIPTION	BUDGET	REVISED BUDGET	ACTUAL SPEND TILL December 2023	MANAGER	STATUS	EXPLANATION
2017		Ward 1	1884/1900 Main Street	Playground upgrades	\$ 80,000	\$ 80,000	\$ 5,230	Bernice Lilley	On HOLD	Working with Ward 1 Councillor's Office on redesign
2017		Ward 2	185 Jackson Street	Hallway repairs and painting	\$ 20,000	\$ 20,000	\$ 20,000	Bernice Lilley	Complete	n/a
2017		Ward 3	30 Sanford Avenue South	Surveillance	\$ 28,920	\$ -	\$ -	n/a	Cancelled	Cancelled in error by capital works so did not proceed with project
2017		Ward 5	555 Queenston Road	Baseboard	\$ 19,300	\$ 19,931	\$ 19,931	Bernice Lilley	Complete	n/a
2017		Ward 5	10 St. Andrews Drive	Surveillance	\$ 18,900	\$ 18,934	\$ 18,934	Bernice Lilley	Complete	n/a
2017		Ward 5	555 Queenston Road	Flooring	\$ 200,000	\$ 189,085	\$ 189,085	Bernice Lilley	Complete	n/a
2018		Ward 2	155 Park Street	Garbage disposal compound	\$ 7,000	\$ -	\$ -	n/a	Cancelled	Cancelled in error by capital works so did not proceed with project
2018		Ward 2	226 Rebecca Street	Security cameras	\$ 50,000	\$ 50,000	\$ 41,821	Bernice Lilley	83.6% Completed	part
2018		Ward 3	360 King Street East	Front entrance	\$ 100,000	\$ 100,000	\$ -	Bernice Lilley	On HOLD	Working with Ward 3 Councillor to reallocate to another project
2018		Ward 3	30 Sanford Avenue South	Outdoor seating and gazebo	\$ 150,000	\$ 150,000	\$ 133,915	Bernice Lilley	Complete	Complete but need to send for reimbursement
2018		Ward 3	430 Cumberland Avenue	Playground and corridor upgrades	\$ 238,000	\$ 238,000	\$ 238,000	Bernice Lilley	Complete	n/a
2018		Ward 6	980 Upper Ottawa Street	Basketball court	\$ 15,000	\$ 15,111	\$ 15,111	Dave Chambers	Complete	n/a
2018		Ward 7	395 Mohawk Road East	Intercom replacement system	\$ 7,000	\$ 7,156	\$ 7,156	Tobi Scott	Complete	n/a
2018		Ward 5	20/30 Congress	Community Room	\$ 40,000	\$ 35,819	\$ 35,819	Bernice Lilley	Complete	n/a
2018		Ward 2	155 Park	Security	\$ 3,300	\$ 3,300	\$ 3,300	Leanne Ward	Complete	n/a
2019		Ward 2	226 Rebecca Street	Fencing	\$ 14,046	\$ 14,046	\$ -	Leanne Ward	Cancelled	just learned about these projects in 2023- non sufficient funds to complete - working with Councillor
2019		Ward 2	226 Rebecca Street	Windows	\$ 8,350	\$ 8,350	\$ -	Leanne Ward	Cancelled	just learned about these projects in 2023- non sufficient funds to complete - working with Councillor
2019		Ward 1	120 Strathcona Avenue North	Furniture	\$ 4,296	\$ 4,296	\$ 4,296	Leanne Ward	Complete	n/a
2019		Ward 2	181 Jackson Street	Kitchen renovations	\$ 150,000	\$ 149,968	\$ 149,968	Kate Mannen	Complete	n/a
2019		Ward 2	226 Rebecca Street	Gazebo project	\$ 4,910	\$ 4,910	\$ 4,910	Leanne Ward	Complete	n/a
2019		Ward 2	191 Main Street/200 Jackson Street	Carpet replacement	\$ 180,290	\$ 180,310	\$ 180,310	Bernice Lilley	Complete	n/a
2019		Ward 3	360 King Street East	Wall at Bagshaw	\$ 16,000	\$ 8,919	\$ 8,919	Tammi Fougere	Complete	n/a
2019		Ward 5	555/557 Queenston Road	Key scan project	\$ 12,817	\$ 12,817	\$ 12,817	Leanne Ward	Complete	n/a
2019		Ward 6	801 Upper Gage Street	Dishwasher	\$ 435	\$ 435	\$ 435	Tobi Scott	Complete	n/a
2019		Ward 6	1100 Limeridge Road East	Carpet replacement	\$ 39,000	\$ 39,000	\$ 39,000	Dave Chambers	Complete	n/a
2019		Ward 8	45 Montcalm Drive	Waste bins	\$ 2,900	\$ 2,900	\$ 2,900	LesleyAnn Campbel	Complete	n/a
2019		Ward 8	45 Montcalm Drive	Fencing	\$ 3,150	\$ 3,150	\$ 3,150	Rochelle Desouza	Complete	n/a
2020		Ward 2	95 Hess Street South	Offices for Hamilton Regional Indian Centre	\$ 35,000	\$ 34,904	\$ 34,904	Rochelle Desouza	Complete	n/a
2020		Ward 3	430 Cumberland Avenue	Security fence	\$ 95,000	\$ 72,420	\$ 72,420	Bernice Lilley	Complete	n/a
2020		Ward 3	430 Cumberland Avenue	Security surveillance	\$ 25,000	\$ 19,309	\$ 19,309	Bernice Lilley	Complete	n/a
2021		Ward 6	801 Upper Gage Street	Hallway flooring	\$ 24,000	\$ 24,006	\$ 24,006	Leanne Ward	Complete	n/a
2021		Ward 7	470 StoneChurch Road W	Fence replacement	\$ 14,680	\$ 14,682	\$ 14,682	Leanne Ward	Complete	n/a
2022		Ward 8	45 Montcalm Drive	Relocation of garbage dumpster	\$ 17,116	\$ 17,116	\$ 17,116	Leanne Ward	Complete	n/a
2022		Ward 4	55 Queenston Road	New branded City Motor sign	\$ 150,000	\$ 150,000	\$ 10,150	Sean Botham	In Design	The project is estimated to be completed in Q3 2024. Received Fee Proposal from Laundry of 10,150
2022		Ward 4	Martha/Roxborough	Video equipment	\$ 7,000	\$ 7,083	\$ 7,083	Shauna Wheeler	Complete	n/a
2022		Ward 2	155 Park Street South	Renovate kitchen	\$ 3,229	\$ 3,229	\$ 3,229	Brenda Silverthorne	Complete	n/a
2022		Ward 2	95 Hess Street South	Roof railing	\$ 150,000	\$ 150,000	\$ 29,379	Tim Langlotz	In Design	In Design 10 %
2022		Ward 2	191 Main Street	Mail boxes replacement	\$ 15,000	\$ 15,000	\$ -	Leanne Ward	In Design	This project is in Design phase
2022		Ward 2	191 Main Street/200 Jackson Street	Replace garbage chute	\$ 30,000	\$ 30,000	\$ -	Leanne Ward	In Design	This project is in Design phase
2022		Ward 2	95 Hess/181 Jackson St /155 Park St	Painting	\$ 63,000	\$ 63,000	\$ -	Leanne Ward	In Design	This project is in Design phase
2022		Ward 2	95 Hess/181 Jackson St /155 Park St	Internet technology	\$ 35,000	\$ 35,000	\$ 30,772	Amanda Warren Ritchie	Complete	Complete but need to send for reimbursement
2022		Ward 2	206 Jackson Street	Paint and replace flooring in common hallway	\$ 18,000	\$ 18,000	\$ -	Leanne Ward	In Design	This project is in Design phase
2022		Ward 2	226 Rebecca Street	Garbage chute retrofit/replacement	\$ 19,000	\$ 19,000	\$ 16,179	Leanne Ward	Complete	Complete but need to send for reimbursement
2022		Ward 2	181 Main Street W	Exterior stairwell in front of main office	\$ 103,000	\$ 103,000	\$ -	Leanne Ward	In Design	This project is in Design phase
2022		Ward 2	191 Main Street	Exterior furniture for CHH Main office	\$ 7,000	\$ 7,000	\$ -	Leanne Ward	In Design	Ordered through the Parks Department, awaiting confirmation
2022		Ward 2	55 Hess Street South	HVAC cooling system at Daisy Mart	\$ 40,000	\$ 40,000	\$ 40,000	Brian Kinaschuk	Complete	n/a
2022		Ward 2	500 MacNab Street	Install wheelchair ramp	\$ 15,000	\$ 15,000	\$ -	Leanne Ward	In Design	This project is in Design phase
2022		Ward 2	500 MacNab Street	Install picnic tables and benches	\$ 5,000	\$ 5,000	\$ -	Leanne Ward	In Design	Ordered through the Parks Department, awaiting confirmation
2022		Ward 8	45 Montcalm Drive	Waste management development	\$ 250,000	\$ 250,000	\$ 46,260	Bernice Lilley	In Design	Project with consultant
2022		Ward 2	89 King Street	Key cards	\$ 9,000	\$ 7,945	\$ 7,945	Leanne Ward	Complete	n/a
2022		Ward 6	1100 Limeridge Road East	Window cleaning	\$ 2,290	\$ 2,290	\$ 2,290	Brian Kinaschuk	Complete	n/a
2022		Ward 6	980 Upper Ottawa Street	No dumping signs	\$ 1,860	\$ 1,860	\$ 1,860	Dave Chambers	Complete	n/a
2023		Ward 6	801 Upper Gage Street	Hallway Flooring -Floors 4,5,6	\$ 20,837	\$ 20,837	\$ 20,837	Tobi Scott	Complete	Complete but need to send for reimbursement
2023		Ward 3	30 Sanford Avenue South	Washroom Key Card	\$ 9,509	\$ 9,509	\$ 9,509	Leanne Ward	Complete	n/a
2023		Ward 6	801 Upper Gage Street	Installation of Security Cameras	\$ 42,001	\$ 42,001	\$ 42,001	Tobi Scott	Complete	n/a



Date:	September 24, 2024
Report to:	Board of Directors CityHousing Hamilton Corporation
Prepared by:	Leanne Ward Manager, Operations
CEO / Secretary Signature:	Adam Sweedland 
Subject:	2023 Insurance Incidents (Report #24027)
Report Type:	Information (to be received)

Recommendation(s):

That Report #24027, 2023 Insurance Incidents be **received** for information purposes.

