

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

**SPECIAL MEETING**

**Date:** **Tuesday May 28, 2024**

**Time:** **10:00am – 12noon**

\*Due to the City's ongoing Cybersecurity incident,  
Board meeting **in-person only** / City Hall, Room 192

**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 knowledge

**AGENDA:**

- 1) **Call to Order**
- 2) **Conflict of Interest Declaration**
- 3) **Confirmation of Minutes**
  - a) Special meeting held on April 23, 2024
- 4) **Guests: City of Hamilton, Health & Safe Communities, Housing Administration**
  - a) Rent Geared to Income (RGI), Access to Housing (ATH) program; Presentation
- 5) **Strategy & Quality Improvements / Development / Operations / Tenant Support Services**
  - a) CHH Eviction Prevention Policy and Procedure; Presentation (Report #24015)
  - b) CHH, Program Coordinator (Report #24016)
  - c) Accessibility Update (Report #24017)
  - d) Equity, Diversity and Inclusivity (EDI) 2024 Workplan (Report #24018)
  - e) 2023-2027 Strategic Plan Annual Progress Report (Report #24020)
  - f) Vacant Unit Monthly Update (Report #24019)
  - g) 106 Bay Street North (Report #18014(a))
  - h) 55 Queenston Road (Report #17040(c))
- 6) **Finance**
  - a) Mortgage Renewal, 25 Towercrest Drive (Report #24014)
  - b) Mortgage Renewal, 1884/1900 Main St. W. (Report #24013)
  - c) Mortgage Renewal, 1285 Upper Gage Ave (Report #24012)
- 7) **CEO Written Updates**
  - 1.0 2024 March for Larch Fundraiser, June 8, 2024
  - 2.0 Board Communications: Email dated April 25, May 10<sup>th</sup> & 22<sup>nd</sup>, 2024
- 8) **Adjournment**



To Be Approved BoD on May 28, 2024

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

Date: **Tuesday, April 23, 2024**  
 Time: **9:30am – 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 Tom Jackson  
 Director-Councillor Alex Wilson  
 Director-Citizen Karl Andrus  
 Director-Citizen Adriana Harris  
 Director-Citizen Alice Plug-Buist

Regrets:

Also Present: CHH Staff: S. Botham, P. Vander Klippe,  
 Other City Depts: Director Housing Division, Brian Kreps, Kim Ryan  
 Guests for item 4a: A. Vargas, D. Leake, S. Khalid, J. MacDonald, P. Leishman  
 Public: Media, T. Moro / unable to post mtg info to CHH website

**1. Call to Order (Quorum is five)**

**Christine Griffith, Vice-President, called the meeting to order at 9:30am**

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

**2. Conflict of Interest Declaration**

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

None received.

**3. Confirmation of Minutes**

**a) Special meeting held on February 13, 2024**

Motion by President N. Nann, seconded by Director-Citizen A. Harris and carried to approve minutes of February 13, 2024 as distributed.

**b) Special meeting held on March 26<sup>th</sup>, 2024**

Motion by Treasurer-Councillor T.Hwang, seconded by Director-Citizen A. Harris and carried to approve minutes of March 26, 2024 as distributed.

**c) Special meeting held on April 15<sup>th</sup>, 2024**

Motion by President N. Nann, seconded by Treasurer-Councillor T.Hwang and carried to approve minutes of February 13, 2024 as distributed.

**4. Guests: City of Hamilton, Public Works, Corporate Asset Management**

**a) CHH Asset Management Plan – Briefing Note – Presentation**

Director Corporate Asset Management, Patricia Leishman gave some background of the briefing note and introduced Corporate Asset Management Team present: A. Vargas, Manager Departmental Program; D. Leake, Senior Program Analyst; S. Khalid, Program Analyst; A. Vargas, Manager Departmental Program and J. Macdonald, Senior Project Manager.

