

**NOTICE OF MEETING**  
**BOARD OF DIRECTORS AND MEMBERS**  
**CITYHOUSING HAMILTON CORPORATION**

**SPECIAL MEETING**

**Date:** Tuesday June 25, 2024  
**Time:** 10:00am – 12noon  
\*Due to the City of Hamilton’s ongoing  
Cybersecurity incident:  
**Board meeting in-person only**

**Place:** City Hall, 1<sup>st</sup> Floor, Room 192  
**Special Notice:** In-Person mtg only / no  
technical connection available to access  
currently. Unable to post information to CHH  
website for public access.

**AGENDA:**

- 1) Call to Order
- 2) Conflict of Interest Declaration
- 3) Confirmation of Minutes
  - a) Special meeting held on May 28, 2024
- 4) Strategy & Quality Improvements / Support Services / Asset Renewal
  - a) Tenants First Team and presentation (Report #24021)
  - b) Vacant Unit Monthly Update (Report #24022)
  - c) Strategic Plan Annual Progress and presentation (Report #24020)
  - d) Asset Renewal Annual Report and presentation (Report #24023)
- 5) CEO Written Updates
  - 1.0 Communications Coordinator
  - 2.0 Board Communications: Emails dated May 27<sup>th</sup> and June 8<sup>th</sup>, 2024
- 6) In-Camera / Confidential
  - a) Strategic Funding Approach for Energy Initiatives (Report #24024)

**NOTE: Report #24024 is a public document, except for CONFIDENTIAL Appendix “A” to that report.**

**Discussion of (Confidential) Appendix “A” to this Report #24024, 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.**

- b) 257 King William Support Services Agreement (Report #23019(a))

**NOTE: Report #23019(a) is a public document, except for CONFIDENTIAL Appendix “A” to that report.**

**Discussion of CONFIDENTIAL Appendix “A” to this Report #23019(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**

**7) Adjournment**

To Be Approved BoD on June 25, 2024

**MEETING MINUTES**  
**BOARD OF DIRECTORS AND MEMBERS**  
**CITYHOUSING HAMILTON CORPORATION**

Date: **Tuesday, May 28, 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 Cameron Kroetsch  
Director-Councillor Alex Wilson  
Director-Citizen Karl Andrus  
Director-Citizen Adriana Harris  
Director-Citizen Alice Plug-Buist

Regrets: Director-Councillor Tom Jackson

Also Present: CHH Staff: A. Warren-Ritchie, R. Desouza, G. McLaughlin, S. Botham, S. Blackley, L. Ward, T. Murphy, A. McKenzie

Other City Depts: Housing Division, Kim Ryan  
Guests for item 4a: Pilar Homerston, Carolyn Lambert  
Public: 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 10:00am**

- the Chair proceeded with Roll Call at the beginning of the meeting.
- the Chair proposed to have consensus approval for information reports and time restrictions on Agenda items: 30 minutes for slideshow presentation, 1 hour for reports, 10 minutes for Finance, 5 minutes for CEO Updates, 5 minutes for miscellaneous discussion.  
Moved by Director-Councillor C. Kroetsch, seconded by Director-Councillor A. Wilson and carried to Agenda changes and timelines.

**2. Conflict of Interest Declaration**

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

None received.

### **3. Confirmation of Minutes**

#### **a) Special meeting held on April 23, 2024**

Motion by Vice-President C. Griffith, seconded by Treasurer T. Hwang and carried to approve minutes of April 23, 2024 as distributed.

### **4. Guests: City of Hamilton, Health & Safe Communities, Housing Administration**

#### **a) Rent Geared to Income (RGI), Access to Housing (ATH) program; Presentation**

Pilar Homerston, Acting Manager, introduced Carolynn Lambert, Supervisor and Kim Ryan, Senior Housing Administration Officer.

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

- Role of the Service Manager
- Overview – ATH
- Offers and Refusals Policy
- Social Housing Priorities
- Exceptions
- Cancellations and Request for Reviews
- Rent Geared to Income
- Maintaining Eligibility
- Absence from Unit Policy
- Visitors and Guests Policy
- Occupancy Standards

It was moved by Director-Citizen A. Harris, seconded by Director-Councillor A. Wilson and carried:

To receive the power point presentation for information.

### **5. Strategy & Quality Improvements / Development / Operations / Tenant Support Services**

**a) CHH Eviction Prevention Policy and Procedure; Presentation**

The Board was in receipt of Report #24015 from CEO/Secretary dated May 28, 2024.

Leanne Ward, Manager of Operations introduced Gillian McLaughlin, Manager of Partnership Development and Tenant Support Services and Tracy Murphy, Manager of Tenant Administration. Each Manager presented slideshow to the Board, including but not limited to:

- Arrears and Eviction Prevention Policy Statement and Purpose
- Staff Responsible for Arrears & EP Procedures
- Reasons for Arrears Accumulation
- Annual Renewal Process: Challenges and Barriers / Tenant Support with Annual Renewal Processes and Subsidy Removals
- Arrears and Eviction Prevention: Arrears Collection and Eviction Prevention Process / Tenant Support with Arrears / Eviction Orders, process / Eviction Case Review
- Challenges and Barriers

Request from the Board for staff to provide at a future Board meeting, tenant arrears due to the City of Hamilton’s cybersecurity incident.

It was moved by Director-Councillor C. Kroetsch, seconded by Director-Citizen A. Plug-Buist and carried:

That Report #24015 Eviction Prevention Policy and Procedure be received for information or discussion purposes.

**b) CHH, Program Coordinator**

The Board was in receipt of Report #24016 from CEO/Secretary dated May 28, 2024.

Gillian McLaughlin, Manager of Tenant Supports gave an overview of the report, highlighting the recommendation.

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

That Report #24016 CityHousing Hamilton Program Coordinator be received for information and the following recommendation(s) **approved**:

- a. That the CHH Board of Directors approve the hiring of 1 permanent full-time CHH Program Coordinator at a gross annual cost (2024) of \$71,361.36 and offset by an annual transfer of \$50,000 in the form of a grant from the Seniors Active Living Centre and flowed through the City of Hamilton’s Recreation Division; and
- b. That the Chief Executive Officer be authorized to enter into an agreement with the City of Hamilton, as may be deemed necessary and in terms satisfactory to the Chief Financial Officer, to facilitate the annual transfer of funds.

c) **Accessibility Update**

The Board was in receipt of Report #24017 from CEO/Secretary dated May 28, 2024.

Amanda Warren-Ritchie, Manager of Strategic & Quality Improvements gave an overview of the report.

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

That Report #24017 Accessibility Report Update be **received** for information.

d) **Equity, Diversity and Inclusivity (EDI) 2024 Workplan**

The Board was in receipt of Report #24018 from CEO/Secretary dated May 28, 2024.

Amanda Warren-Ritchie, Manager of Strategic & Quality Improvements reviewed the report and introduced Adrian McKenzie, EDI Specialist.

Adrian gave an overview of the IDEA Roadmap, including but not limited to:

- Phase 01, Environmental Scan/Fact Finding
- Phase 02, Development
- Phase 03, Implementation
- Phase 02, Monitoring & Evaluation
- Phase 05, Adapt & Sustain

It was moved by Director-Citizen A. Harris, seconded by Director-Citizen K. Andrus and carried:

That Report #24018, **2024 IDEA (Inclusion, Diversity, Equity and Accessibility) Roadmap** be **received** for information.

e) **2023-2027 Strategic Plan Annual Progress Report**

The Board was in receipt of Report #24020 from CEO/Secretary dated May 28, 2024.

Due to meeting time restraints today, Chair proposed to defer this report until June to allow a fulsome discussion.

It was moved by Director-Councillor C. Kroetsch, seconded by Director-Citizen K. Andrus and carried:

**Defer** Report #24020 to June 25, 2024 Board meeting.

**f) Vacant Unit Monthly Update**

The Board was in receipt of Report #24019 from CEO/Secretary dated May 28, 2024.

Adam Sweedland, CEO mentioned the data is estimated due to not having access to the network information during the cybersecurity incident and working through manual tracking processes to gather vacancy numbers. Amanda Warren-Ritchie, Manager of Strategic & Quality Improvements gave an overview of the report.

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

That Report #24019 Vacant Unit Update be received for information.

**g) 106 Bay Street North**

The Board was in receipt of Report #18014(a) from CEO/Secretary dated May 28, 2024.

Sean Botham, Manager of Development gave an overview of the report, highlighting the project funding and recommendations.

It was moved by Director-Councillor C. Kroetsch, seconded by Vice-President C. Griffith and carried:

That Report #18014(b) 106 Bay St. N. Funding Update be received for information and the following recommendation(s) **approved**:

- a. That CityHousing Hamilton be authorized to conduct a competitive bid process for bridge and take-out financing for 106 Bay St. N. of up to \$8.53M;
- b. That the Chief Executive Officer and President (or designates) be authorized and directed to execute an agreement or other documentation required to give effect to this recommendation and satisfactory to CityHousing Hamilton legal counsel.

**h) 55 Queenston Road**

The Board was in receipt of Report #17040(c) from CEO/Secretary dated May 28, 2024.

Sean Botham, Manager of Development gave an overview of the report, highlighting the project funding and recommendations.

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

That Report #17040(c) 55 Queenston Rd.- Funding Update be received for information and the following recommendation(s) **approved**:

- a. That CityHousing Hamilton be authorized to conduct a competitive bid process for bridge and take-out financing for 55 Queenston Rd. of up to \$2.46M;
- b. That the Chief Executive Officer and President (or designates) be authorized and directed to execute an agreement or other documentation required to give effect to this recommendation and satisfactory to CityHousing Hamilton legal counsel.

**6. Finance**

**a) Mortgage Renewal, 25 Towercrest Drive, Hamilton**

The Board was in receipt of Report #24014 from CEO/Secretary dated May 28, 2024.

Rochelle Desouza, CFO gave an overview of the report, highlighting the refinancing of the mortgage as required under the provisions of the Housing Services Act, 2011.

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

That Report #24014 be approved as recommended.

**b) Mortgage Renewal, 1884 & 1900 Main St W**

The Board was in receipt of Report #24013 from CEO/Secretary dated May 28, 2024.

Rochelle Desouza, CFO gave an overview of the report, highlighting the refinancing of the mortgage as required under the provisions of the Housing Services Act, 2011.

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

That Report #24013 be approved as recommended.

**c) Mortgage Renewal, 1285 Upper Gage Avenue, Hamilton**

The Board was in receipt of Report #24012 from CEO/Secretary dated May 28, 2024.

Rochelle Desouza, CFO gave an overview of the report, highlighting the refinancing of the mortgage as required under the provisions of the Housing Services Act, 2011.

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



That Report #24012 be approved as recommended.

## 7. CEO Written Update

- 1.0 2024 March for Larch
- 2.0 Board Communications: Emails dated April 25<sup>th</sup> and (2) on May 10<sup>th</sup>, 2024

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

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

## 8. Adjournment at 11:57am

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, PRESIDENT  
CityHousing Hamilton Corporation**

*Teresa Herechuk  
CityHousing Hamilton Corporation  
May 28, 2024*



<b>Date:</b>	June 25, 2024
<b>Report to:</b>	Board of Directors CityHousing Hamilton Corporation
<b>Prepared by:</b>	Adam Sweedland Chief Executive Officer
<b>CEO / Secretary</b>	Adam Sweedland
<b>Signature:</b>	
<b>Subject:</b>	<b>Tenants First Team (Report #24021)</b>
<b>Report Type:</b>	<b>Recommendation for Approval</b>

**Recommendation(s):**

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.

**Executive Summary:**

The Tenants First Team is CHH's first formalized tenant advisory committee. Its mission is to advance the tenant experience by bringing the community together to improve

quality of life, accessibility, and ensure everyone feels safe, supported, engaged, and included in our communities. Its purpose is to partner with CHH leadership to ensure it offers a high-quality tenant experience by providing a tenant perspective on decisions that impact CHH communities and to help prioritize what is needed to improve overall quality of life for tenants.

This important initiative also supports multiple priorities and specific strategies set out in the Strategic Plan.

The Tenants First Team is starting as a transitional team. A key element of the Terms of Reference includes a formalized approach for the Tenants First Team's future permanent composition and a commitment to the principles of equity, diversity and inclusivity. The initial team was drawn from the 45+ participants who took part in CEO/Tenant Focus groups in the spring of 2023 and expressed an interest in supporting ongoing and meaningful tenant participation.

The Tenants First Team Terms of Reference also include a requirement to establish an annual workplan of two-three priority items for the Team to actively co-develop with the support of staff. For the transitional team in 2024, these include:

- Tenants First Team - Terms of Reference to support a permanent, sustainable and empowered tenant advisory committee;
- CHH Communications Strategy; and
- Tenants First Team branding and promotion strategy.

In addition, the CHH leadership will actively consult with the Tenants First Team on new initiatives, policy or process changes, legislative and service changes. This feedback will be incorporated into the recommendations brought to the Board.

### **Background and Additional Information:**

CityHousing Hamilton's 2023-2027 Strategic Plan contemplates the creation of a CHH-wide tenant advisory committee as an action to support Priority #1: *empower tenants with the support and services they need to thrive*. However, such a committee fundamentally supports many of the priorities identified in the Strategic Plan by formally welcoming tenants' perspective and participation to inform decision-making.

CHH created its Tenants First Refresh Plan, approved by the Board of Directors on September 25, 2023, which serves as the implementation framework to ensure success in achieving the outcomes set out in the Strategic Plan. It formally included the plan to create the Tenants First Team – a committee of engaged and committed tenants who will work in partnership with CHH leadership to provide feedback, tenant perspective and advice on the issues which impact their homes and communities.

In early 2023, tenants were able to sign up to attend a series of nine CEO/Tenant Focus groups in communities across the City. Over 45 tenants took part in these discussions. A transitional team of 11 tenants was selected from tenants who participated in the focus groups. These tenants represent different demographics, physical abilities, cultural backgrounds and geographical areas. They demonstrate a deep commitment and interest in moving this initiative forward in a productive, respectful and capacity-building manner.

The Tenants First Team (TFT) developed its terms of reference with the support of CHH staff and with the intention of embedding principles of equity, diversity and inclusivity. In addition, the terms of reference are structured to balance incremental knowledge transfer and continuity with the goal of onboarding and welcoming new members in the future.

The TFT developed the following mission for itself:

*The Tenants First Team improves CHH's tenant experience by bringing the community together to improve quality of life, accessibility, and ensure everyone feels safe, supported, engaged, and included in our communities.*

The current members will initiate an open selection process after 18 months. This process will include an application open to all tenants in good standing over 16. The TFT will also endeavour to maintain and develop a team which reflects CHH's tenant population. Selections will be made by a committee of 2 TFT members and 1-2 Board members. CHH staff will not participate in selecting future TFT members but will fully support the process.

The TFT will hold five scheduled meetings throughout the year. This schedule supports the report schedule for regular Board meetings. TFT members will be reimbursed for reasonable travel expenses and provided an honorarium of \$40 per meeting as a recognition CHH benefits from the experience and expertise of its tenants to support its work. The Chair will be compensated at \$75 per meeting to acknowledge the additional work needed to develop agendas and attend Board meetings as may be needed.

CHH staff will support the TFT administratively and work with the TFT to support developing an annual workplan. The TFT will present the achievements of its work to the Board annually.

The transition TFT has established an 18-month workplan:

- Establish the Tenants First Team:
  - Create initial Terms of Reference;

- Establish the TFT as a high-functioning committee which embeds considerations of equity, diversity and inclusivity in its work;
- Build the relationship with one another and CHH staff to embed the processes and to support a permanent, sustainable and empowered tenant advisory committee.
- CHH Communications Strategy:
  - Work closely with CHH leadership to co-develop and inform a comprehensive CHH-specific communications strategy; and
- Tenants First Team Branding and Outreach Strategy:
  - Develop the approach and guide for how the TFT members will communicate with other tenants;
  - Toolkit for dealing with individual tenant issues which may be raised to them; and
  - Plan for defining the TFT brand and proactively reaching out to other tenants to share and educate on the TFT mission and purpose.