Executive Summary:

This report provides information on CityHousing Hamilton's (CHH) Insurance Incidents for the year 2023. This report was created following a recommendation from the 2016 Operational review.

During the period January to December 31, 2023, there were 63 incidents reported, compared to 44 reported in 2022. Of the 63 incidents reported, 21 incidents were sent to the insurance adjusters, compared to 20 referred in 2022.

The following table shows the deductibles and settlements over the past five years:

Year	Total Amount
2023	\$329,384.00*
2022	\$85,968.00
2021	\$84,000.00
2020	\$115,000.00
2019	\$203,129.00
2018	\$203,284.00

Some 2023 claims are currently being processed with the insurance and the deductible will be paid in 2024-25.

*In 2023, CHH worked with HSC to close claims that were open and carried over for several years. This accounts for the drastic increase in deductible payments in 2023 and the relatively low numbers reported in the previous three years. At the beginning of 2024, CHH had significantly reduced the number of carried over open claims and had only six remaining.

As part of its residential leasing process, CHH recommends and strongly encourages residents to obtain and maintain tenant insurance. Prospective residents are provided with information about how to obtain insurance and cost-effective options available for social housing tenants. However, the *Residential Tenancies Act* does not allow landlords to require tenants to obtain and maintain insurance. Tenant insurance protects residents from unexpected and costly expenses because of fire, theft or water damage. Ultimately, CHH is responsible for ensuring our properties: (i) are operated safely; (ii) have fire safety plans established for apartment buildings; and (iii) are appropriately insured to mitigate risk.

Background and Additional Information:

The following is a summary of the incidents in 2023.

Ward	Nature of Incident**	Outcome*
5	Fire	Under Deductible - No Claim
2	Fire	Information Only - No Claim
6	Miscellaneous	Information Only - No Claim
7	Flood	Under Deductible - No Claim
5	Flood	Settled
5	Slip and Fall	Under Deductible - No Claim
5	Slip and Fall	Information Only - No Claim
5	Slip and Fall	Information Only - No Claim
6	Slip and Fall	Information Only - No Claim
6	Slip and Fall	Information Only - No Claim
6	Miscellaneous	Information Only - No Claim
3	Fire	Under Deductible - No Claim
7	Flood	Settled
3	Slip and Fall	Information Only - No Claim
2	Miscellaneous	Information Only - No Claim
2	Fire	Open Insurance Claim - Ongoing
12	Miscellaneous	Information Only - No Claim
12	Slip and Fall	Closed - No Claim
8	Miscellaneous	Information Only - No Claim
14	Flood	Under Deductible - No Claim
1	Miscellaneous	Open Insurance Claim - Ongoing
5	Flood	Under Deductible - No Claim
8	Fire	Open Insurance Claim - Ongoing
7	Slip and Fall	Closed - No Claim
8	Slip and Fall	Open Insurance Claim - Ongoing
12	Miscellaneous	Information Only - No Claim
2	Flood	Under Deductible - No Claim
2	Miscellaneous	Information Only - No Claim
12	Miscellaneous	Information Only - No Claim
2	Flood	Open Insurance Claim - Ongoing

1	Fire	Open Insurance Claim - Ongoing
1	Flood	Under Deductible - No Claim
7	Slip and Fall	Information Only - No Claim
3	Slip and Fall	Information Only - No Claim
2	Fire	Under Deductible - No Claim
2	Slip and Fall	Information Only - No Claim
2	Fire	Under Deductible - No Claim
2	Fire	Settled
3	Flood	Under Deductible - No Claim
2	Flood	Under Deductible - No Claim
3	Miscellaneous	Open Insurance Claim - Ongoing
5	Slip and Fall	Information Only - No Claim
5	Flood	Settled
8	Flood	Information Only - No Claim
2	Flood	Open Insurance Claim - Ongoing
8	Slip and Fall	Closed - No Claim
8	Miscellaneous	Information Only - No Claim
8	Miscellaneous	Open Insurance Claim - Ongoing
5	Slip and Fall	Information Only - No Claim
2	Slip and Fall	Information Only - No Claim
5	Flood	Under Deductible - No Claim
2	Flood	Open Insurance Claim - Ongoing
8	Miscellaneous	Open Insurance Claim - Ongoing
8	Miscellaneous	Closed - No Claim
12	Miscellaneous	Open Insurance Claim - Ongoing
6	Miscellaneous	Under Deductible - No Claim
5	Fire	Open Insurance Claim - Ongoing
5	Flood	Under Deductible - No Claim
8	Fire	Open Insurance Claim - Ongoing
5	Slip and Fall	Open Insurance Claim - Ongoing
2	Fire	Open Insurance Claim - Ongoing

2	Fire	Under Deductible - No Claim
8	Slip and Fall	Settled

*Outcome definition below

Information Only – No Claim: Incident occurred but did not impact CHH’s insurance.

Under Deductible - No Claim: Incident was below the deductible limit, so CHH paid for damages through work orders.

Open Insurance Claim - Ongoing: Insurance adjusters are still working on the claim.

Settled: Claim has been looked after by the insurance and is closed now.

Closed – No Claim: Claim was sent to liability insurance. No Statement of Claim received and file closed.

** Nature of Incident

Miscellaneous includes incidents where a tenant passed away, violent incident or self-harm, dog bite. Details are not provided to protect the tenants involved and tenant privacy.

The breakdown of the insurance incidents as per type of structure is below:

Type of Incident	Type of Structure			Total
	Apartments	Townhomes	Singles/ Semis	
Slip and Fall	12	6	0	18
Flood	12	4	0	16
Fire	10	3	0	13
Miscellaneous	9	4	3	16
Totals	43	17	3	63

CHH continues to work on educating and training staff to identify ways to reduce risk for residents and assets. CHH’s goal is to ensure a safe, secure and healthy community.

Consultation:

Internal CHH Departments: Finance

External: Housing Services Corporation

Financial and Legal/Risk Considerations:

Insurance costs represents a challenging area for the community housing sector. CHH works closely with Housing Services Corporation to assess and best position CHH to achieve the most beneficial premiums and obtaining adequate coverage.

Because of the pooled nature of the insurance plan, incidents at all insured community housing providers influence the cost and administration of the insurance. CHH continues to work on educating and training staff to identify ways to reduce risk for residents and assets. CHH's goal is to ensure a safe, secure and healthy communities and promote cost-effective insurance solutions.

Next Steps and Milestones:

December 2025: It is expected the 2025 Insurance Premiums will be made available and incorporated into the 2025 Budget.

Strategic Alignment:

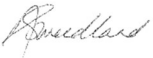
This report supports the following 2023-2027 CityHousing Hamilton Strategic Priorities:

- PRIDE IN HOME: Preserve and upgrade CHH's current housing stock.
- A WHOLE TEAM APPROACH: Strengthen our people and performance.

Supporting Presentations and Appendices:

No appendices.

AS/lw

Date:	September 24, 2024
Report to:	Board of Directors CityHousing Hamilton Corporation
Prepared by:	Amanda Warren-Ritchie Manager, Strategy & Quality Improvement
CEO/Secretary	Adam Sweedland
Signature	
Subject:	Vacant Unit Update - August 2024 (Report #24028)
Report Type:	Information

Recommendation(s):

That Report # 24028, Vacant Unit Update - August 2024 be **received** for information.

Executive Summary:

CityHousing Hamilton (CHH) adopted its current Vacancy Management and Reset Plan on April 25, 2023, and committed to regularly reporting its progress towards reaching its new target of 2% (142 units) by the end of December 2024.

CHH does not currently have access to the system, which is used to track and monitor vacancies, as a results of the cybersecurity incident. However, CHH established a manual tracking and monitoring process. The current vacancy rate is *estimated* to be **4% (282 units)**.

There are two high-level processes involved in vacancy management: *unit turnover* and *tenant placement*.

For the unit turnover process (the process from receipt of a vacant unit to making it available to rent), staff have continued this work by manually tracking new and future vacant units, locating existing work orders, and issuing new work orders. The transition to manual processing has resulted in some slowdown in creating and issuing work orders.



For the tenant placement process (the process from the point of an available unit to a tenant's move-in), staff have been able to continue this work with modifications to workflow. The City of Hamilton's centralized wait list continues to be accessible by CHH staff, as is CHH's internal market unit waitlist. However, all other steps in this process, such as rent calculations and lease preparation are being completed manually. This has resulted in some slowdown in tenant placement.

Refer to available data under Background and Additional Information.

Background and Additional Information:

The data provided herein are *estimates* based on manual tracking and the last available data. As a result of the cybersecurity incident, CHH is unable to access data which was entered into the system between January 26 and February 25. CHH began manually tracking data starting the week of March 4. CHH have been working methodically to rebuild missing data, although there may still be gaps in available information. Staff have a medium level of confidence in the data presented below and continue to work to achieve a high level of confidence.