D. Leake provided a slide show presentation to the Board, including but not limited to:

- Ontario Regulation 588/17 Mandates
- Asset Management coordinated activity
- Maturity Assessment
- What is the Plan?
- CHH Asset Hierarchy
- State of CHH Assets
- Key Findings: Level of Service / Demand & Risk Management / Climate Change Mitigation and Adaptation / Renewal / Financial Management
- 30 Year Projection
- Next Steps

Questions and comments ensued about the funding gap. B. Kreps, Service Manager commented on other funding ie Poverty Reduction, National Housing Strategy, COCCHI Fund and the role of other Government benchmark systems which is limited.

It was moved by President N. Nann, seconded by Director-Citizen A. Plug Buist and carried:

To receive the briefing note and power point presentation for information

**5. Finance**

**a) Multi-Sector Service Accountability Agreements (MSSA), Schedule F**

The Board was in receipt of Report #24009 from CEO/Secretary dated April 23, 2024.

Adam Sweedland, CEO gave an overview of the report.

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

That the Board of Directors authorize the President to execute Schedule F of the Multi-Sector Service Accountability Agreement (MSAA) between CityHousing Hamilton Corporation (CHH) and Ontario Health, being a Declaration of Compliance for the period April 1, 2023, to March 31, 2024, and attached to Report 24008 as Appendix 1.

**6. Strategy & Quality Improvements / Development**

**a) CHH Service Contract Extension – Landscaping Services**

The Board was in receipt of Report #24009 from CEO/Secretary dated April 23, 2024.

Adam Sweedland, CEO gave an overview of the report.

Motion by Director-Councillor C. Kroetsch, seconded by President-Councillor N. Nann and carried:

Direction from the Board for staff to review the current arrangement between CHH and City of Hamilton for procurement services, including an assessment of the current service level agreement and the potential advantages and disadvantages of bringing procurement services in-house. Staff to report back to the Board in September.

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

That the Board of Directors approve an extension of the CityHousing Hamilton contract for landscaping services.

**b) Vacant Unit Update**

The Board was in receipt of Report #24011 from CEO/Secretary dated April 23, 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 Director-Citizen A. Plug-Buist and carried:

That Report 24011 be received for information

**c) DV Trillium Group Inc. – Unsolicited Proposal Update**

The Board was in receipt of Report #23026(a) from CEO/Secretary dated April 23, 2024.

Sean Botham, Manager of Development and Peter Vander Klippe, Senior Development Project Manager, gave an overview of the report.

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

That the CityHousing Hamilton Corporation (CHH) Board of Directors approve the following:

- (a) Staff to complete an analysis of the requirements, implications (cost, administration, governance) and potential organizational benefits of incorporating a separate non-profit organization with charitable status which would be required to facilitate partnership with DVTI, with input from CHH legal; and
- (b) Staff to advance discussions with DVTI and prepare a site-specific agreement, with input from CHH legal, once an appropriate site is identified, and which agreement is to be subject to the approval of the CHH Board of Directors and the City of Hamilton, as its Shareholder.

**7. CEO Written Update**

- 1.0** Cybersecurity Incident – CHH Corporate Impact Updates - Attachment
- 2.0** Board Communications: Emails dates April 9<sup>th</sup> and 11<sup>th</sup>, 2024

It was moved by President N. Nann, seconded by Director-Citizen A. Harris and carried:

To receive CEO Updates for information.

**8. Adjournment at 12:22pm**

Motion by Treasurer-Councillor T. Hwang, seconded by Director-Councillor K. Kroetsch and carried that the meeting be adjourned.

**TAKEN AS READ AND APPROVED**

**CHRISTIN GRIFFITH, VICE-PRESIDENT  
CityHousing Hamilton Corporation**

*Teresa Herechuk  
CityHousing Hamilton Corporation  
April 23, 2024*



Presented by Carolynn Lambert, Supervisor – Housing Access & Supports  
CityHousing Hamilton Board of Directors  
May 28, 2024

# Today we will review...

---

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

# Role of the Service Manager

---

- Administration and funding social housing, maintaining service level standards and ensuring legislative compliance for rent-gearred-to-income (RGI) and rent supplement programs
- Ensures Housing Providers follow the Housing Services Act (HSA), 2011 and their Rent Geared to Income (RGI) Service Agreements or Operating Agreements
- Sets and monitors local policies and guidelines for Social housing
- Responsible for the centralized waiting list through Access to Housing (ATH)
- Ensures ATH follows the HSA and local policies
- Social Housing Review Panel