In addition, the leadership team will be actively consulting and engaging the TFT to get feedback related to current and future initiatives to ensure tenant perspective and advice is considered in recommendations.

**Consultation:**

CHH: All internal departments have had an opportunity to learn about this initiative and provide feedback on the implementation of the Tenants First Team.

Tenants First Team: the transitional Tenants First Team met on three occasions to create the Terms of Reference and the 2024 workplan. The feedback from this team is deeply engrained in the Terms of Reference.

**Financial and Legal/Risk Considerations:**

n/a

**Next Steps and Milestones:**

Next Tenants First Team is scheduled for July 9, 2024.

September 2025: Communications Strategy to be presented to the Board.

Q1 2025: Tenants First Team annual presentation to the Board

**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:**

Presentation attached

Appendix A: Tenants First Team - Terms of Reference

AS/as

# CityHousing Hamilton Tenants First Team

## Terms of Reference

**Date Established:** May 28, 2024

### **Mission**

- The Tenants First Team improves CHH's tenant experience by bringing the community together to improve quality of life, accessibility, and ensure everyone feels safe, supported, engaged, and included in our communities.

### **Purpose**

- The Tenants First Team will partner with CHH to ensure it offers high-quality tenant experience by providing a tenant perspective on decisions that impact our communities and helping prioritize what is needed to improve overall quality of life for tenants.tr

### **Relationship to CHH Board of Directors**

- CHH Board of Directors will approve the Terms of Reference for the Tenants First Team and any subsequent amendments thereto.
- CHH Board of Directors will receive and review any Tenants First Team feedback through reports.
- The Tenants First Team will be invited to provide an annual Information Report to the Board of Directors highlighting the achievements of the previous year's workplan and outlining the next annual workplan.
- Tenants First Team members may attend Board of Directors meetings as appropriate.

### **Relationship to CHH Senior Management**

- CHH management will support the Tenants First Team in the development of an annual workplan.
- CHH management will assist and support the Tenants First Team on achieving items identified in the workplan.

- CHH management may request feedback/consultation on other issues or items as they arise.
- CHH management will incorporate any feedback from the Tenants First Team into its Board reports.
- CHH management and staff will support the Tenants First Team and its individual members to ensure meaningful participation in the workplan activities.
- CHH Management will keep members informed about how their feedback has been used to implement a range of programs and initiatives.

### **Membership**

- Minimum of 9 tenants and maximum of 12 tenants.
- CHH and the Tenants First Team will do its best to ensure diverse representation based on gender, age, ability, religion, cultural background, and geographic property location.

### **Terms of Office**

- Tenants First Team membership is staggered by offering 2, 3, or 4 year terms at the time of application.
- Tenants can reapply for a maximum of two terms; however the second term will be limited to 2 years. Tenants are eligible to reapply after a two-year period.
- A tenant will automatically cease being a Tenants First Team member when they exit their CHH tenancy.

### **Tenants First Team Member Selection**

- Founding members are selected by CHH leadership and will serve for up to 18 months.
- Subsequent Tenant First Team members are appointed by a Selection Committee.
- There will be an application and interview process to select new members.
- The Selection Committee's members include: 1-2 Board members and 1-2 Tenants First Team members. CHH staff will coordinate and support the selection process and provide notice of any disqualifying tenancy issues.
- Application for Tenants First Team membership is open to all tenants in good standing who are 16 years of age or over and is guided by these Terms of Reference. CHH reserves the right to deny an application based on serious tenancy issues.



## **Chair and Vice-Chair Selection**

- Founding members of the Tenants First Team will elect a Chair and Vice-Chair by vote in May who will serve for up to 18 months.
- Chair and Vice-Chair roles are then elected by Tenants First Team members through vote at the first meeting following the new member election/selection process every two years.
- Members can nominate themselves and other members (with tenant approval) for the Chair and Vice-Chair roles.
- The vote is supported by CHH staff.

## **Decision Making**

- The Tenants First Team will operate by consensus.
- Where consensus cannot be reached, then a 'one person, one vote system' is to be used.
- In the event of a tie, the Chair (or Vice-Chair in the Chair's absence) has the deciding vote.
- When making decisions and recommendations, the Tenants First Team will consider the impact on people from diverse backgrounds, such as cultural and religious, income, gender identity, age, ability, sexual orientation, identity and expression (2SLGBTQIA+).

## **Chairing Meetings**

Chairing meetings is a Tenants First Team function.

The Tenants First Team will have an elected Chair and Vice-Chair (in Chair's absence) to chair each meeting (see Chair and Vice-Chair Selection). The Chair and Vice-Chair will be supported by CHH Staff and the Executive Sponsor (CEO or designate).

## **Chair**

The Chair will:

- Be elected for up to 18 months for the founding Tenants First Team (the following term will be 2 years);
- Develop meeting agendas in consultation with CHH staff;
- Chair meetings;
- Follow the agenda;
- Enable all members to actively participate;
- Have facilitation skills and a sense of justice and fair play;

- Ensure decisions are made and recorded in the minutes;
- Attend and present at Board of Directors meetings as required; and
- Have knowledge of the Tenants First Team's Terms of Reference.

## **Vice-Chair**

The Vice-Chair will:

- Be elected for up to 18 months for the founding Tenants First Team (the following term will be two-years);
- In the Chair's absence, exercise the powers and perform the Chair's duties and functions as listed above;
- Are the first member considered to succeed the Chair in the event a departure occurs before the end of the term;
- Cooperate with the Chair and make every effort to learn the Chair's role; and
- Have knowledge of the Tenants First Team's Terms of Reference.

## **Attendance**

- To ensure meetings have the full spectrum of tenant and community perspectives, attendance at regular meetings is required by all Tenants First Team members.
- Should more than three meetings be missed in a year, the member will be contacted by the Chair or CHH Staff on behalf of the Chair (upon request) to determine whether they still wish to continue as a Tenants First Team member or to discuss whether a new representative is appropriate.

## **Quorum**

- A quorum of 50% of the total membership of the Tenants First Team plus one member is required. Meetings that do not have a quorum will be abandoned and a subsequent meeting date and time will be scheduled.

## **Agendas**

- Agendas will be created by the Chair and CHH staff.
- Members who want to have topics identified for discussion will notify the Chair three weeks before the meeting.
- There will be an agenda review two weeks before the meeting with the Chair and CHH staff to finalize meeting details.
- The meeting agenda and materials will be distributed by CHH staff to all Tenants First Team members one week before the meeting.

- Agendas will have a standard structure and include the Tenants First Team’s annual workplan items. For example:
  - Land acknowledgement
  - Call to order
  - Roll call
  - Conflict of interest
  - Approval of agenda
  - Standing items (see workplan)
  - CHH new business (non workplan consultation and/or updates)
  - Tenants First Team new business
  - Adjournment

### **Guests**

- Where appropriate, guests may be invited to participate in meetings for specific agenda items to bring expertise or lived experience.
- Requests for guest attendance must be made at least three weeks prior to the meeting and require approval by both the Chair and CHH Staff.
- Guests are not privy to confidential or sensitive information discussed at Tenants First Team meetings beyond the scope of their attendance and will only be invited to attend specific agenda items.

### **Meeting Frequency and Length**

- Meets five times per year for approximately two hours at the CHH main office located at 181 Main St W, 3<sup>rd</sup> Floor. A virtual option to attend will be available as required.
- Notwithstanding this section, CHH may suggest and recommend alternative dates to ensure proper and full consultation with the Tenants First Team can take place before scheduled Board meetings.

### **Code of Conduct**

- The Code of Conduct is a guide to the appropriate behaviour of members.
- Tenants First Team members will:
  - Agree to operate in accordance with the Terms of Reference.
  - Participate regularly at scheduled Tenants First Team meetings.
  - Listen to one another’s opinions in an unbiased and non-judgmental manner. Be respectful of the expression of diverse opinions which may be similar or different to those of other Tenants First Team members.
  - Allow others to speak without interruption and listen actively. Avoid one-on-one side conversations while other people are speaking.
  - Be mindful of time constraints.

- Speak of Tenants First Team members, CHH staff and policies in a constructive manner.
- Have a willingness to actively participate in the activities of the Tenants First Team.
- Respect that CHH reserves the right to protect the privacy of individual tenants and staff. Personal information will not be shared with the Tenants First Team. CHH staff and Tenants First Team members will not discuss individual tenancy issues.
- Be prepared to work constructively and collaboratively with CHH staff and the Tenants First Team members to address areas of mutual concern.
- Have a commitment to equity, inclusion, diversity, accessibility, fairness, and social justice.
- Refrain from using language or acting in a way that is threatening, abusive, racist or otherwise disrespectful.
- Not represent or act on behalf of other CHH tenants.
- Not act as a spokesperson for CHH and/or the Tenants First Team.

### **Breach of Code of Conduct**

- The Code of Conduct is in place to guide appropriate conduct and interaction within the Tenants First Team and with CHH staff.
- Breaches of the Code of Conduct will be investigated and managed as appropriate by the CHH staff person supporting the Tenants First Team.
- If members are aware of breaches of the Code of Conduct, they will bring this to the attention of the CHH staff supporting the Tenants First Team.
- The following will occur for non-compliance with the Code of Conduct: two verbal and one written warning before no longer being a Tenants First Team member.
- If a Tenants First Team member is unwilling to abide by the Code of Conduct, CHH reserves the right to rescind the membership of that person and seek a new member to replace the role as needed based on membership requirements.

### **Confidentiality**

- Some sensitive matters must remain strictly confidential and will be identified as strictly confidential by the Chair or CHH staff.
- It is recognized that members may discuss Tenants First Team matters in general terms with community members or tenants who are not on the Tenants First Team. All discussions concerning the Tenants First Team should be professional and constructive.

- Private and personal information about Tenants First Team members is not to be circulated without the permission of the member(s) concerned.

### **Remuneration**

- Tenants First Team members will be compensated for their participation at \$40 per meeting and the Chair (and Vice-Chair in the Chair's absence) will be compensated for their participation at \$75 per meeting.
  - Attendance at the meeting is required to receive compensation. Members and the Chair/Vice-Chair will not be compensated if absent from the meeting.
- Tenants First Team members' transportation expenses will be covered.
- Any additional costs associated with supporting the Tenants First Team's workplan will be paid by CHH subject to normal spending approval policies and budget considerations.

### **Tenants First Team Support**

- Tenants First Team members are supported by CHH staff. There is support for technology, transportation, leadership development, and other help as needed.
- CHH staff will attend each Tenants First Team meeting as non-voting members.
- CHH staff will provide support for minutes, preparing and distributing meeting information/materials, and supporting the Chair in developing agendas.

### **Review Frequency and Evaluation**

- The Tenants First Team will undergo a 360-degree review process every two years to measure the impact and effectiveness of the group.
- The review will include two-way confidential feedback from Tenants First Team members, CHH staff and leadership, and Board members.

**Draft Date:** May 28, 2024

**Revision Date:** November 2025

**Review Frequency:** 18-months for founding team and every 2 years thereafter

**CHH Executive Leadership Team Owner:** Adam Sweedland, CEO

**Approval Body:** Board of Directors

# Tenants First Team

CHH BOARD OF DIRECTORS  
JUNE 25, 2024  
REPORT 24021\_ppp

CityHousing Hamilton's Inaugural Tenant Advisory Committee

# Strategic Plan Alignment

## **Priority #1:**

**Empower Tenants with the supports  
and services they need to thrive**

# Tenants First Refresh Principles

Tenants are the reason for CityHousing Hamilton

Current and future generations count on CHH to provide sustainable and quality homes

Tenants expect CHH to be properly resourced and structured to support these principles



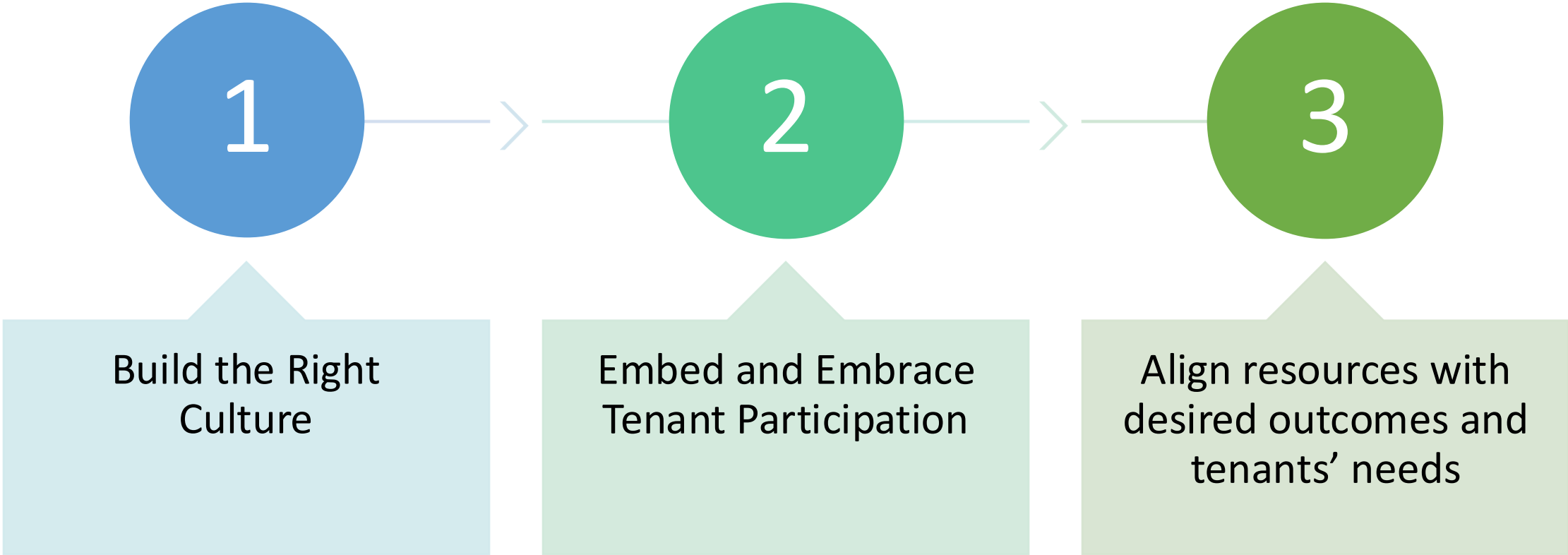
Tenants First  
Refresh  
Service Pillars

High quality tenant  
experience

Excellence in portfolio  
management

Optimal organization  
performance

# Tenants First Roadmap



# Tenants First Team – Mission & Purpose

## **Mission:**

The Tenants First Team improves CHH's tenant experience by bringing the community together to improve quality of life, accessibility, and ensure everyone feels safe, supported, engaged, and included in our communities.

## **Purpose:**

The Tenants First Team will partner with CHH to ensure it offers high-quality tenant experience by providing a tenant perspective on decisions that impact our communities and helping prioritize what is needed to improve overall quality of life for tenants.

# Tenants First Team – Term of Reference

- 9-12 Tenants
- Embed equity and diversity
- Staggered terms to balance continuity while encouraging new tenants to participate
- Founding members are selected by CHH leadership and will serve for up to 18 months before next selection process commences.
- Appointed by a 3-person Selection Committee of 1-2 Tenants First Team members and 1-2 Board members (no CHH staff)
- Application and interview process

# Tenants First Team - Workplan

Terms of Reference to support a permanent, sustainable and empowered tenant advisory committee

CHH Communications Strategy

Tenants First Team branding and promotion strategy

Provide feedback to CHH leadership on new initiatives, policy or process changes, legislative and service changes.