Table 1 – Quarterly and Monthly Full Inventory Reporting

Classification	Sub-classification	Q2 2023	Q3 2023	Q4 2023	Q1 2024 **	Q2 2024 **	Q3 2024 **	July 2024 **	Aug 2024 **
Occupied	RGI	4323	4341	4425	4489	4518	4560	4614	4685
	Market	1770	1766	1763	1750	1745	1750	1749	1749
Pending Move-in	n/a	84	186	170	180	155	165	151	130
Vacant	n/a	584	505	481	458	408	349	303	285
Unavailable	Large Scale Projects	170	136	92	101	105	107	114	82
	Development	191	191	191	191	191	191	191	191
Total Requirement		7122	7122	7122	7122	7122	7122	7122	7122
Vacancy Rate*		8%	6.37%	6%	6%	5.49%	4.90%	4.25%	4%



*Vacancy Rate excludes units classified as Pending Move-in and Unavailable

** Manually tracking – data is subject to human error and is updated/adjusted when necessary

Table 2 – Vacant Unit Status

Month	Active Renovation Underway	Inspected and W/O pending	Needs Inspection	Total
July 2024	153	85	65	303
August 2024	136	99	50	285

Move-ins vs. Move-outs:

CHH had 89 Move-ins for August and Tenant Placement staff have 69 units on offer with scheduled move-in dates for August and September
 2024: CHH rented 551 homes to August (trending ~43% above average from 2023)
 2023: CHH rented 559 homes (a 25% increase over 2022 with 444)

Tenancy Move-outs number in August was 36. Tenancies ended because of death, health, and tenant-initiated notice.
 2024: Move outs to August are 281 (trending below average).
 2023: Move outs were 497 (slightly exceeding the estimated average of 480).

Special City Funding:

The City of Hamilton approved funding to address a point in time backlog of 476 units to be completed by end of November 2024.

- As of December 31, 2023, CHH had fully completed 51% or 243 units.
- As of the last dataset available before the cybersecurity incident, CHH had fully completed 78% or 369 units.
- 55 units of the remaining 107 vacant units are being worked on by contractors.
- Units being addressed with this funding are a subset of the overall vacant unit count.
- CHH is on track to meet this commitment.

**Consultation:**

Internal CHH Departments: Finance, Operations, Maintenance
External: n/a

Financial and Legal/Risk Considerations:

Vacant units are funded through the annual operating budget and is currently augmented with additional funding from the City of Hamilton's Poverty Reduction Fund (\$1M annually until 2027) and Council Direction of April 2023 (one-time \$3.7M until Dec 2024). Financial progress reporting is unavailable at this time.

Next Steps and Milestones:

October 28, 2024: September vacancy report will be presented to Board.

December 2024: CityHousing Hamilton will achieve a 2% vacancy rate.

Strategic Alignment:

This report supports the following 2023-2027 CityHousing Hamilton Strategic Priorities:

- PRIDE IN HOME: Preserve and upgrade CHH's current housing stock.
- A WHOLE TEAM APPROACH: Strengthen our people and performance.

Supporting Presentations and Appendices:

None.

AS/awr



Date:	September 24, 2024
Report to:	Board of Directors CityHousing Hamilton Corporation
Prepared by:	Adam Sweedland, Chief Executive Officer
Subject:	ConnectingCHH: CityHousing Hamilton’s 2024-2027 Strategic Communications Plan (Report #24029)
Report Type:	Recommendation (to be approved)

Recommendation(s):

That Report #24029 ConnectingCHH: CityHousing Hamilton’s 2024-2027 Strategic Communications Plan be received for information and the following recommendation(s) be **approved**:

- a) ConnectingCHH (as attached as Appendix A to this report) be approved as CityHousing Hamilton’s strategic communications plan;
- b) The Chief Executive Officer be directed and authorized to bind CityHousing Hamilton in an updated Service Level Agreement with the City of Hamilton for specific communications services, as outlined in more detail in Report 24029;
- c) CityHousing Hamilton staff be directed to report to the Board annually within the first quarter of each year with the preceding years’ results compared against the desired outcomes, analytical data and KPIs, and tenant and staff achievements, together with any recommendations for improvements or changes.

Executive Summary:

Communications, broadly defined, was identified as a strategic priority in CityHousing Hamilton's (CHH) 2023-2027 Strategic Plan. ConnectingCHH specifically addresses Priority 4, Strategy 3: *Implement a communications plan that effectively informs and engages our people.*

ConnectingCHH is CityHousing Hamilton's first comprehensive communications, branding and digital content strategy. CHH has previously leveraged support for its communications needs through the City of Hamilton's Strategic Communications Division through an informal service level agreement or project-based engagements. This has provided many benefits but has not been able to address the many unique communications needs and challenges at CHH, particularly as it relates to tenant communications.

ConnectingCHH is the guiding document for how CHH will deliver:

- Tenant communications and marketing;
- Digital brand and design;
- Internal communications and staff engagement; and
- External communications and media relations.

It supports a data-driven approach to guide CHH's communications through ongoing monitoring of analytics, quality assurance surveys and other available data sources. This information will be reported to the Board annually, together with successes and recommendations to address or improve challenge areas.

Success will be achieved if:

- Tenants report being better informed about CHH and its initiatives;
- Tenants are engaged through multiple methods of communications;
- Staff report feeling connected to the organization's vision and direction;
- Staff report having access to the information needed to effectively deliver services;
- CHH is proactively telling the success stories of its tenants and staff to demonstrate its important value to community;
- CHH is reactively addressing challenges with accountability and transparency; and
- Tenants and Staff report associating a feeling of pride with CHH's brand.

ConnectingCHH is also the first CHH strategic document co-developed with the Tenants First Team to ensure tenants' perspectives were not only considered but embedded in the outcomes and actions established.

Background and Additional Information:

To inform the development of CHH's 2023-2027 Strategic Plan, CHH consulted extensively with staff, tenants, leadership and community partners to get feedback and understand communications-related needs.

Several important themes emerged, including:

- An overwhelming desire for CHH to better control its narrative through storytelling;
- A critical need to address a multitude of accessibility needs in all tenant-facing communications (from standard letters to ad hoc notices to newsletters);
- A need to address stigma by applying an equity, diversity, and inclusivity lens to CHH branding and communications;
- Diversifying the communications channels and methods;
- Improving service and knowledge between internal departments; and
- A coordinated and consistent approach to addressing reactive issues with accountability, transparency, and adaptability.

ConnectingCHH was developed in response to this feedback and focuses on three primary strategic areas:

- Tenants First Focus – deliver tenant communications that:
 - meet the accessibility needs of all tenants;
 - reflect CHH's commitment to equity, diversity, and inclusivity in all communities;
 - are relevant and up to date; and
 - highlight inspirational and uplifting tenant-led efforts, initiatives, successes and acts of kindness.
- Digital Focus – deliver communications to engage tenants, staff, and partners through:
 - developing and promoting the use of multiple digital communications;
 - a website which acts as a 'digital front door' to welcome tenants with the information they need with a user-friendly experience; and
 - supporting future opportunities to add tenant-facing self-service portals.

- People and Performance Focus – deliver communications that:
 - celebrates staff achievements and promotes a Tenants First culture;
 - promotes cohesion, collaboration, and mutual understandings;
 - encourages and enables staff feedback and suggestions for process or organizational improvements;
 - addresses reactionary issues with transparency, accountability, and adaptability; and
 - proactively tells our stories to the public by highlighting CHH achievements and examples of community leadership.

With respect to each strategic focus area, ConnectingCHH outlines:

- What outcome(s) CHH wishes to achieve (Outcomes).
- How CHH will achieve the outcomes (Actions).
- When CHH wants to achieve the outcomes (Timelines).
- How CHH will know if it is achieved the outcomes (Measurements).

The Tenants First Team and CHH staff engaged in significant discussion ultimately resulting in 16 specific outcomes and 32 supporting actions items outlined in ConnectingCHH. For detailed information on outcomes and actions, refer to pages 12-18 in Appendix A. Although there was generally consensus that all outcomes and actions were important, the Tenants First Team did indicate a preference to prioritize the work to support four outcome areas:

- CHH’s brand reflects its commitment to equity, diversity, and inclusivity.
- Information is available and accessible by tenants through various sources, in real time, meeting accessibility needs and personal preferences.
- CHH’s website acts as a “digital front door” to provide a level of service and information comparable to how tenants access services in other ways (e.g. in-person, telephone) and with a use-friendly interface.
- CHH is actively contributing to building a positive brand and reputation publicly through storytelling focused on people (tenants, staff, community partners) and their achievements and successes.

Consultation:

- Tenants First Team (July 9 and September 10)
- CHH Staff and Leadership from all CHH departments
- City of Hamilton: Communications and Strategic Initiatives Division; Housing Services Division

- Other: Hamilton Public Library
- Environmental Scans: Toronto Community Housing; Ottawa Community Housing; Windsor-Essex Community Housing; Hamilton Public Library;

Financial and Legal/Risk Considerations:

Any costs associated with specific initiatives will either be absorbed within existing budgets or referred to the following years' budget process. The Board previously approved a dedicated staff resource to support this work.

Next Steps and Milestones:

October 2025: First Annual Report presented

Strategic Alignment:

This report supports the following 2023-2027 CityHousing Hamilton Strategic Priorities:

- FLOURISHING COMMUNITIES: Empower Tenants with the support and services they need to thrive;
- PRIDE IN HOME: Preserve and upgrade CHH's current housing stock;
- NEIGHBOURHOOD REVITALIZATION: Develop new and inclusive affordable mixed housing that builds strong and successful multi-generational communities;
- A WHOLE TEAM APPROACH: Strengthen our people and performance.