# Access to Housing (ATH)

---

- Manages subsidized centralized waiting list (CWL)
- Determines initial eligibility and ongoing eligibility pursuant to the Housing Services Act, 2011 and City of Hamilton policies

## Eligibility:

- Be 16 years of age or older and be able to live independently
- Each member of the household must be a Canadian Citizen, Landed Immigrant or Refugee Claimant
- No member of the household has a deportation order, departure or exclusion order under the Immigration Act
- No member of the household owes arrears for rent or damage to any social housing provider in Ontario
- If you own residential property, you must agree to sell within 180 days after RGI assistance is received

# Access to Housing (ATH)

---

ATH waitlist includes:

Family, senior, single and couple households that wish to secure RGI housing or are living in RGI housing and request/require a transfer to another Housing Provider. These are households that:

- know about subsidized housing
- have chosen to apply
- kept their application current
- may or may not have a priority designation

# Offers and Refusals Policy

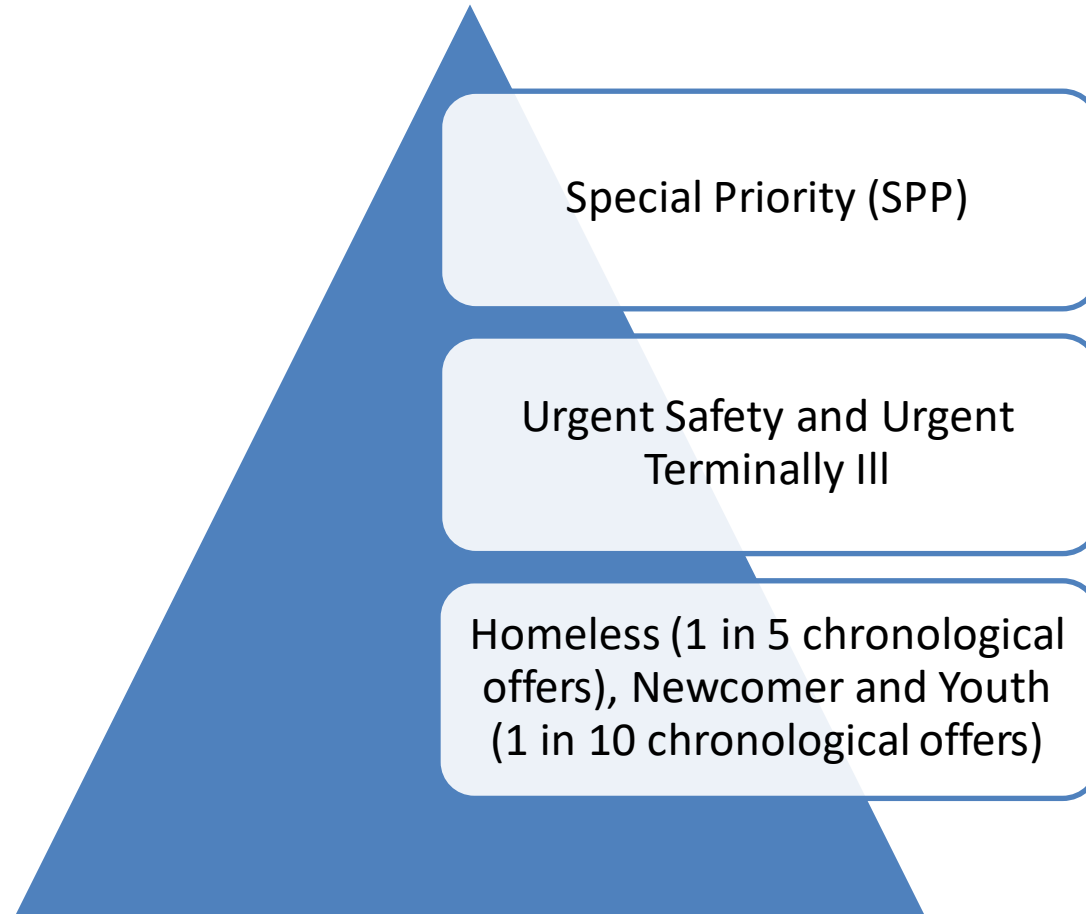
---

## Purpose:

- To establish how housing offers are to be made to applicants on the centralized waiting list for RGI assistance
- To establish that a household may refuse only one offer before it ceases to be eligible for rent-geared-to-income (RGI) assistance
- To establish permissible reasons for a household to refuse an offer (and not be considered a refusal).