# Tenants First Team – Founding Members

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Lisa Burton – Chair

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Clarence Bourque – Vice-chair

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Kim Cruz

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Terrence Daly

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Marie Dynes

---

Mike Hallman

---

Don Mallette

---


Jim Zhao

---

Malcolm & Mary Lou Purdy

---

Tesha Sylvester

<b>Date:</b>	June 25, 2024
<b>Report to:</b>	Board of Directors CityHousing Hamilton Corporation
<b>Prepared by:</b>	Amanda Warren-Ritchie Manager, Strategy & Quality Improvement
<b>CEO/Secretary</b>	Adam Sweedland
<b>Signature</b>	
<b>Subject:</b>	<b>Vacant Unit (Monthly) Update (Report #24022)</b>
<b>Report Type:</b>	<b>Information</b>

**Recommendation(s):**

That Report #24022 Vacant Unit Update 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 **5.17% (368 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 during 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	Subclassification	Q2 2023	Q3 2023	Q4 2023	Q1 2024 ***	April 2024 ***	May 2024 ***
Occupied	RGI	4323	4341	4425	4489	4521	4554
	Market	1770	1766	1763	1750	1751	1737
Pending Move-in	n/a	84	186	170	180	167	159
Vacant	n/a	584	505	481	458	391	368
Unavailable	Large Scale Projects	170	136	92	101	101	113
	Development	191	191	191	191	191	191
Total Requirement		7122	7122	7122	7122	7122	7122
Vacancy Rate*		8%	6.37%	6%	6%	5.5%	5.17%

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

\*\*Software currently inaccessible- updated once available





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

Table 2 – Vacant Unit Status

Month	Active Renovation Underway	Inspected and W/O pending	Needs Inspection	Total
May 2024	162	138	68	368

Move-ins vs. Move-outs:

CHH had 81 Move-ins for May and Tenant Placement staff have 78 units on offer with scheduled move-in dates for June and July.

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 May was 26. 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.

- 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 66% or 315 units.
- 55 units of the remaining 161 vacant units are being worked on by contractors.
- Units being addressed with this funding are a subset of the overall vacant unit count of 368.
- 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:**

July & August 2024: Written updates will be provided via email to the Board  
September 2024: Next Update Report will be presented

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:**

No appendices.

AS/awr



<b>Date:</b>	Tuesday, June 25, 2024
<b>Report to:</b>	Board of Directors CityHousing Hamilton Corporation
<b>Prepared by:</b>	Amanda Warren-Ritchie Manager, Strategy & Quality Improvement
<b>CEO/Secretary</b>	Adam Sweedland
<b>Signature</b>	
<b>Subject:</b>	<b>2023-2027 Strategic Plan Annual Progress Report (Report #24020)</b>
<b>Report Type:</b>	<b>Information</b>

**Recommendation(s):**

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

**Executive Summary:**

This report summarizes strategic activities CHH (CityHousing Hamilton) will achieve in 2024. The approved Strategic plan is a five-year road map with achievable milestones and targets. In the face of Hamilton's housing affordability issues, the Strategic Plan supports the City of Hamilton and CHH's objectives of housing affordability and

accessibility. CHH's strategic plan is proactive and actionable to address the broader City's housing objectives and clarifies the future direction of CHH.

The report outlines the detailed progress CHH made on the deliverables established in 2023 to meet the strategic objectives. Appendix A to Report 24020 provides a summary of progress by deliverable.

### **Background and Additional Information:**

CHH's strategic priorities are the following:

- Priority # 1: Empower tenants with the support and services they need to thrive;
- Priority # 2: Preserve and upgrade CHH's current housing stock;
- Priority #3: Develop new and inclusive affordable mixed housing while building strong and successful multi-generational communities; and
- Priority # 4: Strengthen our people and performance.

This report provides an update on the progress made in implementing the 2023 deliverables needed to achieve these strategic priorities.

### **Priority # 1: Empower tenants with the support and services they need to thrive.**

*Strategy # 1: Foster equitable, diverse, and inclusive communities within CHH.*

2023 Deliverables:

- An EDI Specialist is hired to support this work (*completed*);
- The tenants' need assessment commences to identify realities and needs relating to EDI in CHH communities (*not completed*).

In April 2023, the CHH Board approved the permanent FTE to support this work. After some challenges in recruiting for this position, CHH hired an EDI (Equity, Diversity, and Inclusion) Specialist in February 2024.

This position is actively developing an Inclusion, Diversity, Equity & Accessibility (IDEA) Roadmap (Report #24020). The roadmap is broken into five phases (environmental scan, development, implementation, monitoring, and evaluation, and adapt and maintain). The goal is to work collectively with tenants and staff to ensure services, policies and programs echo the needs of CHH communities at present and in the future. (*Current Status: Behind schedule but back on track to meet 2025 and 2027 deliverables as planned*)

*Strategy #2: Prioritize safety and security for tenants and work collaboratively to develop community safety plans in CHH buildings and neighbourhoods.*

2023 Deliverables:

- A Community Safety Specialist has been hired (*complete*);
- A review of best practices has been undertaken through an environmental scan (*complete*); and
- Appropriate stakeholders and partners from across the City provide expertise and synergies within the community (*in progress*).

In September of 2023, the new Community Safety Specialist (now titled Supervisor, Community Safety) joined CHH. This role is currently reviewing safety policies and procedures to increase CHH's responsiveness and accountability to tenant safety. An environmental scan has been completed and is being reviewed to determine which community safety practices and approaches best reflect the needs of CHH communities.

The Supervisor is also working to build meaningful, trusting, and productive relationships by meeting with staff and tenants from across all CHH communities regularly. In addition, the Supervisor has been meeting with Hamilton Police Services to improve our mutual understanding about the issues in CHH communities and working closely with CHH's third-party security vendor to better align services and needs. One tangible example of this work includes a partnership between Hamilton Police Services, CityHousing Hamilton, Niwasa Kendaaswin Teg, McQuesten Planning Team, Wesley, De Dwa De Dehs Nye Aboriginal Health Centre, and Boys and Girls Club. This partnership provides wrap around supports that include life skills, recreation activities, employment skills, counselling, wholistic wellness, culturally relevant activities, Elders, ceremonies, land-based activities, primary care and street outreach, youth gang education and awareness.

Next steps include:

- Consult with the Tenants First Committee and complete targeted community engagement activities based on the committee's feedback;
- Completing Crime Prevention through Environmental Design (CPTED) audits at identified properties; and
- Completing a detailed analysis of CHH's current security systems and creating recommendations for a comprehensive approach to security and safety

*(Status: Ontrack to complete)*

*Strategy #3: Develop community partnerships to provide appropriate resources, programs, and services for our tenants.*

2023 Deliverables:

- A part-time Project Manager is hired, and work has begun to assess CHH's current partnerships (*not completed – temporary change in direction*);
- A full-time grant writer has been hired, undertaken prospect research and initiated a fund development plan to support this work (*not completed – temporary change in direction*).

The 2023 identified deliverables were paused considering the confidential recommendations identified in the Tenants First Refresh Plan (Report 23007(a)). These recommendations are being implemented with the expectation this work will resume with more appropriately aligned resources to support this work and achieve greater impacts.

The recommendations also included the creation of a Tenants First Team (TFT, a tenant-led advisory committee) to provide guidance, perspective and participate in decision making impacting communities. This is a critical component of understanding programming needs in the communities. A transitional TFT has now been established.

The transitional TFT is working to formalize the Terms of Reference for Board review and approval. The Terms of Reference will reflect a democratic approach to permanently including and ensuring tenant participation from across all CityHousing communities is incorporated into strategic planning and decision making. It is also developing its inaugural annual work plan. This initiative promotes the incorporation of critical tenant perspectives and feedback into CHH decision making, policy development and programming.

*(Current Status: Behind schedule but back on track to meet 2025 and 2027 deliverables as planned)*

## **Priority # 2: Preserve and upgrade CHH's current housing stock.**

*Strategy # 1: Provide timely and responsive maintenance to CHH's portfolio.*

2023 Deliverables:

- Quality improvements have been made in respect to technology solutions and invoicing (*in progress*);
- CHH works steadily on updating service contracts (*in progress*);

- CHH begins to explore solutions for preserving its housing stock (*in progress*).

CHH is investing in technology solutions to enhance reporting and analysis to increase the lifetime of assets. Asset Planner is the software solution used to help CHH understand conditions of building assets, manage preventative maintenance work, and allows CHH to make informed decisions on asset renewal expenditures.

Additional resources were approved in 2023 to support the work needed to update the many contracts for the services delivered in CHH communities – such as landscaping, electrical, laundry, etc.

In December 2023, the Board approved the budget to support an updated preventative maintenance plan and the resources to support a demand and unplanned capital work. This work is currently being implemented.

In addition, the Board approved a Vacancy Renewal and Management Plan (Report #23009). The Plan serves to recalibrate CHH's ability to sustain and keep pace with unit turnovers on an ongoing basis and reset the current backlog of units and achieve target (2%) by December 2024. The City of Hamilton experienced a cybersecurity incident in February 2024. As a result of this incident staff reverted to a manual tracking and monitoring process. The current vacancy rate is estimated to be 5.17% (368 units). (*Status: Ontrack to complete by December 2024*)

*Strategy # 2: Develop plans and build CHH's capacity to address its aging stock incrementally.*

2023 Deliverables:

- CHH staff members receive internal resource training to enhance knowledge and understanding of asset management (provided by the City) (*complete*);
- Data collection and analysis commences as part of new development work (*in progress*).

The Municipal Act, 2001, (O. Reg 588/17) requires CHH to have an approved Asset Management Plan (AMP) which identifies opportunities to build capacity and promote sustainability within its portfolio. CHH collaborated with the City of Hamilton's Corporate Asset Management Division to develop a strategy that measures, analyzes replacement costs, age, condition, and overall quantity of assets. It also included a training component to help co-develop the AMP between the City and CHH.

The AMP includes several continuous improvement items which will be incorporated into 2025/2026 workplans.

*(Status: Complete with future actionable items)*

*Strategy #3: Repair and renew 63% of CHH's units with funding support of \$194 million from CMHC and other stakeholders*

2023 Deliverables:

- CHH has established the capacity and secured the required resources to undertake the work *(in progress)*.
- CHH proactively monitors the required funding and capacity requirements for this repair and renew project *(in progress)*.

This project is governed by a contract between the City of Hamilton, Canada Mortgage and Housing Corporation (CMHC) and CHH with funding commitments from all three parties. It includes several specific outcomes to be achieved by the end of 2028:

- The scope of work must include in identified communities representing approximately 4,500 CHH units (or 63%);
- Energy consumption and Greenhouse Gas emissions must respectively be reduced by 25% compared to 2017 baseline levels; and
- There is a 20% increase in accessibility in units and 100 % in common areas.

The Board has received semi-annual updates on the progress of this project. In June 2024, a more comprehensive annual reporting schedule will replace the semi-annual updates. This better reflects available data cycles, particularly as related to energy initiatives and achievements. However, financial information will continue to be included as part of the semi-annual reports and year end reporting requirements.

A comprehensive project plan (a scheduled list of projects) was developed to support CHH's ability to achieve the outcomes required in this agreement incremental over the term of the agreement.

*(Current status: in progress – tracking below metrics but expected to meet requirements)*

*Strategy #4: Implement energy and environmentally sustainable strategies to create efficiencies within tenants' units and all CHH properties*



## 2023 Deliverables:

- A dedicated Project Manager for Energy, Water and Sustainability is hired and has begun to assess opportunities for process improvements to create initial energy efficiencies and cost savings (*incomplete – change in direction*)

CHH currently has a Senior Project Manager, Energy Initiatives as part of its Asset Renewal team. As this work was reviewed, it was determined there is greater opportunity to achieve similar and additional outcomes by focusing on system optimization. The job description is in development, and recruitment for this position will commence in summer 2024.

In June 2024, the Asset Renewal team will present a report to the Board outlining some emerging opportunities and a proposal to increase energy efficiencies, improve tenant comfort and reduce GHG emissions in our communities.

*(Current status: behind schedule but in progress to meet deliverables)*

**Priority #3: Develop new and inclusive affordable mixed housing while building strong and successful multi-generational communities.**

*Strategy #1: Pursue current development projects to ensure success.*

## 2023 Deliverables:

- CHH's project team continues to monitor scope, design, procurement, and construction of its six development projects and adjusts accordingly (in progress and ongoing);
- CHH purposefully reaches out to funders, supporters, and stakeholders to champion affordable housing solutions in Hamilton (in progress and ongoing).

CHH's project team continues to monitor scope, design, procurement, and construction of its development projects and adjusts accordingly. Currently this includes four projects in construction, two in planning, and several more in feasibility.

- **Project Updates:**

- **257 King William Street** is scheduled to be completed by the end of July 2024. The tenant population is expected to be high acuity, as such the City has provided funding for a pilot program to offer supportive housing. CHH is working with an agency that will render these services, who will also operate the building on behalf of CHH.

- **106 Bay Street North** is scheduled to be completed by the end of October 2024. The CHH Development team is working with all departments within the organization to ensure a seamless 'hand-over' and to ensure that tenants can move in as soon as possible.
  - **58 Macassa Avenue** is a portion of unused land that was committed to CityHousing Hamilton for development and is in the process of being severed.
  - **55 Queenston Road** is the first of two buildings being built on the former City Motor Hotel site. Progress has been good, and we are looking forward to welcoming tenants to this building late 2024/early 2025
  - **1620 Main Street East** is the second of two buildings at the City Motor Hotel site. This one is constructed using a panelized modular mass timber system, a first for CityHousing Hamilton. Progress is following closely after 55 Queenston Rd and we are expecting to welcome tenants by Fall 2025.
  - **8 Roxanne Drive** is the first building completed using a partnership approach with a developer. Most of the land at this former CityHousing Hamilton townhouse complex was sold to a developer in exchange for funding the construction of a new 103-unit building. This building has been occupied for approximately 1 year.
  - **405 James St North** began before 8 Roxanne Dr and has experienced significant challenges including an appeal by CN Rail of the City's official plan and zoning bylaw amendment. Significant effort has been expended on responding to CN's concerns and all parties continue to work towards a settlement. If a settlement is not possible a hearing with the Ontario Land Tribunal has been scheduled for February 2025.
  - **Darko Vranich Donations** A local developer has offered to purpose construct a building for CHH to operate and eventually own in exchange for charitable donation tax receipts. The CHH board has authorized CHH Staff to continue working on incorporating a charitable organization and developing site-specific agreements.
- **Additional Successes:**
- The launch of the [Development and Revitalization](#) website section, detailing the stories and project updates relevant to our community.
  - Securing innovation funding from FCM for a high-performance, all electric, solar-integrated, volumetric modular project at 257 King William –one of the firsts of its kind.

- Creative advocacy through the Hamilton is Home coalition of affordable housing developers towards new funding streams and reductions in prohibitive charges.

*Strategy #2: Develop a socially sustainable 20-year long-term housing strategy for Hamilton that focuses on inclusivity, multigenerational living, mixed income housing, and community revitalization.*

2023 Deliverables:

- CHH identifies the competencies and expertise required to support the research and feasibility work and hires staff and consultants as needed (*complete*);
- CHH begins to gather best practices and data to examine housing demand in Hamilton and to undertake a portfolio analysis of CHH's current stock (*in progress*).

In 2023, the Portfolio Management Committee (PMC) was re-established with a revised and primary focus to advance a sustainable 20-year development strategy.