Supporting Presentations and Appendices:

1. Connection CHH: CityHousing Hamilton's 2024-2027 Strategic Communications Plan
2. Presentation slideshow

AS/awr

CHH BoD
Sept. 24, 2024
Item 4e, Report #24029
Appendix A



ConnectingCHH

CityHousing Hamilton 2024-2027 Strategic Communications Plan

Co-developed with the CityHousing Hamilton Tenants First Team

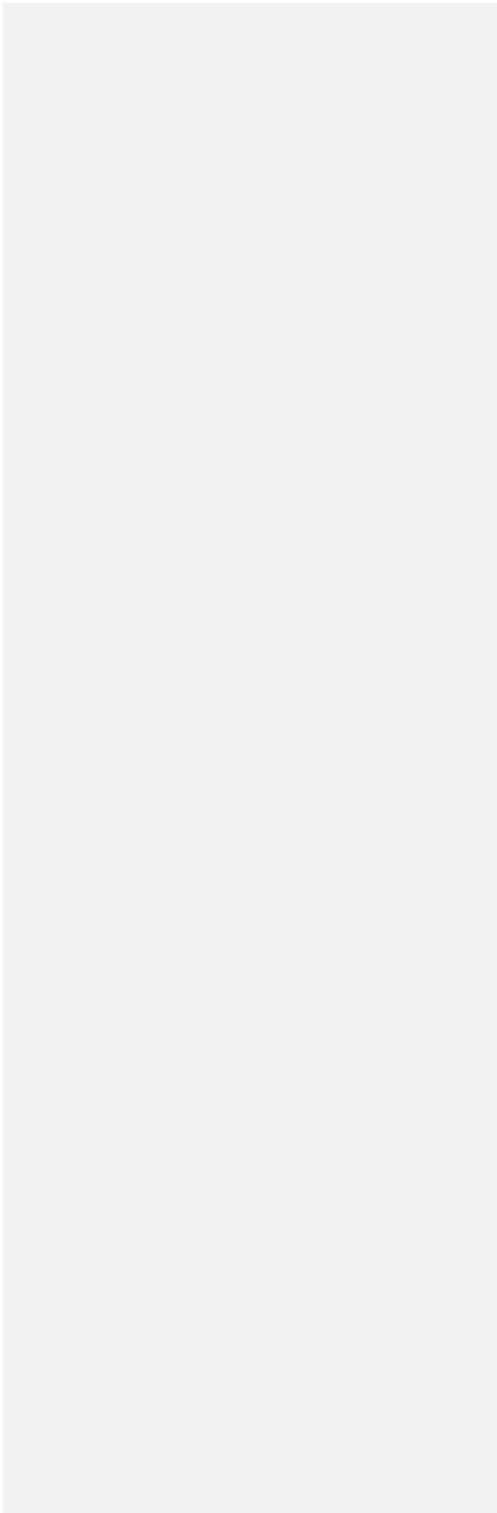


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ConnectingCHH

ConnectingCHH is CityHousing Hamilton's (CHH) first comprehensive communications, branding, and digital content strategy. It will guide how CHH delivers:

- Tenant communications and marketing;
- Digital brand and design;
- Internal communications and staff engagement; and
- External communications and media relations.

This plan implements and relies upon a data-driven approach to strategic communications by measuring effectiveness through Key Performance Indicators (KPI) to drive content and tactical decision making, internal and external surveys, and qualitative and experiential feedback. This information will be shared with the Board annually, together with successes and any recommendations to address or improve challenge areas.

ConnectingCHH addresses Priority 4, Strategy 3 of CityHousing Hamilton's 2023-2027 Strategic Plan: *Implement a communications plan that effectively informs and engages our people.*

Success will be achieved if:

- Tenants report being better informed about CHH and its initiatives;
- Tenants are engaged through multiple methods of communications;
- Staff report feeling connected to the organization's vision and direction;
- Staff report having access to the information needed to effectively deliver services;

- CHH is proactively telling the success stories of its tenants and staff to demonstrate its important value to community;
- CHH is addressing unanticipated issues with accountability, transparency, and adaptability; and
- Tenants and staff report associating a feeling of pride with CHH's brand.

The success factors above are highly subjective and do not have a finite finish line. It may take many years to build the brand and reputation needed to truly achieve these goals and, conversely, it will take very little to undo this work. Accordingly, this plan reflects a continuous and ongoing effort and approach.

ConnectingCHH is also the first CHH strategic document co-developed with the Tenants First Team to ensure tenants' perspectives were considered and embedded in the outcomes and actions established.

What we heard from Tenants, Staff, Leadership and Community Stakeholders

External Communications and Media Relations

The City of Hamilton provides CHH with communications support, mainly with respect to media relations, through a Service Level Agreement with the City's Communications Division. Media relations are responsive to emerging issues and supportive during challenging public relations situations. CHH can access support from the City of Hamilton upon request. This provides CHH with a range of communications talents. However, competing priorities and the broader focus on the City of Hamilton results in CHH largely remaining in a 'reactive' state.

From time to time, the Board has been critical of CHH's inability to effectively respond or get ahead of negative or unfavourable media attention, citing the need for dedicated internal CHH staff and resources and questioning CHH's sole reliance on the City of Hamilton. Tenants and staff also want CHH to take a more assertive and proactive storytelling approach.

There is currently no proactive annual communications planning. CHH would benefit from having a pipeline of stories and anticipated milestones mapped out in a content calendar to regularly tell good news stories. CHH can build an accountable, transparent, and accessible brand by building a positive reputation in the community.

Tenant Communications and Marketing / Digital Brand & Design

CHH has historically relied on printed media – such as newsletters and posters – to reach its tenant audience. Tenants and staff have expressed a desire to add different channels

for sharing and receiving information. As a result, printed newsletters were temporarily paused in 2023, pending the creation of a new strategic communications strategy.

Specific complaints about the sole reliance on printed media include:

- Limited audience reach and difficult to measure engagement;
- Manual delivery or expensive mail delivery required;
- Information is usually out-of-date or not relevant to the demographic of the recipient (significant focus on information related to seniors' communities vs. other communities); and
- The physical organization of posters and lobby signage is inconsistent, messy, and often out of date.

Tenants and Staff suggested moving to digital signage in lobbies and elevators and introducing e-newsletters to which Tenants can elect to subscribe or unsubscribe. In addition, Tenants pointed to the lack of CHH-specific social media channels limiting the ability to provide direct information and updates from CHH without searching through City of Hamilton or other organizations' channels.

Lastly, both Tenants and Staff were critical of CHH's website and felt it needs to be more iterative. Tenants want to go to the website to access important and real-time updates and easily find contact information for their communities. They also want it to be accessible and translatable into the languages in which they communicate in most comfortably. Staff noted any future updates or changes to our enterprise software systems will also require a website which can appropriately and securely interface with any new Tenant or vendor portals.

Accessibility is a big concern for CHH Tenants. Tenants are looking for accessible communications in terms of font-size and type, available languages and literacy levels. Staff noted there is no single internal point of contact to create or review communications standards from a consistency, accuracy, and appropriateness standpoint. In addition, CHH has made a commitment to equity, diversity and inclusivity which needs to include a review of CHH's communications (e.g., identify and eliminate language which may be triggering, reflect a possessive position or power imbalance).

Tenants are also increasingly reporting an unfavourable association with the prominence of the CityHousing Hamilton logo/name on the signage used at their communities. They have expressed concerns about the stigma faced when neighbours associate them with City-owned, rent-g geared-to-income housing.

Specific feedback from Tenants on this issue included:

- CHH is not promoting a safe environment for its tenants with the inclusion of its logo;
- CHH doesn't need to market its home to tenants with a branding exercise, it needs to market itself by developing a positive reputational image; and
- Tenants are not included in decisions about signage, branding, or logos.

However, Tenants and Staff both agree CHH needs to effectively market its work to increase housing options (i.e., new developments) to highlight its role in the affordable housing solution.

Tenants, Staff and Leadership have expressed the need for more regular and effective storytelling. CHH has amazing Tenants, making a difference in their communities and we need to tell these stories. Likewise, Tenants want to hear the good news stories about CHH Staff, their successes and new initiatives. So many tenants express deep-rooted gratitude to CHH staff regularly, we need to highlight this appreciation and mutual respect.

Tenants routinely ask Staff direct questions about other Tenants, particularly when they believe another Tenant is causing disruption to the community. Staff are unable or unsure how to respond without breaching the privacy of another Tenant. They need to be equipped with effective key messaging to handle these situations so both the Tenant and the Staff are satisfied.

Tenants expressed a desire for onboarding packages for new Tenants and real-time Tenant handbooks (which can be posted online and/or available in a hardcopy upon request in different languages). Specifically, they want to access up-to-date information about changes to rules or regulations (such as laundry room hours or waste management), new programming, local amenities, etc. One Tenant suggested an option to navigate to their specific community on the website and see all the related information such as contact information, current amenities, cleaning schedules for common areas, new projects, etc.

Tenants also stressed the importance of how to contact the right person. Providing the information available to know 'who does what,' as well as show any real-time or

temporary changes to site contacts would drastically reduce frustration and the need to contact the CEO's office and elected officials.