# Social Housing Priorities

---



# Offers and Refusals Policy - One Offer Exceptions

---

- Hospitalization, rehabilitation and or attending a treatment facility
- The household that is determined eligible for special needs housing is offered a unit that is not designated a special needs unit
- The household of two spouses refuses a bachelor unit
- The household could not be contacted due to an absence from unit which had not yet been reported to the Housing Provider because of exceptional circumstances; or
- The household has clearly made an error in instruction about an offer acceptance

# Offers and Refusals - Cancellations/Reviews

---

## Cancellations

- ATH staff monitor IHS daily and process all Offers and Refusals
- Files with an Applicant Refusal are cancelled
- Cancellation Letter and Request for Review (SHRP) is mailed
- Applicant has 30 days to submit a completed Request for Review

## Reviews

- Upon receipt of a Request for Review, supervisor of ATH completes a preliminary review of the decision
- Maybe reversed at this point
- Schedule a date/time with the Social Housing Review Panel

# RGI – Maintaining Eligibility

---

- Declaration of changes in household composition (within 30 days)
- Annual Reviews – provide documentation to confirm ongoing eligibility
- Income and/or Assets
- Arrears – without a repayment plan in good standing
- Meet the occupancy standards for their current unit
- Failed to divest an interest in residential property
- Failure to pursue income

\*\*\* failure to comply with any of the above can result in the loss of RGI

# Absence from Unit Policy

---

- All household members have been absent from the unit for longer than 120 days within a 12-month period (All members of a household may be absent from a RGI or rent supplement unit for a maximum of 120 days within a twelve-month period)

\*\*\*Exceptions:

- Experiencing exceptions circumstances (must be pre-approved)
- Students living away from home



# Visitors and Guests Policy

---

Each provider must have a Visitor and Guest Policy and is to provide it to the City of Hamilton as the Service Manager

Policy is to explain:

- when a person is considered a Visitor or a Guest
- List the steps the tenant is to take to inform the Housing Provider
- Identify the maximum length of time a guest may stay (up to 120 days)
- List what information is required from guests who wish to stay past the maximum time limit, such as name and proof of main residence

\*\*\* Trespass orders should only be issued with the intent of protecting a tenant's safety and/or the safety of staff, guests and visitors.

# Occupancy Standards

---

## Purpose:

To set occupancy standards which ensure tenants and co-op members in receipt of Rent-Geared-to-Income (RGI) assistance are housed in reasonably sized accommodation according to their family composition.

To set out the maximum and minimum unit size for which an RGI tenant or co-op member is eligible, as well as some exceptions that may permit a larger unit.

# Occupancy Standards

---

ATH will ensure all applicants are on the centralized waiting list for RGI and/or rent supplement units in accordance with the occupancy standards.

Housing providers should confirm that new tenants or co-op members in receipt of RGI meet the applicable occupancy standards at the time of move-in and are housed accordingly.

Nonetheless, Housing Providers have discretion to house an RGI tenant or co-op member in:

- a smaller unit than they would otherwise qualify for, if the RGI tenant or co-op member agrees
- a larger unit if there are valid reasons for the exception and with the approval of the Manager of Social Housing, Housing Services Division.

# Occupancy Standards

---

Overhoused - a tenant in receipt of RGI who occupies a unit that is larger than the largest unit for which they are eligible under the occupancy standards.