CHH has engaged a consultant team to develop a comprehensive decision-making framework for long-term development of affordable housing and establish clear directions for this work. This framework will assist to analyze housing needs, explore, and identify potential development opportunities within or outside the existing portfolio of assets, and validate the financial viability of affordable housing development. The strategy will set direction to guide the ambitious delivery of new inventory of affordable housing throughout Hamilton long term.

*(Status: Ontrack to complete in Q4 2024)*

#### **Priority # 4: Strengthen our people and performance.**

*Strategy #1: Embed equity, diversity and inclusivity across CityHousing Hamilton*

2023 Deliverables:

- An EDI Manager is hired to support this work along with EDI efforts undertaken with tenants (Priority 1, Strategy 1);
- An internal needs assessment is initiated to understand employee needs as they related to EDI
- EDI training and education commences for Board and people leaders in the organization

Refer to comments under Priority 1, Strategy 1.

*(Current status: Behind schedule but in progress)*

*Strategy # 2: Continue to build an organizational culture of quality improvement, high performance, operational excellence, and results-based accountability.*

2023 Deliverables:

- A full-time trainer is hired to support orientation, address continuous learning, ensure adherence to policies, build standardization, and promote efficiencies *(not completed – change in direction but still in progress with current resources)*
- Training and orientation development and delivered to support staff safety, health, and wellness *(in progress and ongoing)*
- A governance action plan is developed in consultation with Board members to identify where they will actively champion the strategic plan priorities *(in progress - not completed)*
- An annual operational planning process and reporting structure is developed to support the successful implementation of the strategic plan *(completed)*
- CHH improves its infrastructure by introducing an intranet platform *(completed)*, enhancing integration between software solutions *(in progress)*; rolling out internal audit tools *(in progress)* and automating metrics *(in progress)*
- CHH continues to streamline internal process improvement strategies for arrears and vacancies; policy review and departmental workflows *(in progress)*

An internal compliance and audit plan is being developed for implementation in late 2024/early 2025. This will provide leadership with the metrics to understand how well staff are functioning with internal policies by measuring compliance, quality assurance, consistency and understanding. This will, in turn, drive the work to develop and plan for any necessary training or process changes with the goal of achieving and maintaining an acceptable level of compliance and continuous improvement tolerances. In the interim, ongoing staff training continues within current staff resources through the Strategy and Quality Improvement team.

The training needs for staff are ongoing and the changes are ever evolving. There has been significant work focused in this area including review of training options available and/or delivery of non-violent crisis intervention training, compassion fatigue and vicarious trauma training. CHH participated in the City of Hamilton's Our People Survey which provided very good direction from staff about how CHH leadership needs to prioritize training efforts to meet staffs' needs.

The Tenants First Refresh Plan was approved by the Board in September 2023. The Refresh Plan is a strategic implementation framework to position CHH to best meet its strategic priorities of Flourishing Communities, Pride in Home, Neighbourhood Revitalization, and a Whole Team Approach. It refocuses all levels of the organization from front line staff to the Board along the following three principles:

1. Tenants are the reason for CHH;
2. Current and future generations count on CHH to provide sustainable and quality housing; and
3. Tenants expect CHH to be properly structured and resourced to support these principles.

In line with these principles, the Tenants First Refresh Plan structures CHH departments under three Service Pillars:

1. High Quality Tenant Experience
2. Excellence in Portfolio Management
3. Optimal Organizational Performance

Its specific deliverables are also threefold:

1. Drive a tenant and service-delivery focused culture in the organization;
2. Embed and formalize a structure to ensure tenants have the ability to meaningfully contribute and participate in decision-making; and
3. Resource CHH appropriately to better achieve tenants' needs (budget, staff, technology, equipment).

In November and December 2023, all departments participated in team discussions about the Tenants First Refresh Plan. Staff discussed our workplace culture, challenges to providing consistent high-quality service, resources required to improve our ability to meet tenants' needs, and our current organizational structure.

CHH then hosted 13 staff focus groups on specific topics in February and March 2024. Employees shared their strong desire to improve the service we offer to tenants and identified several significant challenges and opportunities for our organization. The feedback led to the creation of quick wins and next steps for the Tenants First Refresh Plan to ensure we are investing resources in business areas that will allow us operationally to meet our strategic priorities.

As we move forward with the quick wins and next steps, staff will continue to be informed, supported, and provided with opportunities to ask questions and engage with CHH Leadership about the Tenants First Refresh Plan.

Various working groups to look at policies and processes (e.g., invoicing, vacancies, resourcing, etc.)

*(Status: On track to complete)*

*Strategy 3: Implement a communication plan that effectively informs and engages tenants, staff, and community stakeholders*

2023 Deliverables:

- CHH’s internal communication strategy includes: (i) staff targeted CEO updates, newsletter, videos, town halls, etc.; (ii) tenant focused communication in multiple languages across a breadth of mediums including updates, newsletters, videos and virtual communication, tenant engagement, etc.; (iii) with the City of Hamilton to understand CHH’s services and to support mutual goals *(in progress)*
- CHH’s external communications strategy includes a greater focus on: increased branding, signage, videos, community-based campaigns, collaborations, sponsorships, and media relations *(in progress)*

The effectiveness of CHH’s internal and external communications were central to discussions with tenants, staff, and stakeholders in 2023. A comprehensive CHH-specific communications strategy and plan is currently being developed. It is also planned as the first project to be co-developed with the Tenants First Team. The plan will have three strategic focus 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.

The plan will also drive a review of the relationship between the City of Hamilton and CityHousing Hamilton as it relates to the delivery of communications services. The focus areas noted will drive the development of an updated Service Level Agreement for the communications services which can be appropriately or effectively delivered by the City of Hamilton on behalf of CHH and those services which are more appropriately and effectively delivered by directly by CHH.

*(Current status: in progress)*

*Strategy #4: Strengthen the organization's financial sustainability and funding base to support our mandate*

2023 Deliverables:

- CHH incrementally increases funding to support its needs and achieves its 5-year strategic plan *(in progress)*
- The new CEO, Board, leadership team and the City of Hamilton help to identify and secure new funding and resources, where possible *(in progress)*

In 2023, CHH was able to successfully work with the City of Hamilton to achieve an interim funding model change for 2024 and a commitment to engage an external consultant to complete a comprehensive review of CHH's financial needs from an operational and capital perspective and with the intention of determining a funding model which will ensure CHH's long-term financial sustainability. The recent impacts from a cybersecurity incident impacting the City of Hamilton and CHH has delayed the issuance of the RFP for this analysis. Accordingly, it is expected to delay the review and will focus on a recommendation for the 2026 budget year.

*(Current state: in progress)*

CHH leadership team meets regularly to review the operational progress on the strategic priorities to ensure resources are allocated to achieve our priorities and strategies. Continued refinement and analysis will occur to ensure our strategic priorities are tailored to CHH's emerging needs and opportunities with the housing environment in Hamilton. Our strategic plan's most important goal is to support the current and future generations of tenants who count on CHH to provide high quality housing.

**Consultation:**

All CHH Departments

**Financial and Legal/Risk Considerations:**

N/A

**Next Steps and Milestones:**

November 2024: 2023-2027 Strategic Plan Update on milestones completed

**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 2023-2027 Strategic Plan Progress

AS/amw





# **2023-2027 Board of Directors**

## **Strategic Plan Annual Progress**

### **Report #24020**

CHH Board of Directors, June 25, 2024

# 2023-2027 Strategic Plan Priorities



Flourishing Communities: Empower tenants with the supports 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 while building strong and successful multigenerational communities



A Whole Team Approach: Strengthen our people and performance.



# Flourishing Communities – 3 Strategies

Foster equitable, diverse, and inclusive communities within CHH

- EDI Specialist hired in 2024 and actively working to deliver on the 2024 workplan shared with Board

Prioritize safety and security for tenants and work collaboratively to develop community safety plans in buildings and neighbourhoods.

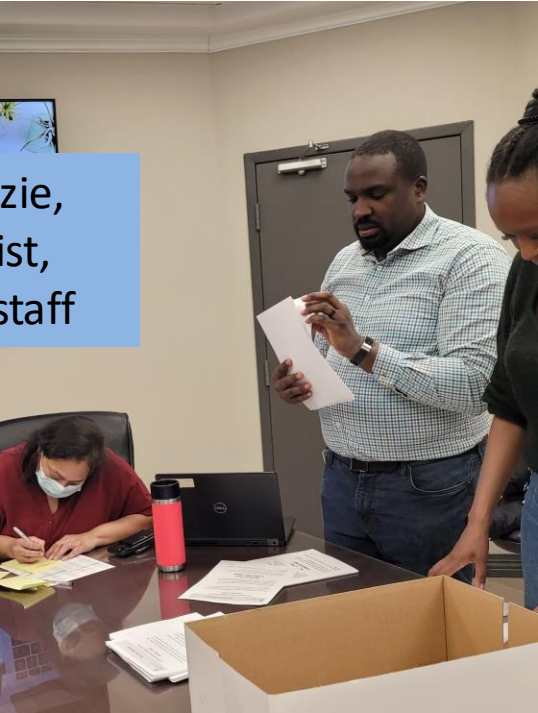
- Supervisor, Community Safety works directly with staff and tenants in communities to respond and assess safety issues
- Strengthening relationships with Hamilton Police and planning expansion and improvements to CHH's overall Strategic Safety and Security Plan

Develop community partnerships to provide appropriate resources, programs, and services for our tenants.

- Staffing resources needed to best support this strategy are being reviewed
- Tenants First Team (tenant advisory committee) has been convened

# Examples

Adrian McKenzie,  
Equity Specialist,  
working with staff



Tenant Wellness  
Volunteers



Phil Duncan,  
Supervisor  
Community Safety  
speaking at event



# Pride in Home – 4 Strategies

Provide timely and responsive maintenance to CHH's portfolio.

- CHH Board approved an expanded preventative maintenance plan in 2023.
- In-house cleaning pilot began in late 2023
- Vacant unit management plan includes structured timelines and standardization with respect to materials and finishes

Develop plans and build CHH's capacity to address its aging stock incrementally.

- CHH staff completed the exercise with City of Hamilton staff to establish the first Asset management Plan

Repair and renew 63% of CHH's units with funding support of \$194 million from CMHC and other stakeholders.

- CHH is actively delivering the multiple capital projects to meet established CMHC metrics in the repair and renewal plan.

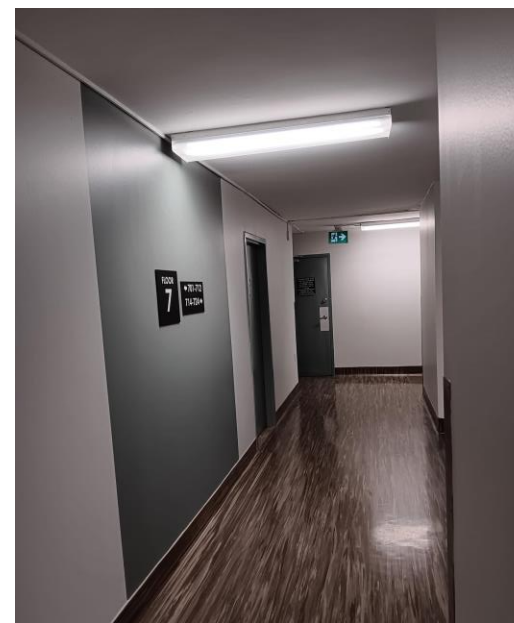
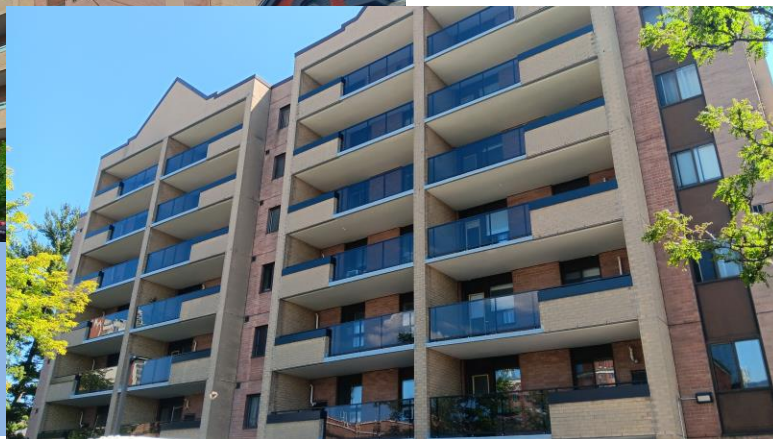
Implement energy and environmentally sustainable strategies to create efficiencies within tenants' units and all CHH properties.

- A wide range of energy conservation initiatives have been implemented or are planned as outlined in two reports for this June 25 meeting.

# Examples



Balcony transformation  
185 Jackson St E

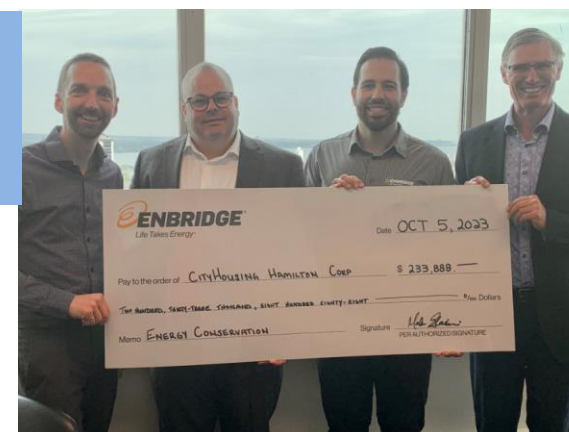


Corridor transformation  
555 Queenston Road



In-house Cleaning  
CHH Caretakers at work

Enbridge  
Cheque  
Presentation





## Neighbourhood Revitalization – 2 Strategies

Pursue current development projects to ensure success.

- Four projects (161 units) currently in development with expected occupancy dates beginning in July 2024 until November 2025
- Continue to push for resolution at Jamesville
- New development opportunities continue to be scoped and planned (e.g. Macassa)

Develop a socially sustainable 20-year long-term housing strategy for Hamilton focused on inclusivity, multigenerational living, mixed income housing, and community revitalization.

- A talented consultant team are now actively working to create a development framework to support a portfolio analysis to create a long term development plan

# Examples



106 Bay St N  
(55 units)  
~October 2024



55 Queenston (40 units)  
~March 2025



257 King William (24 Units)  
~July 2024



1620 Main St E (42 units)  
~November 2025





## A Whole Team Approach – Strategies 1 & 2

Embed equity, diversity and inclusivity across CityHousing Hamilton.

- EDI Specialist has introduced Brave Space conversations for people leaders and staff
- Reinstated a social committee to encourage post-pandemic (re-)connection through different activities which promote celebrating diversity and inclusivity

Continue to build an organizational culture of quality improvement, high performance, operational excellence, and results based accountability.

- Tenants First service pillars designed to ensure staff see how their work first within the organization's mission
- Actively promoting staff participation in decision making and improvement activities through issue-based focus groups and dynamic communications

## A Whole Team Approach – Strategies 3 & 4

Implement  
a communication plan that  
effectively informs and  
engages tenants, staff and  
community stakeholders

- Communications Coordinator has been posted and recruitment is expected to align with the rollout of CHH's first comprehensive strategic communications plan which will include multiple actions and initiatives along three focus areas:
  - Tenants First Focus
  - Digital Focus
  - People and Performance Focus

Strengthen  
the organization's  
financial sustainability and  
funding base to support  
our mandate

- The CEO and CFO secured a modified subsidy model for 2024 and a commitment from the City to complete a comprehensive financial analysis which identifies and recommends a sustainable funding approach for CHH


# Scorecard

Priority Area	Deliverables	Not Complete	In Progress	Complete
Flourishing Communities	7	3	1	3
Pride in Home	8	1	5	2
Neighbourhood Revitalization	4	0	3	1
A Whole Team Approach	13	3	8	2
<b>Totals</b>	<b>32</b>	<b>7</b>	<b>17</b>	<b>8</b>

# Strategic Plan Annual Progress

**Thank you.**



<b>Date:</b>	June 25, 2024
<b>Report to:</b>	Board of Directors CityHousing Hamilton Corporation
<b>Prepared by:</b>	Bernice Lilley Manager, Asset Renewal  Chris Shilton Senior Project Manager, Energy Initiatives
<b>CEO / Secretary Signature:</b>	Adam Sweedland  
<b>Subject:</b>	<b>Asset Renewal Annual Report (Report #24023)</b>
<b>Report Type:</b>	<b>Information (to be received)</b>

**Recommendation(s):**

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

**Executive Summary:**

This report has been prepared to provide an update on the Key Performance Indicators (KPIs) of the Asset Renewal team. These KPIs pertain to the requirements of the funding agreement under the Co-Investment Fund with the Canada Mortgage and Housing Corporation (CMHC).