Internal Communications and Staff Engagement

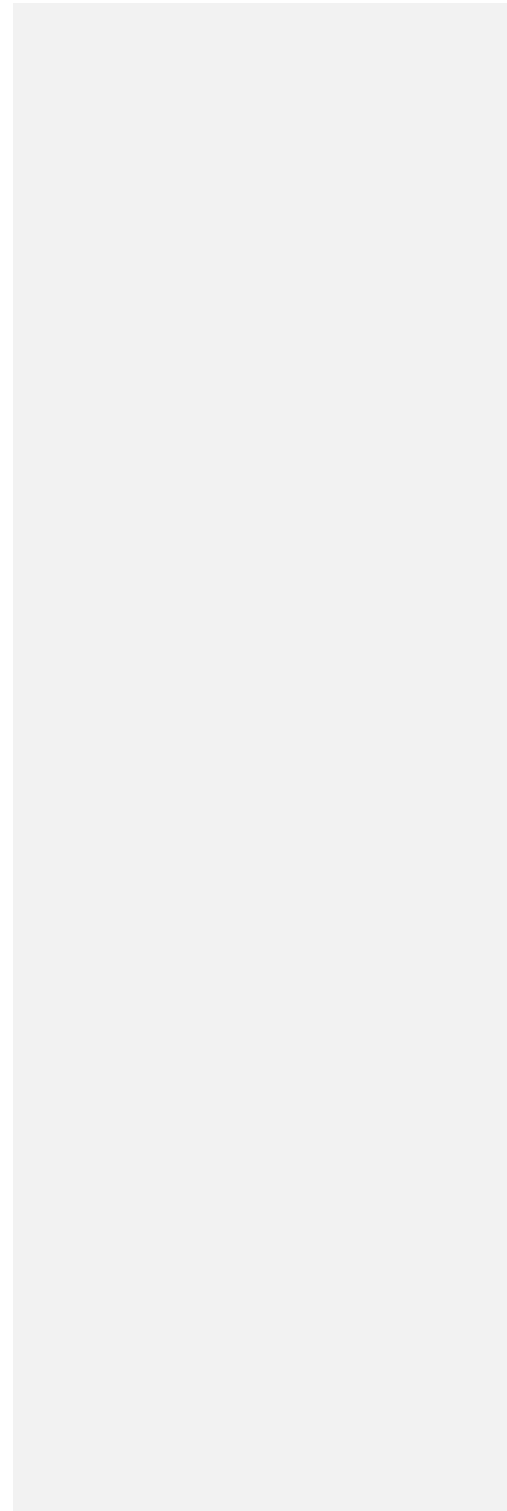
Historically, CHH staff received their internal communications through email blasts. Recently, CHH introduced its 'CHHNet,' an intranet intended for staff communications and the portal and landing page to access important CHH policies, procedures and internal information such as contact lists. The transition is ongoing.

Staff continue to receive emails directing them to the CHHNet to access the CHH-wide announcements. However, as this is a SharePoint site, accessible to all CHH staff, the February 2024 cybersecurity incident prompted a significant increase in its use. Strategic plan and project-based messaging is happening more frequently, and staff are using this as the portal to Office365 and OneDrive. Available analytics have not been fully assessed to understand usage or effectiveness.

Staff have expressed a need to improve internal information sharing between departments and areas of the organization. Feedback indicates there is significant inconsistency and some staff do it very well, others do not. Staff focus groups suggest a common understanding about the *need* to communicate well but not a common understanding about *to whom and in what circumstance*. Staff also said they assume their supervisors and managers are communicating at higher levels.

Policies and standard operating procedures should be updated to include communication and notification protocols to reduce the incidents of Staff conflict, which

erodes morale, cohesion and collaboration but can also lead to waste. This situation has occurred where staff complete routine maintenance or unit turnover work only to have a large capital project begin which completely undoes their work.



ConnectingCHH Strategic Focus Areas

2023-2027 Strategy Areas for ConnectingCHH

Based on the deliverables outlined in CHH's 2023 – 2027 Strategic Plan and with consideration to the additional feedback, ConnectingCHH will focus on the following areas:

- ✓ Tenants First Focus – deliver tenant communications to:
 - meet the accessibility needs of all tenants;
 - reflect CHH's commitment to equity, diversity, and inclusivity in all communities;
 - ensure relevance and timeliness; and
 - highlight inspirational and uplifting tenant-led efforts, initiatives, successes, and acts of kindness.

- ✓ Digital Focus – deliver communications to engage tenants, staff and partners through:
 - developing and promoting the use of multiple digital communications;
 - a welcoming website which acts as a 'digital front door' with the information tenants need in a user-friendly experience; and
 - supporting future opportunities to add tenant-facing self-service portals.

- ✓ People and Performance Focus – deliver communications that:
 - celebrates staff achievements and promotes a Tenants First culture;
 - promotes cohesion, collaboration, and mutual understanding;

- encourages and enables staff feedback and suggestions for process or organizational improvements;
- addresses reactionary issues with transparency, accountability, and adaptability; and
- proactively tells our stories to the public by highlighting CHH achievements and examples of community leadership.

Action Planning

With respect to each strategic focus area, the following tables outline:

- What outcome(s) CHH wishes to achieve.
- How CHH will achieve the outcomes.
- When CHH wants to achieve the outcomes.
- How CHH will know if it is achieved the outcomes.

Tenants First Focus

Outcome(s)	Actions	Timelines	Measurement(s) of Success
Communications are prepared, structured, formatted and meet accessibility needs (including literacy levels, disabilities, languages) and embed principles of equity and inclusivity.	Improve and standardize CHH's collection of information to inform its understanding of tenants' needs on an ongoing basis	Q3 2024	No. of system or process improvements made to properly collect and analyze tenant data. <i>(Target TBD until baseline established)</i>
	Complete a review of all standard correspondence to ensure these meet AODA requirements and appropriate literacy levels	Q2 2025	Tenants report better understanding and improved satisfaction with the quality and accessibility of communications <i>(through annual survey, Target TBD until baseline established)</i>
	Refresh staff training on AODA requirements to improve communications prepared on an ad hoc or emergency basis	Q3 2024	Percentage of staff completing AODA training with respect to communications accessibility <i>(Target 95%, incorporating staff attrition)</i>
	Complete annual EDI audit of tenant communications with recommendations for improvements or changes	Q1 2025	Annual EDI audit results are consolidated and reported to the CHH leadership and the Board including recommendations and progress on recommendations from prior audits <i>(Target TBD until baseline established)</i>
All CHH tenants have access to the information they need, when they need it, about services, initiatives, programming, changes, etc.	Develop and implement a tenant engagement / communications policy, procedure and toolkit for staff to support engagement across multiple areas (capital projects, preventative maintenance, programming, etc.)	Q2 2025	Internal policy, procedure and toolkit is in place <i>(target is complete or not complete)</i> and staff are trained <i>(target is 95% incorporating staff attrition)</i>
			Tenants report higher level of satisfaction and ability to access CHH information <i>(target is TBD until baseline is established)</i>
CHH actively shares stories to highlight the	Hire a dedicated staff resource to assist in	Q3 2024	Recruitment is finalized. <i>(Complete or incomplete)</i>

Outcome(s)	Actions	Timelines	Measurement(s) of Success
many initiatives, efforts and successes of tenants with appropriate consent and consideration to personal privacy preferences	documenting and promoting stories (e.g., photographs, videos, testimonials)		
	Actively build and maintain a content calendar of stories and tenant events to promote on an ongoing basis	Q3 2024	Content calendar of stories is in place and actively updates <i>(Target is 1 per month with a 12-month outlook)</i>
CHH promotes tenant success as a key metric of its own brand and reputation	Actively look to nominate tenants with interesting, innovative or particularly successful initiatives for sector awards (such as those awarded by ONPHA (Ontario Non Profit Housing Association))	Q2 2024	CHH Tenants are successfully nominated and can receive applicable and available awards <i>(Target 1 nomination annually, 1 award bi-annually)</i>
	Incorporate story telling into the narrative of Annual Reports	Q3 2024	Annual report includes at least one tenant story, told in first person narrative
CHH's brand reflects its commitment to equity, diversity and inclusivity	Create community signage standards and review current corporate branding in consultation with tenants and in a way which combats stigma and misconceptions about people who call CHH communities home	Q4 2024	Tenants report higher level of pride and comfort in their community through annual survey <i>(target is TBD until baseline is established)</i>
			Internal data collected through Resolution Team reflects reduced number of 'baseless' non-CHH neighbour complaints raised <i>(target is TBD until baseline is established)</i>
Tenants are encouraged to provide feedback on services, programming, initiatives and other	Implement a variety of tools to collect tenant feedback regularly (such as end of call surveys, online reporting portals, annual surveys and ad hoc service or project-	Q4 2024	Target of success TBD until baselines are established using analytics and surveys.

Outcome(s)	Actions	Timelines	Measurement(s) of Success
issues easily through accessible channels	based surveys) and ensure tenants feel safe in providing feedback		

Digital Focus

Outcome(s)	Actions	Timelines	Measurement(s) of Success
Information is available and accessible by tenants through a variety of digital sources in real time, meeting accessibility needs and personal preferences	In consultation with Tenants First Team, re-establish a newsletter available in multiple formats, including e-mail subscription and online posting; provide opportunities for tenants to help name newsletter	Q1 2025	Analytics are tracked and analyzed to understand audiences, impressions, engagement, post-link clicks, engagement rates
			Targets for digitally accessed newsletters are exceed industry benchmarks for open rates (17-21%) and click through rates (2-6%).
			Tenants report comfort and satisfaction in accessing material through annual survey. <i>(Target TBD until baseline established)</i>
Digital sources are flexible and either augment or replace some traditional communication methods	Pilot CCTV screen in 1-2 anchor communities with a combination of centralized and local programming	Q2 2025	Tenants report satisfaction in accessing material through annual survey (reporting to delineate between community types). <i>(Target TBD until baseline established)</i>
	Install complementary secured poster cabinets in buildings (including exploring opportunities to include in Townhouse communities)	Q3 2024	
	Create an awareness campaign to ensure tenants know the various ways to access information and how to access the information	Q1 2025	
CHH communicates in formats and through channels which are consistent	Implement a CHH-specific social media program and associated policy and	Q2 2025	Social media policy is approved and 95% of staff are trained and acknowledge the regulations of its use.