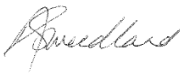
- One year after being deemed overhoused, the tenant must be on the ATH waitlist and/or the internal transfer list
- Offers and Refusals Policy applies

# Loss of RGI

---

- Tenant can stay in the unit
- Will be charged Market Rent
- Housing Provider notifies the tenant of the loss of RGI
- Tenant has the right to request an internal review with their Housing Provider
- Second review of the decision can be requested with the Social Housing Review Panel



<b>Date:</b>	May 28, 2024
<b>Report to:</b>	Board of Directors CityHousing Hamilton Corporation
<b>Prepared by:</b>	Leanne Ward, Manager, Operations
<b>CEO/Secretary</b>	Adam Sweedland
<b>Signature</b>	
<b>Subject:</b>	Eviction Prevention Policy and Procedure (Report #24015)
<b>Report Type:</b>	Information

**Recommendation(s):**

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

**Executive Summary:**

- CityHousing Hamilton supports tenants at risk of losing their tenancy due to financial reasons by encouraging the early resolution of arrears.
- Annual Review and Arrears and Eviction Prevention policies and procedures outline the extensive steps staff take to support tenants in the prevention and resolution of arrears.
- Recent legislative changes have presented challenges for housing providers and tenants in resolving arrears, particularly those related to subsidy removals.

## **Background and Additional Information:**

There are two main reasons why a tenant may start to accumulate arrears – non-payment of rent (not paying at all or not paying the correct monthly rent amount) and subsidy removal.

There are several legislated reasons a tenant’s subsidy may be removed:

- Non-submission of Annual Renewal Paperwork;
- Failure to notify of changes to income or household composition;
- Rent set at market rent for 24 consecutive months;
- Unauthorized occupant – the tenant has allowed a person to move into their unit and either has not declared them as an Addition to Household or the person is not eligible to be added to the household;
- Arrears owing on a former Rent-Geared-to-Income tenancy and has defaulted on payments;
- Tenant has been absent from a Rent-Geared-to-Income tenancy for more than 120 days;
- Tenant does not pursue income;
- Tenant owns property and does not divest of it within 180 days of moving into the unit.

CHH has two policies that outline the support that staff provide to tenants to prevent and resolve arrears:

- Annual Review Policy
- Arrears and Eviction Prevention Policy and Procedure

These policies and procedures are specifically designed to recognize that while the reasons that arrears occur can be broken down into the above noted categories, the barriers that tenants face can be varied and complex. These barriers may mean tenants often require additional intervention and support to resolve arrears.

### ***Annual Review Policy***

As per legislation, tenants are required to submit a review package once annually to maintain their subsidy. CHH’s Annual Review process starts four and a half months in advance of the subsidy renewal date. During the four and a half month period, the Tenant Administration Representative (TAR) and the Tenant Support Worker (TSW) make a minimum of seven attempts (and often more than seven) to contact all tenants who do not submit the required paperwork. This includes three letters, two telephone calls and/or emails, and at least two in person knocks on the door.

Tenant Administration Representatives and Tenant Support Workers provide support during this process in tangible ways including:

- Attending property site hours to meet with tenants in person at the office or in their homes (TAR and TSW)
- Explaining/translating to tenants what is missing for their annual renewal packages to help them understand what is required (TAR and TSW)
- Liaising with OW and/or ODSP to obtain confirmation of benefits (TAR and TSW)
- Assisting with completion of Annual Renewal forms (TAR and TSW)
- Assisting tenants with tax completion, often multiple years, via referrals to partnering agencies (TSW to Social Planning and Research Council)
- Assisting tenants with calls to Canada Revenue Agency to obtain Notice of Assessment and/or supporting them to set up a *My CRA* account (TSW)
- Advocating to managers for a delay in subsidy removal due to exceptional circumstances (i.e. hospitalization, mental health crises) (TSW)
- Completing referrals to community agencies if tenant needs more extensive ongoing financial support (i.e. TSW to Public Guardian and Trustee)

### ***Arrears and Eviction Prevention Policy***

Once a tenant has begun to accumulate arrears, the staff's focus shifts from preventing *arrears* to preventing *eviction due to arrears*.