The next update report on these KPIs is expected to be presented to the Board of Directors in June 2025.

### **Background and Additional Information:**

#### Energy Initiatives Key Performance Indicators

CityHousing Hamilton Corporation (CHH) has entered into a multi-year capital repairs funding agreement under the Co-Investment Fund with the CMHC. As part of this funding agreement, CHH is required to achieve a 25% reduction in energy consumption and greenhouse gas emissions by 2028 as compared to 2017 levels. Staff have established a tracking and reporting methodology with CMHC, to monitor progress. The methodology involves a weather-normalized analysis of utility data across the portfolio using RETScreen software, consistent with federal government practice<sup>1</sup>. This means we're tracking and reporting on the energy consumption and greenhouse gas emissions trends that aren't attributed to changes in weather. In other words, we aren't reporting any "savings" when less energy is required simply from having a calendar year of milder weather; and we're not reducing the "savings" by the amount of additional energy that is required during harsher weather calendar years.

Since weather and utility data are sometimes retroactively adjusted by weather stations and utility companies for accuracy, it's possible that future changes may be required to correct the previous year of reporting; however, these changes are expected to be minimal and will be reflected in future reports.

In accordance with the above noted tracking and reporting methodology developed by CHH Staff, the last complete calendar year of utility data demonstrates that as of December 31, 2023, CHH has achieved the following:

- a 13.1% reduction in energy consumption; and
- a 13.6% reduction in greenhouse gas emissions.

The official reductions in energy consumption and greenhouse gas emissions as they relate to the funding agreement will be assessed by third party consultants and confirmed by CMHC; however, the tracking and reporting methodology developed by CHH Staff is comprehensive, and provides a good indicator of progress against targets.

Staff have also estimated the impacts from the remaining capital projects budgeted for under the CMHC Co-Investment funding. Based on the progress achieved to date and the estimated impacts of the planned capital projects, Staff are estimating that there

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<sup>1</sup> Her Majesty the Queen in Right of Canada, represented by the President of the Treasury Board. (2020). ISSN: 978-0-660-24164-7. *Greening Government Strategy: A Government of Canada Directive*. <https://www.canada.ca/en/treasury-board-secretariat/services/innovation/greening-government/strategy.html>

may be a possible deficit in achieving the energy savings and emissions targets by 4.73% and 2.17% respectively. In order to achieve the required targets established in the CMHC agreement, refer to Report #24024 to resolve the possible deficit.

### Utility Incentive Funding

In 2023, CHH received \$309,517.60 in utility incentive funding; \$233,888.00 of which was in the form of cash, and \$75,629.60 of which was in-kind for the following completed work:

- energy recovery ventilators installed at three of CHH's high-rise apartment buildings;
- completing an energy audit at one of CHH's mid-rise apartment buildings; and
- completing in-suite energy-efficiency upgrades (e.g., fridges, smart thermostats, LED light bulbs, etc.) at one mid-rise apartment building and one townhouse property.

The above-noted utility incentive funding forms one component of CHH's energy funding strategy outlined in Report #24024.

### Capital Project Key Performance Indicators

The CMHC funding opportunity opened in 2017, the City of Hamilton and CHH received approval and signed the agreement in December of 2021. Therefore, the proposed projects were condensed into the remaining years to 2028. This created a backlog of projects along with supply chain issues and staffing requirements.

### CHH Current Project Status

Active projects 123

Completed projects 101

Cancelled projects 4

### Status Funded Capital Projects

The Appendix shows the trajectory of funding currently available from 2021, the approval year of the funding onward. It also breaks the funding into project status and reserve.

**Consultation:**

Internal CHH Departments: Asset Renewal

External: n/a

**Financial and Legal/Risk Considerations:**

n/a

**Next Steps and Milestones:**

June 2025: Next Update Report will be presented.

**Strategic Alignment:**

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

- PRIDE IN HOME: Preserve and upgrade CHH's current housing stock.

**Supporting Presentations and Appendices:**

Presentation and Appendix A attached

AS/bl

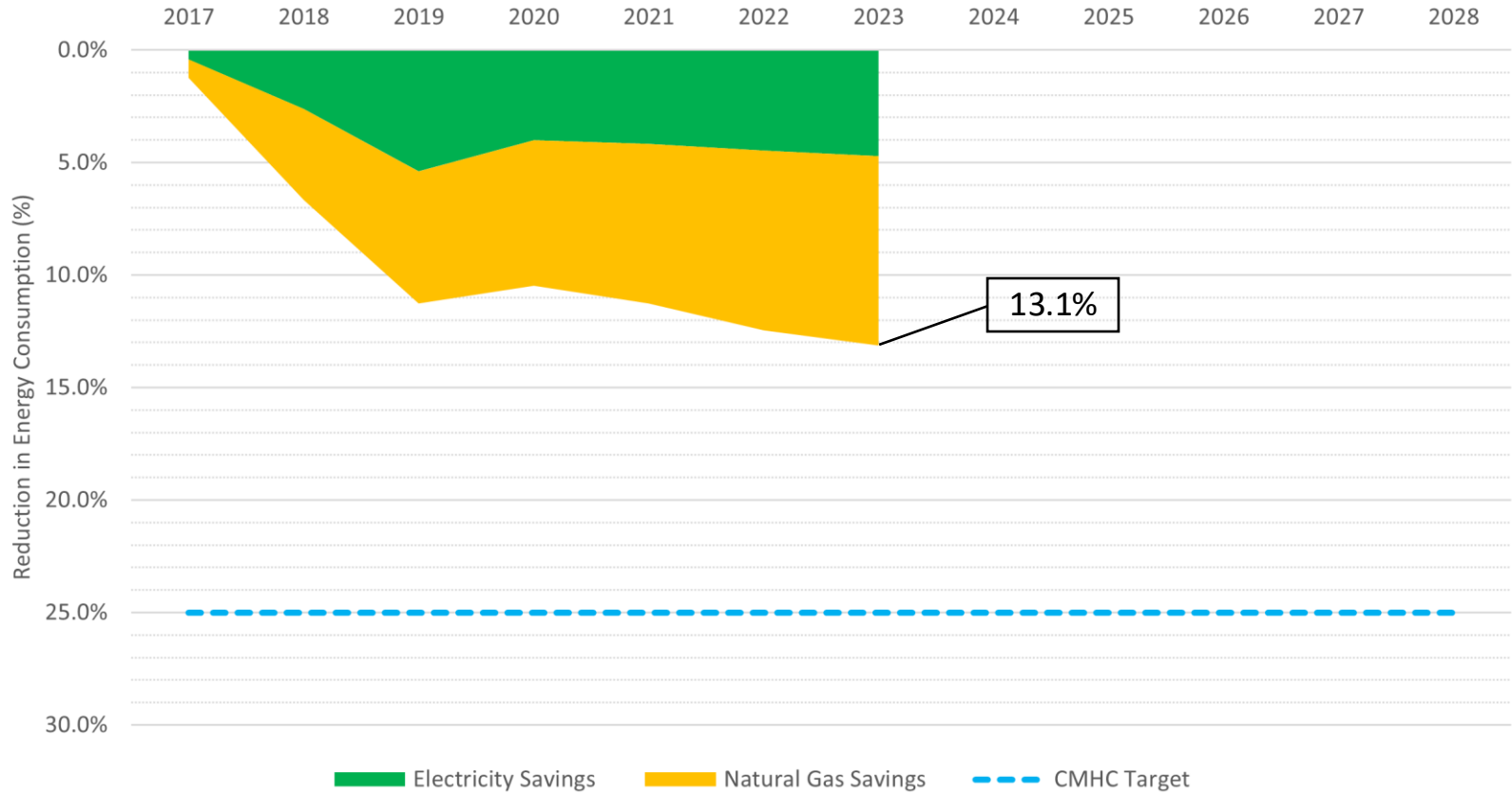




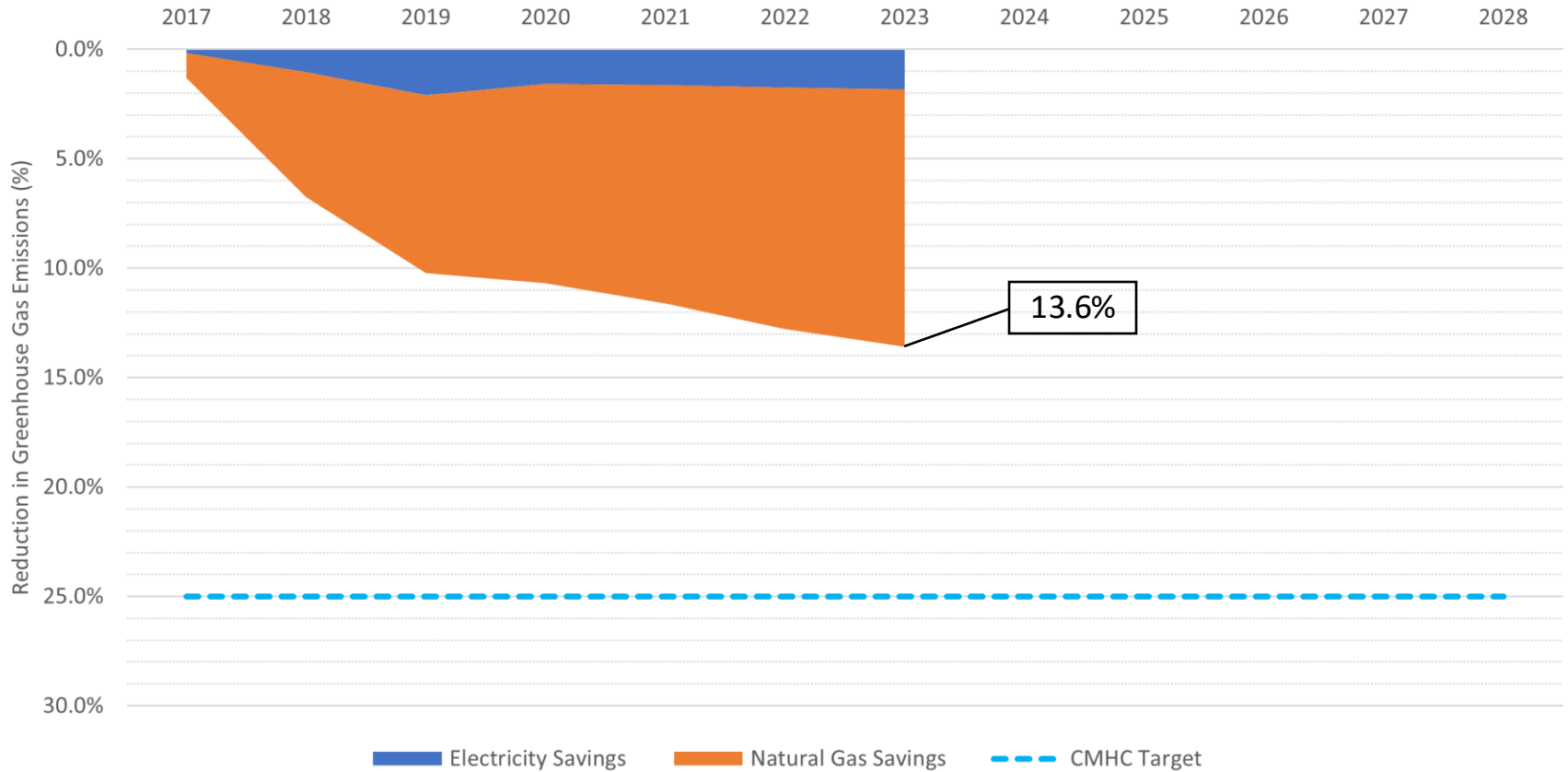
## **Asset Renewal Key Performance Indicators**

June 25, 2024

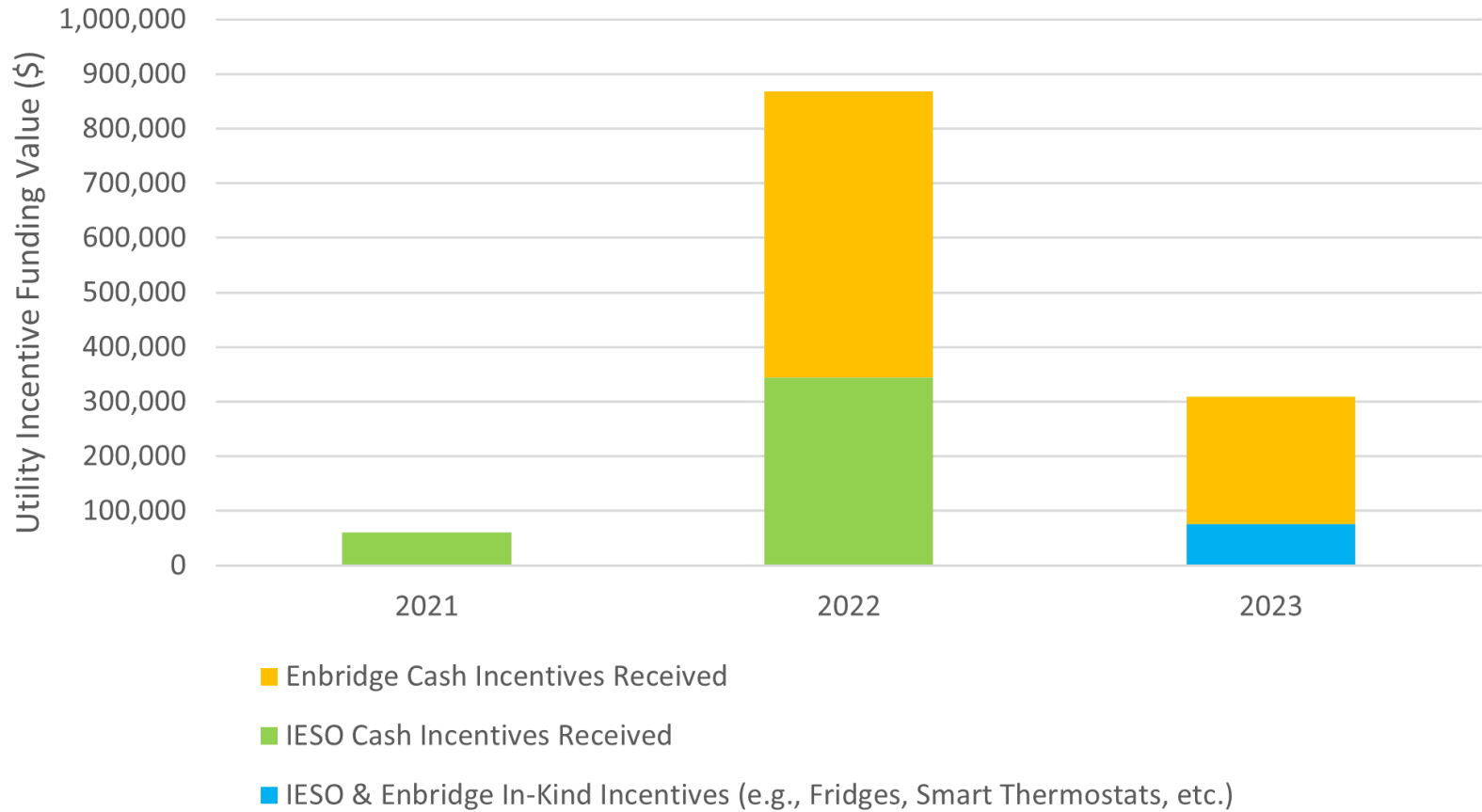
## Weather-Normalized Reduction in Energy Consumption