Outcome(s)	Actions	Timelines	Measurement(s) of Success
with and expected of housing and service providers in the community for the benefit of tenants, staff, partners and other interested stakeholder	procedures to guide and regulate use by staff		
	Charge internal dedicated staff with responsibility to support and coordinate all communications needs as well as primary monitoring and coordination of postings and responses	Q4 2024	Analytics are tracked and analyzed to understand audiences, impressions, engagement, post-link clicks, engagement rates
CHH's website acts as a 'digital front door' to provide a level of service and information comparable to other service channels (e.g. phone, in person) and with a user-friendly interface	In consultation with tenants, complete an assessment of services needs compatible with a 'digital front door' approach and an assessment of the suitability of the current website to deliver these services	Q3 2025	Analytics are tracked and analyzed to understand total website visits; unique visitors; average time spent and most accessed material (Targets TBD once baseline is established) Tenants report comfort, consistency and satisfaction in accessing information through the digital front door (through annual survey)
CHH's website is compatible and capable of adding add future tenant self-serve portal(s)	Complete an assessment of future software needs and options with respect to tenants' self-serve opportunities, including the introduction of a CHH application for smart phones and other devices	Q4 2025	Target: complete or incomplete
	Complete a survey or assessment of tenants' preferences for accessing self-service portals	Q2 2025	
	Establish recommendations for any changes to the existing website including potential separation from City's site	Q4 2025	

Commented [JC1]: Will we be receiving complaints, feedback, etc via social media? Are we planning for that? Something to discuss.

Commented [SA2R1]: Agree, we need to discuss this further.

Commented [JC3R1]: Will connect w/ City Strat Comms staff and ensure we understand their process for handling feedback, complaints, service requests, etc.

Outcome(s)	Actions	Timelines	Measurement(s) of Success
	and new method of connecting the two sites		

People and Performance Focus

Outcome(s)	Actions	Timelines	Measurement(s) of Success
CHH Staff have access to the information they need, when they need it, to do their jobs properly and effectively	Complete the training and rollout of the CHHNet landing page as the portal/conduit for the SharePoint platform and promote as the only source of up-to-date information and the sole access to current policies, procedures and templates.	Q4 2024	Percentage of staff training completed (Target 95%)
			Analytics on usage, including open rates, click through rates, most often accessed information
Staff can communicate and provide feedback to the organization's leadership respecting personal privacy preferences	Review options for including a mechanism for staff to provide feedback and input to the leadership team anonymously through the CHHNet landing page.	Q2 2024	Target: complete or incomplete
CHH Staff are recognized and celebrated for their efforts and successes which promote the Tenants First culture and its three service pillars	Continue current CEO staff newsletter in e-newsletter format with less content but more frequency; provide an opportunity for staff to help name the newsletter	Q4 2024	Target: shift from quarterly to monthly minimum
	Implement a component of the CEO newsletter to specifically highlight the work of staff and allow for others to better understand how each other's work supports the Tenants First culture	Q4 2024	No. of stories highlighting staff or teams' specific successes (Target 1 per month minimum)
	Implement an annual CHH excellence award program to coincide with the all-staff appreciation meeting in October	Q4 2025	Target for award program: complete or incomplete and no. of awards

Outcome(s)	Actions	Timelines	Measurement(s) of Success
CHH is actively contributing to building a positive brand and reputation publicly through storytelling that focuses on people (staff, tenants, partners) and their achievements and successes	Develop a content calendar based on planned activities (such as new construction, large projects, tenant events) which highlight innovation, successes, provide education, etc. to be deployed via multiple channels	Q4 2024	No. of positive stories published (target 1 per month minimum with 12-month outlook)
	Identify high value stories and proactively pitch to traditional media sources through media releases or editorial boards.	Q1 2025	Analytics to be tracked and monitored include media sentiments (positive, neutral, negative) as a percentage of number of media mentions
CHH addresses reactionary issues swiftly and with transparency, accountability and adaptability	Negotiate new Service Level Agreement with the City of Hamilton's Strategic Communications Division to clarify the division of responsibilities and outline the processes for intersectional ties and common interests, recognizing the need for CHH to be more independently responsive to the communications needs of tenants, staff and partners.	Q4 2024	Target: Complete or Incomplete
	Develop a CHH-specific media relations policy to outline how CHH leadership and staff should handle media requests including the considerations of the relationship with the City of Hamilton	Q4 2024	Target: Complete or Incomplete Analytics to be tracked and monitored include media sentiments (positive, neutral, negative) as a percentage of number of media mentions.
	Develop an internal policy and procedure to outline how crisis and emergency communication	Q4 2024	Target: Complete or Incomplete

Outcome(s)	Actions	Timelines	Measurement(s) of Success
	needs are assessed and escalated to leadership, CEO and Board.		

Measurement and Evaluation

Analytics

Connecting CHH introduces the value of conducting regular analytics to track, monitor, and measure success across multiple outcome areas. Most of this analysis represents new work for CHH and, accordingly, universal baselines are not available across every outcome area. CHH will work to establish baselines and targets as it becomes better informed through the data available.

Some of the key data to measured include:

- **Subscription and Audience rates:** for digital communications such as e-newsletters and social media accounts - the number of tenants actively subscribing and consenting to receiving e-newsletters through email or text messaging or following CHH on an authorized social media account;
- **Open and Click-through rates:** the percentage of subscribers who open a link contained in an email or text message and the percentage of subscribers who click on secondary links within the primary link;
- **Impressions and Engagement rates:** the number of times content is displayed on social media and the number of interactions with that content such as clicks, likes, comment, shares, etc.
- **Media sentiment:** the stories perceived as positive, neutral, or negative expressed as a percentage of the number of times CHH is mentioned; and
- **Website Visitors (for both internal and external platforms):** the total number of website visitors, the number of unique visitors, average time spent on website and most accessed material

Analytics will provide CHH with directional and objective data to understand its audience reach, effectiveness of materials, stories, and sentiments. This information will help establish baselines and set annual targets.

Surveys and other Key Performance Indicators (Internal and External)

CHH is developing a standardized approach to collecting survey data from tenants. Standard and replicable questions will be deployed at various points in time throughout the year to measure tenant satisfaction, engagement rates or to determine service priorities related to services or subservices delivered within the three service pillars: *High Quality Tenant Experience, Excellence in Portfolio Management, and Optimal Organizational Performance*. Some subservices will be measured through point-in-time running surveys to measure trends and provide forecasting.

Communications is a subservice of the *High-Quality Tenant Experience* pillar. Data collections through surveys will support this subservice by tracking tenants' reporting on:

1. Accessibility – ability to access and receive information in preferred language;
2. Accessibility – ability to access and receive information in a way that addresses physical disabilities;
3. Accessibility – ability to access and receive information in a way which is clear and able to be well understood at a low literacy level;
4. Satisfaction – ability to access and receive information when it is needed;
5. Satisfaction – effectiveness of the choices available to access information;
6. Satisfaction – tenants' sentiments about information (positive, neutral, negative);
7. Value – tenants' sentiments on value of information provided; and
8. Value – endurance of information (does information address one-time issues or provide useful information for future knowledge).

An initial survey to establish a baseline will be administered in 2024. The formal rollout of the survey program will take place in late 2024 or early 2025.

Other key performance indicators (KPIs) include occurrence tracking of the number of nominations or receipts of awards for tenant(s), number of proactive stories ready to be deployed at any point in time, task completion rates.

Incoming Data – Complaints, Requests and Compliments

Staff responsible for the intake of calls, emails, and in-person visits track these contact points along various categories. These interactions provide an opportunity to identify qualitative and quantitative trends which can help validate or invalidate surveys and/or analytical data. Although this information is interpreted subjectively by staff, data relating to any communication outcomes where there is disparate data will be flagged for review.

Annual Communications Strategy Update

CHH commits to reporting annually to the Tenants First Team and the Board on the effectiveness of ConnectingCHH. This overview will include a presentation to compare the highlight how the previous years' results against the desired outcomes, data and KPIs and tenant and staff achievements. Specifically, the annual communications update will include:

- Review of strategic communications focus areas;
- Overview of how effectively the work resulted in contributing to the outcomes;
- Measurement and evaluation;
- Overview of challenges; and
- Recommendations for improvements.

ConnectingCHH

CityHousing Hamilton 2024-2027 Strategic Communications Plan
Co-developed with the CityHousing Hamilton Tenants First Team

ConnectingCHH



Tenant communications
and marketing



Digital brand and design



Internal communications
and staff engagement



External communications
and media relations

Strategic Alignment

Priority 4, Strategy 3:

Implement a communications plan that effectively informs and engages our people.

What we heard...

Reactive approach to media

More story telling

Antiquated and inadequate tenant communications

Website buried within City of Hamilton

Accessibility issues

Rethink branding to reduce stigma

Improve internal communications

Strategic Focus Areas



Tenants First Focus



Digital Focus



People and
Performance Focus

Tenant Focus

Deliver tenant communications to:

- meet the accessibility needs of all tenants;
- reflect CHH's commitment to equity, diversity and inclusivity in all communities;
- ensure relevance and timeliness; and
- highlight inspirational and uplifting tenant-led efforts, initiatives, successes and acts of kindness.



6 Outcomes



11 Actions

Digital Focus

Deliver communications to engage tenants, staff and partners through:

- developing and promoting the use of multiple digital communications;
- a website which acts as a ‘digital front door’ to welcome tenants with the information they need with a user-friendly experience; and
- supporting future opportunities to add tenant-facing self-service portals.



5 Outcomes



11 Actions

People and Performance Focus

Deliver communications that:

- celebrates staff achievements and promotes a Tenants First culture;
- promotes cohesion, collaboration and mutual understandings;
- encourages and enables staff feedback and suggestions for process or organizational improvements;
- addresses reactionary issues with transparency, accountability and adaptability; and
- proactively tells our stories to the public by highlighting CHH achievements and examples of community leadership.



5 Outcomes



10 Actions

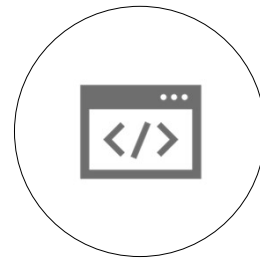
Tenants First Team – Identified Priorities



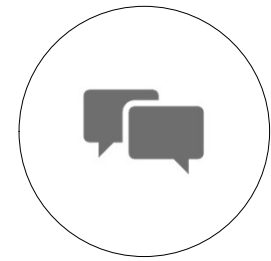
BRANDING



**RETURN NEWSLETTER
IN DIFFERENT FORMATS**



**WEBSITE / SELF-
SERVICE OPTIONS**



STORY TELLING

Measurement and Evaluation



Analytics

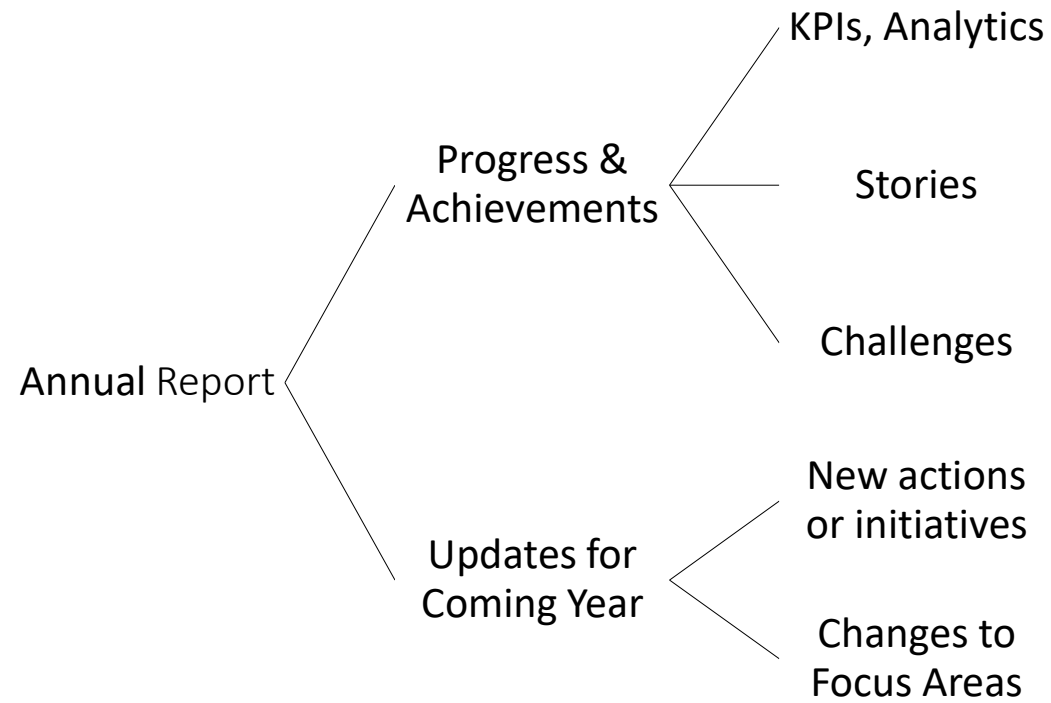


Surveys



Data sources

Accountability





Date:	September 24, 2024
Report to:	Board of Directors CityHousing Hamilton Corporation
Prepared by:	Sean Botham, Manager, Development
Approved by:	Adam Sweedland, Chief Executive Officer
Signature:	
Subject:	Senior Financial Analyst - Development (Report #24030)
Report Type:	Recommendation (to be approved)

Recommendation(s):

That Report #24030 Senior Financial Analyst - Development be received for information and the following recommendation **approved**:

- a) That the CHH Board of Directors approve the hiring of 1 permanent full-time Senior Financial Analyst - Development, at a max gross annual cost (2024) of \$112,267 and offset by an equivalent annual allocation of revenue from development project capital budgets.

Executive Summary:

The CityHousing Hamilton (CHH) Development Department is planning its next phase of revitalization and growth of the CHH portfolio at a more ambitious scale than what it has delivered in the past. When the four projects currently in construction are complete, the team will have delivered seven projects in approximately seven years. The forthcoming Development Strategy is expected to establish new priorities, goals, and actions for the next twenty years.

To continue and accelerate the current and future revitalization and growth of the CHH portfolio, the Development Department requires increased resources to support financial planning and management. Specifically, there will be an increased need for financial modelling, including pro forma creation, financial analysis, and scenario analysis, as well as extensive funding and overall financial coordination. This work is also critical to support successful funding and grant applications.

CHH is proposing to add one permanent full-time Senior Financial Analyst (Salary Grade 5) funded with the current model of attributing costs for project delivery, including staffing costs, to current development capital project budgets. This approach currently funds the salary and benefit costs of the entire Development staff complement and maintains alignment between project delivery expenses and the staffing complement.

Background and Additional Information:

Priority #3 in CHH's Strategic Plan, approved by The Board of Directors in 2022, is to develop new and inclusive affordable mixed housing that builds strong and successful multi-generational communities. To that end, Priority #3 highlights the importance of expanding beyond the current phase of projects to equitably meet demographic needs and provide affordable housing across Hamilton.

CHH is the only publicly owned purpose-built affordable housing in Hamilton, and is the largest provider in Hamilton. This situates the organization in a unique place in the housing market and development sector. The Board has created a mandate in the Strategic Plan for CHH to ambitiously renew and grow the portfolio. This, coupled with the backing of the City of Hamilton as sole shareholder, and complemented by the sizable assets of organization, provides the opportunity for public housing to grow at scale.

The continued delivery of housing renewal and growth at the current pace is contingent on both additional financial resources, and additional internal capacity. With financial and funding strategies for development especially crucial at the inception of a new work program, and necessary for continued management of it, the Senior Financial Analyst role is essential. In continued collaboration with the CHH Chief Financial Officer and the Finance and Administration Department, the coordinated placement of a lead development finance role within the Development Department allows for a subject specific focus and expertise on pro forma and funding that will enable further development work in the most efficient way.

Consultation:

CHH: Finance and Administration

City of Hamilton: Human Resources; Financial Planning, Administration, & Policy

Financial and Legal/Risk Considerations:

The position would be permanent but subject to the availability of ongoing funded development projects.

Next Steps and Milestones:

Finalize insertion of staffing costs within ongoing new development projects and initiate recruitment within Q4 2024.

Strategic Alignment:

This report supports the following 2023-2027 CityHousing Hamilton Strategic Priorities:

- PRIDE IN HOME: Preserve and upgrade CHH's current housing stock.
- NEIGHBOURHOOD REVITALIZATION: Develop new and inclusive affordable mixed housing that builds strong and successful multi-generational communities.
- A WHOLE TEAM APPROACH: Strengthen our people and performance.

Supporting Presentations and Appendices:

None.

AS/sb



Date:	September 24, 2024
Report to:	Board of Directors CityHousing Hamilton Corporation
Prepared by:	Adam Sweedland, Chief Executive Officer
Signature:	<i>ASweedland</i>
Subject:	CEO Updates and Communications
Report Type:	Information (to be received)

Recommendation(s):

That the CEO Updates and Communications be **received** for information or discussion purposes.

Updates:

1.0 Cybersecurity Incident – CHH Corporate Impact Updates

Further to the update provided to the Board at its meeting on April 23, 2024, CHH continues to be impacted significantly by the cybersecurity incident. However, there have been some advances.

2023 Annual Audit / Annual General Meeting: CHH is now able to access and use the Arcori system. This is CHH's main financial management system and is to generate budgets, reporting (including variance reporting), financial accounting, etc. Currently, staff are in the process of loading all data and information tracked manually since the incident. It is anticipated the 2023-year end audit will proceed mid-late October with the year-end financials presented to the Board on November 26, 2024, and the Shareholder on December 9, 2024.

NEC Housing (Northgate) is CHH's main tenancy management system. This system continues to be unavailable. CHH is working closely with the City and Northgate to work

through various issues in restoring full functionality. Some information needed for the Annual Report may not be available and staff will proceed with preparing a slightly abridged 2023 report.

Arrears / Landlord and Tenant Board: CHH continues to be unable to access historical data on outstanding arrears or take actions to collect on outstanding arrears. As a result, CHH has had to seek adjournments for several arrears-related Landlord and Tenant Board. This could result in an increase in the amount of arrears reported but the total arrears outstanding cannot be determined at this time. Rent paid to CHH since the service disruption is being tracked to ensure tenants receive proper credit when we can resume accessing the Northgate system.

2.0 Outstanding Business Item - Procurement

Staff were directed by the Board at its April 23, 2024, meeting to report back on options and potential solutions to improve issues with completing procurement, a service currently provided by the City of Hamilton through a Service Level Agreement. This review is still ongoing, and staff anticipate a recommended approach can be brought for the Board's consideration at the November 26, 2024, meeting.

3.0 Tenants First Team - Minutes

The Board approved the Terms of Reference for the Tenants First Team (TFT) on June 25, 2024. Since that time, the TFT met on July 9, 2024, and on September 10, 2024. Approved minutes from July 9, 2024 are attached to the CEO Written Updates for information purposes. The TFT's next scheduled meeting is November 12, 2024.