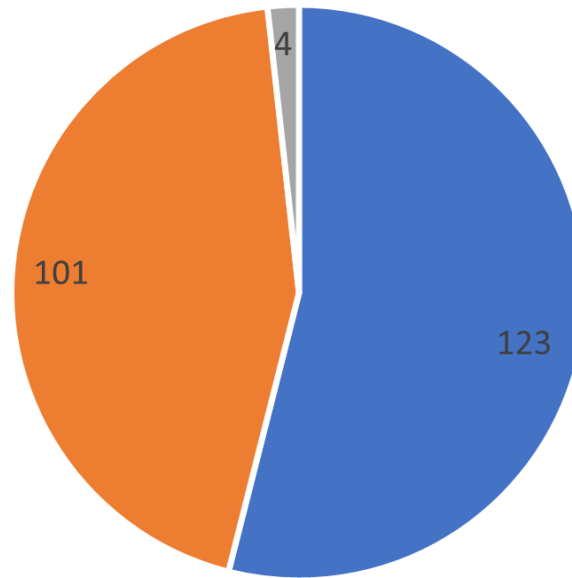
## Weather-Normalized Reduction in Greenhouse Gas Emissions



## Utility Incentive Program Funding

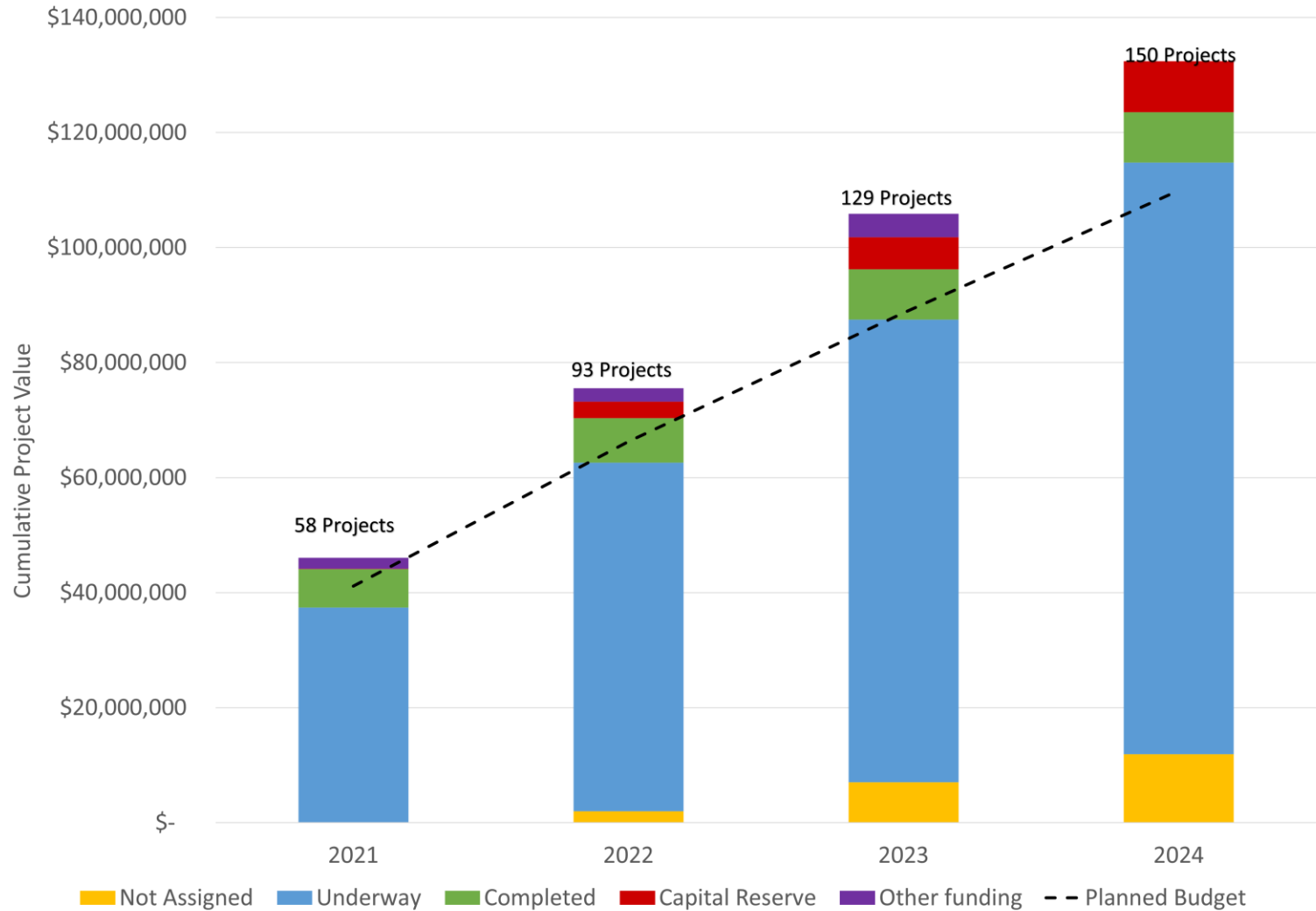


## Capital Project Status (Budgeted in 2018-2024)



■ Underway ■ Completed ■ Cancelled

CMHC Co-Investment Funded Capital Projects Status - Cumulative



**ASSET RENEWAL CAPITAL PLAN - PROJECT UPDATE**

ADDRESS		DESCRIPTION	BUDGET (less 1.73% unrecoverable H.S.T.)	STATUS UPDATE	COMMITTED FUNDS TO DATE
<b>2019 Capital Project Update as at June 10, 2024</b>					
<b>2019 CAPITAL RESERVE</b>					
20/30	Congress Crescent	Risers	\$1,965,400.00	See CMHC2115/Funds of \$1,941,855.00 redirected to Revolving Funds	\$1,965,400.00
226	Rebecca Street	EIFS repairs	\$982,700.00	Construction is ongoing. Work 15% complete.	\$713,379.24
120	Strathcona Avenue	Emergency Generator	\$58,629.92	See CMHC2112	\$38,300.00
<b>2019 Capital Reserve Completed</b>					
20/30	Congress Crescent	Asbestos abatement	\$3,208,515.50	Complete	\$3,051,344.35
95	Hess Street South	Elevator replacement	\$687,890.00	Complete	\$478,271.35
350/360	King Street East	1st floor HVAC duct work replacement	\$298,151.18	Currently funded by COH.	
405	York Boulevard	Exterior Cladding - Masonry	\$540,485.00	Complete	\$499,670.00
120	Strathcona Avenue	Emergency Generators - Consulting	\$393,080.00	Complete	\$38,300.00
155	Park Street South	Emergency Generators - Auto Transfer Switch Replacement		Complete	\$17,934.00
	Various	Emergency Generators - TSSA Review - Consulting		Complete	\$21,686.10
395		Emergency Generators		Complete	\$255,134.98
801		Emergency Generators		Complete	\$1,975.00
Various		Emergency Contingency- See Below	\$294,810.00		
Various		Asset Planner Annual Fees	Emergency/Contingency	Complete	\$18,700.00
30	Sanford Avenue South	Parking Garage Pressurization Fans - Compliance	Emergency/Contingency	Complete	\$116,636.00
Various		Cladding Investigation		Complete	\$31,985.00
555	Queenston Road	Backflow Preventors - Compliance	Emergency/Contingency	Complete	\$21,336.00
249	Governors Road	Water Main/Retaining Wall - Compliance	Emergency/Contingency	Complete	\$42,780.00

## ASSET RENEWAL CAPITAL PLAN - PROJECT UPDATE

ADDRESS		DESCRIPTION	BUDGET (less 1.73% unrecoverable H.S.T.)	STATUS UPDATE	COMMITTED FUNDS TO DATE
<b>2020 Capital Project Update as at June 10, 2024</b>					
<b>2020 CAPITAL RESERVE</b>					
350/360	King Street East	Sanitary Lines Replacement - Phase 1	\$1,344,333.60	See 2021 update. C2106 Additional funds from surplus	\$1,545,937.05
120	Strathcona Avenue	Window Replacement	\$2,161,940.00	Construction is underway. See CMHC2128 additional funds	\$2,161,940.00
	Various	Emergency Generators	\$687,890.00	See Below	\$663,853.03
120	Strathcona Avenue	Generator and Fire Pump		Contractor is approximately 95% complete	\$67,146.25
30	Sanford Ave	Fire Pump and Electrical Repairs		Contractor has achieved Substantial Performance	\$435,662.96
	Various	Emergency Contingency (Various) - see below	\$393,080.00	See Below	\$357,917.13
	Various	Roof Anchor System Repairs		99% complete across all sites. Expect to be complete by the end of June 2024.	\$29,124.00
	Various	Asbestos (Various) see below	\$294,810.00	See Below	
555	Queenston Road	Asbestos		Project is substantially complete, close out documentation is to be received.	\$259,031.41
<b>Redirected to CMHC</b>					
95	Hess Street South	Heating Piping Replacement	\$1,474,050.00	See capital project update 2021 project code CMHC2119	\$3,190.00
<b>2020 Capital Reserve - COMPLETED</b>					
181	Jackson Street West	Elevator replacement	\$589,620.00	Complete	\$469,500.00
1150	Limeridge Road East	Roofing (Various)	\$259,900.00	Complete	\$244,208.00
980	Upper Ottawa, Unit 19	Concrete (Various)	\$118,609.00	Complete	\$49,109.00
555	Queenston Road	Emergency Generators - Transfer Switch		Complete	\$84,986.00
25	Lynden/95 Hess	AODA Assessment - Pilot Program		Complete	\$8,810.00
10	St. Andrews's Drive	Eavestrough/Downspout Replacements	\$393,080.00	Complete	\$147,470.68
580	Limeridge Road East	Accessible Ramp Unit 53		Complete	\$52,825.00
10	St. Andrew's Drive	Tree Pruning and Removal		Complete	\$9,920.00
20	Congress Crescent	Structural Review Unit 1001		Complete	\$12,300.00



## ASSET RENEWAL CAPITAL PLAN - PROJECT UPDATE

ADDRESS		DESCRIPTION	BUDGET (less 1.73% unrecoverable H.S.T.)	STATUS UPDATE	COMMITTED FUNDS TO DATE
2020 Area Rating - COMPLETED					
181	Jackson Street West	Kitchen Renovation in Common Area	\$147,405.00	Complete	
181	Main/200 Jackson	Corridor Floor Replacement	\$177,170.98	Complete	\$177,190.98
1100	Limeridge Road East	Corridor Carpet Replacement	\$38,325.30	Complete	\$38,325.30
350/360	King Street East	Dividing Wall for Common Room	\$15,723.20	Complete	
430	Cumberland	Security Fence	\$93,356.50	Complete	\$71,167.37
Canada-Ontario Community Housing Initiative (COCHI2020) - COMPLETED					
25	Lynden Avenue	Fire Pump Replacement	\$3,600.00	Complete	\$3,600.00
25	Lynden Avenue	LED Lighting Retrofit (Interior & Exterior)	\$122,837.59	Complete	\$70,265.38
25	Lynden Avenue	Unit Heater Replacement		Complete	\$41,061.16
700	Stone Church Road West	LED Lighting Retrofit (Interior & Exterior)	\$49,135.00	Complete	\$25,520.84
772	Upper Paradise	Front and Rear Door Replacements	\$147,405.00	Complete	\$177,557.12
Natural Resources Funding (NR) - COMPLETED					
30	Sanford Ave	Building Retro-Commissioning	\$47,051.68	Complete	\$47,051.68
405	York Boulevard	Building Retro-Commissioning	\$31,367.78	Complete	\$31,367.78
<b>CANCELLED</b>					
5	Maple Avenue	Elevator Controller replacement	\$343,945.00	Project Cancelled! TSSA directive requiring controller replacement has been rescinded	

## ASSET RENEWAL CAPITAL PLAN - PROJECT UPDATE

ADDRESS		DESCRIPTION	BUDGET (less 1.73% unrecoverable H.S.T.)	STATUS UPDATE	COMMITTED FUNDS TO DATE
<b>2021 Capital Project Update as as June 10, 2024</b>					
<b>2021 CAPITAL RESERVE</b>					
20 & 30	Congress	Asbestos Abatement -Phase 2	\$491,350.00	Refer to 2019 update project code C1901	\$0.00
30	Congress	Replace Generator	\$343,945.00	Contractor has achieved Substantial Performance	\$0.00
350/360	King St E	Sanitary Pipe Replacement - Phase 2	\$1,474,050.00	Construction 95% complete	\$1,786,349.00
555	Queenston Rd E	Asbestos Removal - Phase 1	\$638,755.00	See 2020 project update C2010.	\$638,755.00
226	Rebecca	Elevator Upgrades	\$786,160.00	See 2022 Project Update CMHC2208	\$182,860.00
120	Strathcona	Emergency Generator Replacement		Contractor is approximately 95% complete	\$399,853.75
	VARIOUS	Emergency Contingency (see below)	\$491,350.00	See Below	\$291,195.00
1100	Limeridge	Façade Access System Upgrade		RFQ under review	\$44,056.00
30	Sanford	Window - Consulting		See CAR2101 for update	\$20,800.00
185/206	Jackson St. East	Entrance Canopy Renewal		Design underway, to be posted on bids and tenders shortly	\$171,250.00
	VARIOUS	Asbestos Abatement (see below)	\$491,350.00	See Below	\$82,404.72
500	MacNab	Building Renewal			
	VARIOUS	1% Capital Rerserve			
<b>2021 Area Rating</b>					
30	Sanford	Window Replacement		Awaiting Councillor's approval for budget.	
<b>2021 Canada-Ontario Community Housing Initiative (COCHI2021)</b>					
30	Congress Cres.	Generator Replacement	\$491,350.00	Contractor has achieved Substantial Performance	\$491,350.00
226	Rebecca	Generator Boiler Connection	\$147,405.00	Addressing final deficiencies and collecting close-out documents.	\$147,405.00