4.0 Board Communications

The following Board Communications were sent to the Board of Directors via email since the last Board meeting:

- July 22, 2024: Board Update CMHC announcement at 106 Bay St N
Subject Matter(s): Government Relations

- August 15, 2024: CHH's July vacancy rate
Subject Matters: Performance Reporting outside of meeting cycle

- September 5, 2024: 30 Sanford – Information on Criminal Activity

Subject Matter(s): Tenant Escalation for Board awareness

Strategic Alignment:

This report supports the following 2023-2027 CityHousing Hamilton Strategic Priorities;

- A WHOLE TEAM APPROACH: Strengthen our people and performance.

Appendices

-Tenants First Team meeting minutes of July 9, 2024

-Email dated August 15, 2024

AS/as

**Meeting Minutes
Tenants First Team
CityHousing Hamilton**

Date: **Tuesday, July 9, 2024**
Time: **5:30pm – 7:30pm**
Meeting: **Regular Meeting**

Location: **181 Main St W., 3rd Floor, Classrooms 3/4**

Present: Chair – Lisa Burton
Member – Jim Zhao
Member – Kim Cruz
Member – Malcolm Purdy
Member – Marylou Purdy
Member – Marie Dynes
Member – Tesha Sylvester
CHH Staff – Adam Sweedland, CEO
CHH Staff – Leanne Ward, Manager of Operations
CHH Staff – Tina Santarelli, Tenant Support Worker
CHH Staff – Adrian McKenzie, Equity Specialist
CHH Staff – Alison MacKenzie, Planning & Policy Coordinator

Regrets: Member – Don Mallette
Member – Mike Hallman
Member – Terry Daly
CHH Staff – Gillian McLaughlin, Manager of Partnership Development & Support Services
CHH Staff – Brenda Silverthorn, Partnership Development Advisor

Guests: CHH Staff – Sean Botham, Manager of Development
Consultant – Christine Fang-Denissov

1. Call to Order (Quorum is six)

Chair – Lisa Burton proceeded with Traditional Land Acknowledgement for the City of Hamilton.

Lisa Burton called the meeting to order at 5:30pm.

- A) The Chair proceeded with Roll Call at the beginning of the meeting, calling out each member's name and having the attending member say "present".
- B) Conflict of Interest Declaration - deferred until training has been provided.

2. Confirmation of Minutes

Regular meeting held on May 28, 2024. Members were in receipt of the meeting minutes.

Minute approval was moved by Member – Malcom Purdy, seconded by Member – Marie Dynes.

3. Vice-Chair Role

Vice-Chair, Clarence Bourque, resigned from the Tenants First Team, leaving the Vice-Chair role vacant.

Lisa Burton asked tenant members to vote on: 1) elect runner up (Member – Kim Cruz) or 2) re-nominate and re-vote.

Members unanimously decided to elect runner up, Kim Cruz.

Kim Cruz accepted role of Vice-Chair.

4. Board Report and Terms of Reference

Adam Sweedland provided an update on the June 25 CHH Board of Directors meeting item Tenants First Team and Terms of Reference.

Update included:

- The Tenants First Team's Terms of Reference was presented to CHH's Board of Directors on June 25, 2024.
- Chair, Lisa Burton, attended and represented the team.
- Board approved the Terms of Reference.
- Terms of Reference generated a positive conversation, recognizing it is the first time CHH has had an advisory committee structured like this.
- Discussed how the Tenants First Team does not report to the Board and a concern about power imbalance; the vision is for this to be a way to bridge the gap between tenants and CHH.
- Adam committed to sharing Tenants First Team meeting minutes with the Board for information purposes to honor the Terms of Reference and demonstrate transparency regarding staff listening to tenant members' ideas and recommendations.

5. Communications Strategy Consultation

Adam Sweedland presented a slide show to the Tenants First Team, including:

- Overview of ConnectingCHH
- Strategic alignment
- What we heard from stakeholders about our communications needs
- Strategic focus areas: tenants first, digital, and people and performance
- Measurement and evaluation
- Accountability

Members provided feedback on ConnectingCHH's focus area outcomes and action items, and prioritized outcomes.

Communications Strategy Consultation notes attached: [07-09-24 Communications Strategy Consultation Notes.](#)

6. New Business: Development Strategy Presentation and Consultation

Sean Botham, Manager of Development introduced Christine Fang-Denissov, Consultant with Urban Strategies Inc.

Christine Fang-Denissov presented a slide show including:

- Overview of CHH's portfolio
- Overview of CHH's Development Strategy
 - Process to date
 - Emerging directions
 - Range of possible outcomes
 - Next steps
- Discussion

Members participated in a discussion on the Development Strategy.

Development Strategy Consultation notes attached: [07-09-24 Development Strategy Consultation Notes.](#)

10. Next Meeting

Next meeting is September 10th from 5:30-7:30pm at 181 Main St W.

Tentative agenda items include:

- A) Finalizing the Communications Strategy
- B) Discussing training needs (e.g., governance, conflict of interest)
- C) Key messages for Tenants First Team members
- D) Reviewing work plan

Adjournment at 7:39pm.

*Alison MacKenzie
CityHousing Hamilton
July 9, 2024*

From: Herechuk, Teresa
Sent: Wednesday, August 14, 2024 12:59 PM
To: CHH Board of Directors DL
Cc: CHH MT, Councillor's EAs
Subject: CHH's July (Monthly) Vacancy Update for Board of Directors

~~~ Sent on behalf of CEO, Adam Sweedland ~~~

Good Afternoon Board of Directors,

CHH wanted to share our July Vacancy KPI data with you.  
 As of July 2024, our vacancy rate is **4.25%** and our target for December is 2%.

Vacancy KPI's

| Classification     | Subclassification       | Q2<br>2023 | Q3<br>2023 | Q4<br>2023 | Q1<br>2024<br>*** | Q2<br>2024<br>*** | Jun<br>2024<br>*** | July<br>2024<br>**** |
|--------------------|-------------------------|------------|------------|------------|-------------------|-------------------|--------------------|----------------------|
| Occupied           | RGI                     | 4323       | 4341       | 4425       | 4489              | 4518              | 4560               | 4614                 |
|                    | Market                  | 1770       | 1766       | 1763       | 1750              | 1745              | 1750               | 1749                 |
| Pending<br>Move-in | n/a                     | 84         | 186        | 170        | 180               | 155               | 165                | 151                  |
| Vacant             | n/a                     | 584        | 505        | 481        | 458               | 408               | 349                | 303                  |
| Unavailable        | Large Scale<br>Projects | 170        | 136        | 92         | 101               | 105               | 107                | 114                  |
|                    | Development             | 191        | 191        | 191        | 191               | 191               | 191                | 191                  |
| Total Requirement  |                         | 7122       | 7122       | 7122       | 7122              | 7122              | 7122               | 7122                 |
| Vacancy Rate*      |                         | 8%         | 6.37%      | 6%         | 6%                | 5.49%             | 4.90%              | 4.25%                |

\*Vacancy Rate excludes units classified as Pending Move-in and Unavailable

\*\*Software currently inaccessible- updated once available

\*\*\* Manually tracking - data is estimates and will be updated once available

Move-ins vs. Move-outs:

CHH had 86 Move-ins for July and Tenant Placement staff have 65 units on offer with scheduled move-in dates for July and August.

2024: CHH rented 331 homes to May (trending ~40% above average from 2023)

2023: CHH rented 559 homes (a 25% increase over 2022 with 444)

Tenancy Move-outs number in July was 23. Tenancies ended because of death, health, and tenant-initiated notice.

2024: Move outs to May are 135 (trending below average).

2023: Move outs were 497 (slightly exceeding the estimated average of 480).



## Special City Funding

The City of Hamilton approved funding to address a point in time backlog of 476 units to be completed by end of November 2024.

CHH has 369 of the 476 occupied and 107 vacant (78% completed).

Please reach out if you have any questions concerning the above information.

Hoping everyone is enjoying this beautiful weather and look forward to seeing everyone at our September Board meeting.

Take care,  
Amanda

Amanda Warren-Ritchie  
Manager of Strategy & Quality Improvement  
CityHousing Hamilton  
[amanda.warren-ritchie@hamilton.ca](mailto:amanda.warren-ritchie@hamilton.ca)  
905-870-8342





**\*\*CONFIDENTIAL\*\***

**Date:** Tuesday September 24, 2024

**Report to:** CityHousing Hamilton  
Board of Directors

**Submitted by:** Adam Sweedland  
Chief Executive  
Officer/Secretary

**Prepared by:** Sean Botham  
Manager, Development

**Subject:** **CONFIDENTIAL / IN-CAMERA**

**6) PRIVATE AND CONFIDENTIAL**

- a) **Jamesville St. N. – Update (In-Camera) (Report #17007(j))**

**NOTE: Discussion of Report #17007(j), in closed session is subject to the following requirement(s) Pursuant to Section 9.1, Sub-sections (e) and (k) of the City's Procedural By-law 21-021; and, Section 239(2), Sub-sections (e) and (k) of the Ontario Municipal Act, 2001, as amended, as the subject matter pertains to a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the municipality or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization;**

- **A proposed or pending acquisition or disposition of land by CityHousing Hamilton.**

**RATIONALE FOR CONFIDENTIALITY**

**This report is being considered in Closed Session as it contains information proposed or pending acquisition or disposition of land.**

**RATIONALE FOR MAINTAINING CONFIDENTIALITY**

**Staff are recommending that the report / recommendation(s) / appendices) remain confidential, as the subject matter contains confidential information provided to CityHousing Hamilton by the development partnership and relate to the ongoing appeal by CN Rail.**