## ASSET RENEWAL CAPITAL PLAN - PROJECT UPDATE

ADDRESS		DESCRIPTION	BUDGET (less 1.73% unrecoverable H.S.T.)	STATUS UPDATE	COMMITTED FUNDS TO DATE
<b>Canadian Mortgage and Housing Corporation (CMHC2021)</b>					
280	Fiddler's Green	Exterior Lighting Improvements		Construction ongoing	\$117,320.50
191	Main St. W.	Roof Repairs	\$1,525,641.75	Construction 98% complete	\$1,407,006.59
555	Queenston	Roof Assessment	\$596,990.25	Construction is approx. 75% complete.	\$388,910.00
1884/1900	Main St. W.	Balcony Railings/Handrails	\$3,557,374.00	Kick off meeting 11-June-2024	\$1,517,810.00
25	Towercrest	Carport & Foundation Repairs	\$3,314,737.50	Additional structural review and design required following most recent geotechnical report. Additional units will require underpinning. Specifications to be prepared throughout the fall	\$164,022.50
50	Congress Cres.	Foundation Investigation/Repairs/Patio Replacement	\$1,326,645.00	95% complete. Fencing at blocks 5 and 6 to go.	\$1,431,208.00
20/30/50	Congress Cres.	Asphalt Replacement	\$2,761,387.00	Survey work will be complete by June 2024. Civil and landscape design to be complete	\$363,190.98
350	King St. E.	Parking Garage Exhaust System	\$66,332.25	Contractor is approximately 95% complete	\$66,332.75
1100	Limeridge	Asphalt Parking Lot Replacement	\$1,525,641.75	In process to use city roster for consultant.	\$59,468.80
1150	Limeridge	Asphalt Replacement	\$1,646,022.50	In process to use city roster for consultant.	\$75,837.40
191	Main/55 Hess	Sanitary Lines Replacement	\$13,266,445.00	Construction 60% complete	\$1,326,645.00
155	Park	In-Suite Electrical Panels	\$2,321,628.75	Preparing the RFQ for consultants to prepare design.	\$0.00
155	Park	Main Electrical Switchgear	\$1,691,472.38	Preparing the RFQ for consultants to prepare design.	\$45,636.00
120	Strathcona	Window Replacement	\$2,000,000.00	SEE C2005 UPDATE	\$1,993,572.50
Various		Roof Access Ladders	\$200,000.00	Funds redirected from CMHC2107 Surplus - Consultant retained	\$34,440.00
10	St. Andrew's	Asphalt Replacement	\$982,806.22	Funds redirected from CMHC2115A Surplus	
700	Stone Church Road	Space Heating and Heating Pump Retrofit	\$663,322.50	Funds redirected from CMHC2028	\$655,882.50
<b>Redirected to CMHC</b>					
95	Hess	Heating Piping Replacement	\$884,430.00	See CMHC2119	\$884,430.00
185 & 206	Jackson St W	Replace Lighting as per Report	\$221,707.50	See CMHC2103	\$221,107.50
COMPLETE: Capital Reserve 2021					
95	Hess	Domestic Water Supply Piping Replacement	\$393,080.00	Complete	\$267,195.00
226	Rebecca	Boiler Replacement	\$638,755.00	Complete	\$364,470.50
25	Towercrest	Eavestrough, Roofing, & Downspout Replacement	\$245,675.00	Complete	\$378,736.00
	VARIOUS	Roofing - Reallocated to C2110 25 Towercrest	\$133,245.28	All funds reallocated to 25 Towercrest C2110	
350/360	King	Phone System		Complete	\$179,051.00

**ASSET RENEWAL CAPITAL PLAN - PROJECT UPDATE**

ADDRESS		DESCRIPTION	BUDGET (less 1.73% unrecoverable H.S.T.)	STATUS UPDATE	COMMITTED FUNDS TO DATE
	Various	Asbestos Abatement - Operations Dept.		Complete	\$63,804.62
20	Congress	Asbestos Abatement - Unit 1001		Complete	\$9,060.00

## ASSET RENEWAL CAPITAL PLAN - PROJECT UPDATE

ADDRESS		DESCRIPTION	BUDGET (less 1.73% unrecoverable H.S.T.)	STATUS UPDATE	COMMITTED FUNDS TO DATE
<b>COMPLETE: COCHI2021</b>					
25	Lynden	Air Make Up Unit Replacement	\$245,675.00	Complete	\$16,500.00
30	Sanford Ave.	Hot Water System Repairs	\$147,405.00	Complete	\$142,231.74
801	Upper Gage	Main Electrical Switch Gear Equipment	\$245,675.00	Complete	\$317,480.00
772	Upper Paradise	Window Replacement	\$147,405.00	Complete	\$289,750.00
395	Mohawk Rd. E	Building Envelope Repairs	\$170,989.80	Complete	\$100,355.04
555	Queenston	Elevator Door Operators	\$88,443.00	Complete	\$31,927.00
25	Towercrest	Light Pole Replacement	\$196,540.00	Complete	\$145,945.00
<b>COMPLETE: CMHC2021</b>					
	VARIOUS	LED Lighting (48 Properties)	\$2,132,769.78	Complete	\$2,072,630.71
772	Upper Paradise	Window Replacement		see COCHI2104	
185/206	Jackson St W	LED Lighting Retrofit	\$247,886.08	Complete	\$127,052.35
	VARIOUS	Energy Reporting	\$9,710.00	Complete	\$9,710.00
	VARIOUS	Insurance Policy Review	\$2,500.00	Complete	\$2,500.00
555	Queenston	Brick Masonry Investigation/Repairs	\$464,325.75	Complete	\$11,950.00
20/30	Congress Cres.	Make Up Air Unit Replacement	\$1,572,320.00	Complete	\$1,338,444.40
395	Mohawk Rd. E.	Elevator Modernization	\$982,700.00	Complete	\$43,850.00
	Gurnett	Window Replacement	147405	Complete	\$147,415.00
95	Hess St. S.	Hot Water Heating System	\$2,501,239.78	Complete	\$1,825,692.15
25	Towercrest	Sanitary Line	\$1,875.00	Complete	\$1,875.00
20/30	Congress Cres.	Sanitary Piping Replacement	\$3,979,935.00	Complete	\$2,997,128.80
95	Hess	Domestic Hot Water Risers	\$2,321,628.75	Complete	\$267,195.00
	James/Picton	LED Lighting Retrofit	\$982.70	Complete	\$982.10
162	King William	Intercom System	\$46,432.58	Complete	\$4,100.00

## ASSET RENEWAL CAPITAL PLAN - PROJECT UPDATE

ADDRESS		DESCRIPTION	BUDGET (less 1.73% unrecoverable H.S.T.)	STATUS UPDATE	COMMITTED FUNDS TO DATE
<b>2022 Capital Project Update as at June 10, 2024</b>					
<b>2022 CAPITAL RESERVE</b>					
55	Hess St S	Replace Windows 23rd Flr	\$737,025.00	Design complete. Alectra Connection Impact Assessment underway (to be completed)	\$47,890.00
200	Jackson St W	Elevator Refurbishment – NOT REQUIRED FUNDS REDIRECTED TO ROOFING	\$884,430.00	Elevator Project not required - Funding reassigned to Roofing	\$884,430.00
555	Queenston	Asbestos Abatement	\$982,700.00	See 2020 - Project C2010 for update	\$393,530.36
226	Rebecca St	Replace Sanitary Drains	\$1,965,400.00	Not assigned yet	\$0.00
30	Sanford	Fire Pumps and Electrical Repairs	\$79,488.64	See COCHI2304 FOR UPDATE	\$79,488.64
	VARIOUS	Roofing-SEE BELOW	\$182,556.18	See Below	
191	Main/200 Jackson	Roof Replacement		see CMHC2106	\$158,018.25
	VARIOUS	Contingency/Emergency SEE BELOW	\$491,350.00	Remaining uncommitted Available funds \$105,894.00	
	Bobolink	Foundation repairs (Unit 103 and 101) (Funds earmarked \$250,000)		Construction is ongoing. Approx. 40% complete.	\$250,000.00
430	Cumberland	Roof Anchor Repairs		See C2009 for update- Various Anchors	\$78,162.00
<b>2022 Area Rating</b>					
95	Hess \$73,702.50	Rooftop Guard Rails	\$147,405.00	Contract out for Tender	\$58,316.00
181	Jackson \$73,702.50	Rooftop Guard Rails		Contract out for Tender	
45	Montcalm Drive	Waste Management/Garbage Dumpster Relocation	\$245,675.00	Construction is complete. Final review on 06/11/2024	\$179,624.00
<b>Canadian Mortgage and Housing Corporation - CMHC2022</b>					

## ASSET RENEWAL CAPITAL PLAN - PROJECT UPDATE

ADDRESS		DESCRIPTION	BUDGET (less 1.73% unrecoverable H.S.T.)	STATUS UPDATE	COMMITTED FUNDS TO DATE
20/30	Congress Crescent	Hot Water Heating System	\$1,080,970.00	Review of Building was complete. Proposed replacement for 2025	\$0.00
50	Congress Crescent	Aluminum Framed, Single Glazed	\$464,325.75	Design underway	\$50,676.00
1100	Limeridge Road East	Passenger Elevator - 2	\$884,430.00	Design underway	\$102,006.00
45	Montcalm Drive	Aluminum Framed Windows	\$164,602.25	Design underway	\$42,263.40
77	Purnell Drive	Aluminum Framed, Double Glazed and Single Glazed	\$795,987.00	Design underway	\$0.00
555	Queenston Road	Concrete Slab Balconies & Aluminum Railings	\$1,591,974.00	Tender documents are with procurement for review	\$41,003.00
226	Rebecca Street	Passenger Elevator - 1 and 2	\$1,061,316.00	Design underway	\$0.00
30	Sanford Avenue South	Passenger Elevator - 1 -2 -3	\$1,591,974.00	Design underway	\$126,940.00
10	St Andrews Drive	Asphalt Parking Lots (5), Concrete Sidewalks and Steps	\$464,325.75	Design underway	\$78,053.80
245	Kenora Avenue	Roof Replacement	\$660,832.34	Tender documents are with procurement for review	\$53,807.00
405	York Boulevard	Architectural Block	\$1,658,306.25	Design will commence in August 2024.	\$0.00
	Various	AODA for Common Spaces	\$1,326,645.00	Investigation underway	\$19,956.00
	Various	Asbestos Abatement See Below	\$2,653,290.00	Balance \$2,590,822.80 Some work being Completed by OPS	\$62,467.20
	Various	Units to improve AODA	\$2,653,290.00	Operations is using funding.	
185	Jackson	Balcony Railings	\$397,993.50	Construction 95% complete	\$372,850.00
200	Jackson	MUA/ERV	\$994,983.75	Construction to commence on June 17th, 2024	\$994,983.75
<b><u>2022 Capital Reserve - COMPLETED</u></b>					
200	Jackson	Roof Assessment		Complete	\$8,800.00
801	Upper Gage	Electrical Forensic Audit		Complete	\$42,944.00
191	Main	Flooring Inpections - 2 years		Complete	\$2,550.00
<b><u>CMHC2022 - COMPLETED</u></b>					
5	Maple Avenue	Concrete Balconies	\$663,322.50	Complete	\$157,169.20
120	Strathcona	Asbestos Abatement		Complete	\$24,000.00
226	Rebecca	Asbestos Abatement		Complete	38467,20

## ASSET RENEWAL CAPITAL PLAN - PROJECT UPDATE

ADDRESS	DESCRIPTION	BUDGET (less 1.73% unrecoverable H.S.T.)	STATUS UPDATE	COMMITTED FUNDS TO DATE	
<b>2023 Capital Project Update as at June 10, 2024</b>					
<b>2023 Capital Reserve</b>					
95	Hess St. S.	Install Roof Railing	\$147,405.00	See 2022 Project CAR2201	\$7,240.00
185	Jackson St. E.	Replace Windows & Window Wall System	\$786,160.00	Consultant preparing specifications to be completed by mid-July	\$693,372.44
206	Jackson St. E.	Replace Windows & Window Wall System	\$589,620.00	Refer to COCHI2302	\$0.00
200	Jackson St. W.	Roof Repairs/Replacement	\$884,430.00	Construction commencing June 17, 2024	\$271,056.75
350	King St. E.	Parking Garage Exhaust Fans	\$294,810.00	Construction is 95% complete	\$211,747.89
350	King St. E.	Replace Generator and ATS	\$982,700.00	Contract is with Procurement, ready to post within a week	\$38,720.00
162	King William St.	Investigate Roof Replacement	\$49,135.00	Investigation complete	\$41,470.00
68-90	Macassa Drive	Update Fire Stopping	\$491,350.00	Tender documents are with procurement for review.	\$39,486.00
	Various	Building Condition Assessments	\$491,350.00	Waiting on consultant procurement from Housing Services	\$0.00
	Various	Emergency/Contingency	\$447,012.54	See Below	
1900	Main St. W.	Playground Upgrade - Consulting		See CAR1802 Update - Construction to start June 2024	\$10,400.00
30	Sanford Avenue	Fire Pump and Electrical Repairs	\$147,405.00	Contractor has reached Substantial Performance	\$147,405.00
	Various	Roof Anchors/Ladder Compliance Repairs	\$393,080.00	Refer to C2009/C2207	\$0.00
	Various	Roofing Repairs/Replacements	\$196,540.00	See Below	
	Kendale/Elgar/Limeridge	Roofing Replacements		Tender for Contractor closes on June 13th.	\$46,386.00
	Gurnett Drive	Window Replacements	\$59,054.32	see CMHC2117 FOR UPDATE	\$55,990.72
<b>Canadian Mortgage and Housing Corporation - CMHC2023</b>					
10	Brock St.	Asphalt Parking Lots (5)	\$464,325.75	On Hold till 2025.	\$0.00
181	Jackson St. E.	Concrete Balconies	\$596,990.25	Design underway	\$6,675.00
181	Jackson St. E.	Single Glazed, Sliding, Aluminum Framed Windows	\$862,319.25	On hold	\$6,675.00
	Limeridge/Locheed	Vinyl Framed Double Glazed and Single Glazed	\$696,488.63	No update.	\$66,840.00
1884	Main St. W.	Windows - Moved from 2025	\$1,768,860.00	Consultant preparing specifications.	\$34,778.84
1900	Main St. W.	Windows	\$1,965,400.00	Consultant preparing specifications.	\$34,778.84
5	Maple	Aluminum Framed Double Glazed Windows	\$530,658.00	On Hold	\$61,774.45
155	Park St.	Main Distribution System - Panels and Disconnects	\$862,319.25	RFQ for consultants is underway	\$0.00
155	Park St.	Main Distribution System - Transformers	\$265,329.00	RFQ for consultants is underway	\$0.00
155	Park St.	Switchboard - MS-3	\$265,329.00	RFQ for consultants is underway	\$0.00
1081	Rymal Rd.	Hollow Metal Door	\$364,827.38	On Hold	\$0.00
10	St. Andrews Dr.	Aluminum Siding	\$596,990.25	Not assigned yet	\$0.00



## ASSET RENEWAL CAPITAL PLAN - PROJECT UPDATE

ADDRESS		DESCRIPTION	BUDGET (less 1.73% unrecoverable H.S.T.)	STATUS UPDATE	COMMITTED FUNDS TO DATE
405	York Blvd.	Heat Pumps	\$1,768,860.00	Design to commence in August 2024.	\$0.00
405	York Blvd.	Hot Water Heating System	\$321,479.50	Design to commence in August 2024.	\$0.00
405	York Blvd.	MUA	\$164,602.25	Design to commence in August 2024.	\$0.00
	Various	AODA for Common Spaces	\$1,326,645.00	Investigation ongoing	\$0.00
	Various	Asbestos Abatement	\$2,653,290.00	Not assigned yet	\$0.00
	Various	Units to improve AODA	\$1,326,645.00	Not assigned yet	\$0.00

## ASSET RENEWAL CAPITAL PLAN - PROJECT UPDATE

ADDRESS		DESCRIPTION	BUDGET (less 1.73% unrecoverable H.S.T.)	STATUS UPDATE	COMMITTED FUNDS TO DATE
<b>Canada-Ontario Community Housing Initiative COCHI2023</b>					
185	Jackson St. E.	Replace Emergency Generator, Automatic Transfer Switch, Fire Pump and connect life safety loads to emergency generator.	\$682,468.44	Electrical work is underway. Generator replacement to commence week of June 10th	\$682,468.44
206	Jackson St. E.	Replace Windows & Window Wall System	\$343,945.00	Construction complete	\$255,562.00
2	Oriole Crescent	Asbestos Abatement	\$319,377.50	Managed by Operations Dept. - RFQ issued	\$295,221.16
30	Sanford Ave. S.	Replace Fire Pump, Automatic Transfer Switch & Associated Code Compliant Electrical Modification	\$343,945.00	Contractor has reached Substantial Performance	\$343,945.00
<b>2024 Capital Project Update as at June 10, 2024</b>					
<b>2024 Capital Reserve</b>					
95	Hess St. S.	Roof Replacement	\$737,035.00	See 2022- CAR2201 for update	\$0.00
181	Jackson St. E.	Roof Replacement	\$737,035.00	See 2022- CAR2201 for update	\$0.00
245	Kenora	Roof Replacement	\$393,080.00	Tender documents are with procurement for review	\$0.00
360	King St.E.	Elevator Replacement Phase 1	\$737,025.00	Design underway	\$123,372.00
120	Strathcona Ave.	Underground Garage Evaluation	\$147,405.00	Investigation underway	\$0.00
801	Upper Gage Ave.	Electrical Repairs Phase 1	\$1,474,050.00	Tender documents are being prepared	\$0.00
	Various	Roof Replacements	\$442,301.48	See Below	
34/36/44	Martha	Roof Investigation		Investigation underway	\$53,904.00
	Various	Elevator Audits	\$147,405.00	Audits are 90% complete	\$23,200.00
	Various	Building Condition Assessments	\$491,350.00	Waiting on consultant procurement from Housing Services	\$0.00
	Various	Emergency/Contingency	\$294,810.00	No update.	\$0.00
<b>Canadian Mortgage and Housing Corporation - CMHC2024</b>					
170	East Avenue	Concrete Balcony and Railings	\$530,658.00	Balcony evaluation scheduled for 14-June-2024	\$4,320.00
109	Fiddler's Green	Heat Pumps	\$165,830.63	RFQ for consultants is expected in September 2024.	\$0.00
162	King William	Heat Pumps	\$3,747,772.13	RFQ for consultants is underway	\$0.00
25	Lynden	Heat Pumps and ERV's	\$1,496,601.00	Additional funding has been applied for	\$0.00
25	Lynden	Siding Replacements	\$928,651.50	Additional funding has been applied for	\$0.00
191	Main/55 Hess	Elevator Replacement	\$1,591,974.00	Design underway	\$135,942.00
155	Park St.	Concrete Balcony and Railings	\$1,459,309.50	Consultant working on specifications	\$48,332.40
	Various	Turnover Units to meet AODA	\$2,653,290.00	No update	\$0.00
	Various	AODA for Common Spaces	\$1,326,645.00	No update	\$0.00
	Various	Asbestos Abatement	\$1,326,645.00	No update	\$0.00
<b>Canada-Ontario Community Housing Initiative COCHI2024</b>					
801	Upper Gage Ave.	Electrical Upgrades	\$2,389,436.03	Tender documents are being prepared	\$62,490.00



<b>Date:</b>	<b>June 25, 2024</b>
<b>Report to:</b>	Board of Directors CityHousing Hamilton Corporation
<b>Prepared by:</b>	Adam Sweedland, Chief Executive Officer
<b>Signature</b>	
<b>Subject:</b>	<b>CEO Updates and Communications</b>
<b>Report Type:</b>	<b>Information</b>

### **Recommendation(s):**

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

### **Updates:**

#### **1.0 Communications Coordinator**

We have commenced the recruitment process for an internal Communications Coordinator. This person will lead the roll-out of CHH's communications strategy, co-developed with the Tenants First Team, and will be presented to the Board for approval in September. The intention is to have the successful candidate in place before September to develop the corresponding internal work plan.

#### **2.0 Board Communications**

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

- **May 27, 2024:** CityHousing Hamilton Board Confidential Communication  
Subject Matter: Shooting Incident at 2 Oriole Crescent
- **June 8, 2024:** CityHousing Hamilton Board General Communication

Subject Matter: Fire at 500 MacNab St. N.

**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: N/A**

AS/as



<b>Date:</b>	June 25, 2024
<b>Report to:</b>	Board of Directors CityHousing Hamilton Corporation
<b>Prepared by:</b>	Chris Shilton Senior Project Manager, Energy Initiatives
<b>CEO / Secretary Signature:</b>	Adam Sweedland 
<b>Subject:</b>	<b>Strategic Funding Approach for Energy Initiatives (Report #24024) (Public Report)</b>
<b>Report Type:</b>	<b>Recommendation (to be approved)</b>

**NOTE: Report #24024 is a public document, except for CONFIDENTIAL Appendix “A” to that report.**

**Discussion of CONFIDENTIAL Appendix “A” to this Report #24024, 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 Report 24024, Appendix “A” remains confidential, as the subject matter contains confidential information provided to CityHousing Hamilton by funding agencies of the Government of Canada.**

**Recommendation(s):**

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.

**Executive Summary:**

Based on progress to date and CHH's planned capital repairs until 2028, Staff believe it may be challenging to achieve the energy and emissions targets established by CMHC under its NHCF agreement. To strengthen CHH's ability to achieve these targets, Staff developed a revised energy funding strategy to leverage additional funding opportunities which can improve CHH's performance vis-à-vis the NHCF energy and emissions targets while, at the same time, achieving improved social, environmental, and economic outcomes associated with its capital repairs.

The energy funding strategy involves three categories of funding as follows:

1. Fully Funded Projects
  - these projects can be fully funded through the grants, incentives, or forgivable loans offered by the funding program;
2. Partially Funded Projects Without Repayable Loans
  - these projects can be partially funded through the grants, incentives, or forgivable loans offered by the funding program, and don't require CHH to obtain a new repayable loan; and
3. Projects Requiring Additional Repayable Loans
  - these projects require CHH to enter into funding agreements that involve a repayable loan.

Specific projects supported by funding programs in all three categories above have been identified in this report, which are expected to strengthen CHH's ability to achieve these targets. Through this report, Staff are seeking approval from the Board to secure funding and proceed with the implementation of these projects.

## **Background and Additional Information:**

### Context

CHH entered into a multi-year capital repairs funding agreement with CMHC under the NHCF. As part of this agreement, CHH is required to achieve a 25% overall reduction in energy usage and greenhouse gas emissions by 2028 as compared to 2017 levels across its portfolio of townhouse and apartment buildings. The capital projects budgeted under the NHCF were targeted to meet these targets based on the assessment in 2021. However, Staff have re-assessed based on current information and experience and are now projecting a possible deficit on the energy savings target by approximately 4.73%, and a possible deficit on the greenhouse gas emissions reduction target by approximately 2.17%.

The Government of Canada's 2023 Fall Economic Statement announced the renaming of the NHCF to the Affordable Housing Fund, and reforms to the Affordable Housing Fund are expected in 2024<sup>1</sup>. However, based on consultation with CMHC, it is anticipated that the reforms will only impact new funding applications to the Affordable Housing Fund. Therefore, CHH's funding agreement with CMHC under the NHCF is expected to remain unchanged.

### Energy Funding Strategy

The capital repairs being completed with the NHCF funding are addressing the following key outcomes at CHH's apartment buildings and townhouse properties:

- capital repairs required to address building components and systems in poor condition, or due for lifecycle replacement;
- capital repairs that reduce energy use and greenhouse gas emissions; and
- capital repairs that enhance the accessibility of the buildings and properties.

Other sources of funding to support energy efficiency initiatives at affordable housing properties are also available and can be leveraged to help CHH achieve the energy and emissions targets established with CMHC under the NHCF agreement. A summary of key funding opportunities is provided in Table 1 of Appendix A for reference. Staff intend to leverage all of the funding opportunities in Appendix A to strengthen CHH's ability to

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<sup>1</sup> CMHC. (2024, January 9). *Affordable Housing Fund: Renovation*. <https://www.cmhc-schl.gc.ca/professionals/project-funding-and-mortgage-financing/funding-programs/all-funding-programs/affordable-housing-fund/affordable-housing-fund-renovation>

achieve the energy and emissions targets and to improve building and living conditions for tenants.

In Appendix A, Staff have identified specific opportunities expected to achieve portfolio-wide reductions in energy use and greenhouse gas emissions of approximately 6.2% and 8.2% respectively, which would address the projected deficits noted previously.

For each funding program, Staff applied the criteria noted below to CHH's entire portfolio of buildings to prioritize and select the projects identified in Appendix A:

1. identifying buildings that meet the associated funding program criteria (e.g., townhouse, apartment, minimum number of storeys, central HVAC systems, minimum number of units, etc.);
2. assessing the extent of building components and systems in poor condition, or due for lifecycle replacement;
3. assessing the feasibility of achieving the funding program goals (e.g., minimum reduction targets for energy use and greenhouse gas emissions); and
4. assessing the social, environmental, and economic impacts at each eligible building (e.g., thermal comfort, indoor air quality, extent of reduction in energy use and greenhouse gas emissions, utility cost impacts, etc.).

**Consultation:**

Internal CHH Departments:

- Asset Renewal
- Operations
- Maintenance
- Partnership Development and Support Services
- Finance

The majority of CHH's departments have been consulted to ensure the success of the initiatives outlined in this report. Also, pilot implementations of the following projects were undertaken to assess impacts prior to broader implementation:

- an apartment building and townhouse property were first completed and assessed prior to making the decision to proceed with a portfolio-wide implementation of the Energy Affordability Program and Home Winterproofing Program; and
- three suites were retrofit with air source heat pumps at an apartment building to assess impacts prior to full-scale implementation.

The following key feedback from internal CHH departments has been received and incorporated into the planning and implementation of the initiatives:



- logistical items impacting Staff and Tenants were identified and addressed (e.g., identifying resources for posting notices and facilitating entry to units for the contractor's work; ensuring new fridges are installed with the handle on the same side of the fridge as the old fridges, etc.);
- proposed products such as water-efficient showerheads were tested by maintenance prior to portfolio-wide implementation, and certain products were rejected that didn't satisfy CHH's requirements (e.g., a temporary squealing noise from some of the program's proposed showerhead models);
- maintenance has expressed their desire to ensure that retrofits are designed in such a way building systems are easy to access, operate, maintain, and find replacement parts for; and
- financial impacts associated with the new repayable loans were recommended to be paid for through CHH's capital budget.

External:

- Tenants
- Funding Agencies

Tenant feedback was solicited for the heat pump pilot project referenced above, which indicated:

- 63% of respondents reported that the heat pump system is 'significantly better' than their previous systems.
- 25% reported 'somewhat better'; and
- 13% were not sure.

Consultations have also taken place with the external funding agencies to facilitate funding applications and confirm funding program eligibility, obligations, and timelines.

### **Financial and Legal/Risk Considerations:**

CHH has sufficient funding available through its capital budget and its NHCF agreement with CMHC to support CHH's contributions towards the proposed projects identified in this report.

The energy funding strategy outlined in this report will support CHH's ability to achieve the funding agreement obligations under the CMHC NHCF, thereby mitigating financial risk while improving social, environmental, and economic outcomes associated with CHH's capital repairs.

### **Next Steps and Milestones:**

Q3 2024 – Q3 2025: If the recommendations in this report are approved by the Board of Directors and if CHH's funding applications are successful, Staff anticipate entering into

project-specific funding agreements between Q3 2024 and Q3 2025. The associated projects would be expected to be constructed by Q1 2027.

April 30, 2025: Once the feasibility studies are complete, Staff will submit a recommendation report to the CHH Board of Directors regarding a potential project to be funded through the CMHC CGAH program.

**Strategic Alignment:**

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

- PRIDE IN HOME: Preserve and upgrade CHH's current housing stock.

**Supporting Presentations and Appendices:**

Appendix A: (CONFIDENTIAL) Energy Funding Applications and Programs

AS/cs



Date:	June 25, 2024
Report to:	Board of Directors CityHousing Hamilton Corporation
Prepared by:	Sean Botham Manager of Development
	Samantha Blackley Development Coordinator
CEO / Secretary	Adam Sweedland
Signature	
Subject:	257 King William Support Services Agreement (Report #23019(a)) (Public Report)
Report Type:	Approval (to be approved)

**NOTE: Report #23019(a) is a public document, except for CONFIDENTIAL Appendix “A” to that report.**

**Discussion of CONFIDENTIAL Appendix “A” to this Report #23019(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**

**Recommendation(s):**

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.

**Executive Summary:**

On September 6, 2023, the City of Hamilton approved report HSC23041 recommending up to \$1.2M be provided to Indwell Community Homes (Indwell) to provide high level support for 24 units at CityHousing Hamilton’s (CHH) project at 257 King William to help address the growing need for supportive housing.

CHH worked with Indwell and staff from the City of Hamilton’s Housing Services Division to establish the contractual framework required to implement the approved support services program. Two distinct agreements are required because of the specific funding conditions of the Rapid Housing Initiative program:

- An agreement between the City of Hamilton and CHH to outline the funding requirements, conditions, and deliverables (“Support Services Agreement”); and
- An agreement between Indwell and CHH to outline the operations of the building and delivery of the support services on behalf of CHH (“Property Management Agreement”).

Each agreement has been reviewed by CHH legal counsel. The Board's authorization is required to execute the Support Services Agreement with the City of Hamilton (Schedule “A” of Appendix “A”) and the Property Management Agreement with Indwell (Schedule “A”), ahead of substantial completion in July.

**Background and Additional Information:**

The Board approved the 257 King William project as part of CHH recommended development plan through Report #17021(b) in March 2018. CHH received approval through the second round of the Rapid Housing Initiative for funding of \$6.48M. On

May 24, 2022, the Board approved the budget of \$14.4M based on construction cost and final tendering.

In 2022, CHH and Indwell began discussing opportunities to partner with one another to increase the supports available to tenants living in CHH communities. CHH, Indwell and the Housing Services staff identified 257 King William as a potential project compatible with the proposal for comprehensive supports needed to successfully house individuals experiencing homelessness from the By-Name List and help reduce the burden on the shelter system. These discussions were contingent on Indwell being able to secure the appropriate funding to support this proposal.

On September 6, 2023, the Council for the City of Hamilton approved the recommendation to provide up to \$1.2M to Indwell for the support program for the 24 units at 257 King William for individuals on the By-Name List until provincial commitment for these costs can be obtained.

On September 26, 2023, CHH Board approved Report #23019, to engage with Indwell and the City of Hamilton as Service Manager to draft the terms of reference for supportive housing services for 257 King William St., with terms and conditions to the satisfaction of CHH legal counsel.

As a requirement of the Rapid Housing Initiative funding, the program funding and leases must be in CHH's name. To formalize this arrangement, two key agreements are required, a Support Services Agreement between the City and CHH, and a Property Management Agreement between CHH and Indwell. These agreements are essential to clearly outline the roles, to ensure a successful execution of the support services program.

The Indwell led program will offer support services for people who face significant personal and structural barriers to accessing and maintaining housing. This program's intended outcome is to reduce homelessness for mid-to-high acuity racialized Hamiltonians. The agreement will be until December 31, 2026, as per the approved budget with four annual extensions if required. Appendix "A" to Report 23019(a) highlights the draft Property Management Agreement, as well as the Support Service Agreement as schedule A of Appendix "A".

Each agreement has undergone legal review by CHH's counsel. The Board's authorization is sought to proceed with executing the Support Services Agreement with the City of Hamilton (Schedule "A" of Appendix "A") and the Property Management Agreement with Indwell (Schedule "A") for substantial project completion in July.

## **Consultation**

Internal CHH Departments: Operations, Finance, Tenant Administration, Development  
External: Housing Services Department, Indwell Community Homes, Ross & McBride LLP, City Legal

## **Financial and Legal/Risk Considerations:**

If authorization is not received, a delay in providing support services could occur, which would postpone occupancy for the units and reduce the tenant rent received. A delay in services could also reduce the in-year funding received from Housing Services, and Indwell may still incur staffing and utility costs, that could be sought to be recouped.

## **Next Steps and Milestones:**

CHH will finalize the Property Management Agreement with Indwell and the Support Services Agreement with the City of Hamilton.

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

## **Supporting Presentations and Appendices:**

Report 23019(a) CONFIDENTIAL Appendix "A" - Services Agreement

AS/sb