CHH's Arrears and Eviction Prevention Policy and Procedure involves a two to three month timeline during which staff active attempt to resolve and/or collect arrears before escalating the matter to the Landlord Tenant Board (LTB). Staff make at least three to seven attempts to contact the tenant before LTB escalation. Attempts to contact include one legal notice (N4), two letters, one phone call and/or email and three door knocks. For tenants whose arrears are due to subsidy removal, staff have made at least ten to fourteen attempts at contact before they reach the eviction point.

The three staff roles that provide support throughout this procedure are Property Managers (PM), TSW and Paralegals. Support efforts made by these staff include:

- Entering into budget friendly repayment agreements (PM)
- Identifying barriers and referring tenants to TSW for increased support and referrals (PM)
- Explaining/translating and discussing legal documents with tenants (PM/TSW)
- Helping with gathering, completing, and submitting Annual Renewal Documents or other outstanding paperwork (TSW)
- Assisting with accessing the Housing Stability Benefit, Rent Ready or shelter benefits through Ontario Works and ODSP (TSW/Paralegals)
- Assisting with budgeting and proposing reasonable repayment agreements to PM (TSW)



- Liaising with and completing referrals to community agencies for additional support (i.e. mental health, addictions, budgeting etc.) (TSW)
- Referring tenants to the Hamilton Community Legal Clinic (PM/TSW/Paralegals)
- Negotiating Consent Orders (in advance of hearings) or Mediated Agreements (at hearings) with tenants and adjudicators (Paralegals)

### ***Eviction Case Review***

The Manager of Operations is responsible for reviewing and signing off on all requests for eviction. An Eviction Case Review can be initiated by the Manager of Operations in cases where it is not clear all possible support options for the tenant have been exhausted (i.e. file notes may not adequately explain the case, Eviction Prevention attempts appear to be lacking, there has been a change in tenants' circumstances or level of engagement with CHH etc.). This is a newly implemented process, established in Q1 of 2024 and intended to ensure staff have made every possible attempt to prevent eviction due to arrears and with consideration to the specific context of the tenants' circumstances.

The Eviction Case Review includes the Manager of Operations, Manager of Tenant Administration, Manager of Partnership Development and Support Services, the Property Manager, the Tenant Support Worker and the Paralegal. During the review, the full file and all Eviction Prevention attempts are reviewed. It has two potential outcomes:

1. Determination that attempts to prevent eviction have been exhausted and eviction is authorized to proceed; or
2. Determination that attempts to prevent eviction have not been sufficient and further support or attempts are required.

If additional support or attempts are required, the Eviction Case Review team specifies what actions and efforts required by staff and a further case review is scheduled. The eviction order is held until either:

1. The tenant successfully resolves arrears; or;
2. Until a month prior to order expiry (approximately 5 months from the date the order is eligible to be filed with the sheriff) at which point unresolved arrears would result in eviction.

### ***Important Notes about Arrears and Eviction Prevention***

- 1) Arrears for which the Landlord Tenant Board has issued an order cannot be reheard at a future hearing if the landlord fails to act upon an order. This means

that if CHH allows an arrears order to expire, there is no way to collect those arrears in future.

- 2) CHH does not follow through with an eviction if the tenant can come up with a way to pay off their arrears (even at the last minute). Even in cases where the tenant may be presenting serious social issues related to their tenancy, the issue of arrears is treated separately.
- 3) Timeliness in this process is of key importance as the higher the arrears climb, the less likely that tenants will be able to resolve them. That is the reason why CHH does not wait longer than three months to open an application at the Landlord Tenant Board if tenants do not engage in Eviction Prevention efforts.
- 4) Extremely long wait times (currently 5-6 months) for hearings at the Landlord Tenant Board have significantly impacted CHH's ability to collect arrears. This is not unique to CHH and has had widespread impact on all housing providers throughout the Province of Ontario.

**Consultation:**

Internal CHH Departments: Operations Department, Tenant Administration Department, Partnership Development and Support Services Department

External: n/a

**Financial and Legal/Risk Considerations:**

Rent and arrears collection is a core function of CHH. The revenue collected has an impact on the operating budget for CHH and is key in maintaining the organization's financial viability.

**Next Steps and Milestones:**

n/a

**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.

**Supporting Presentations and Appendices:**

Powerpoint Presentation attached – Arrears and Eviction Prevention

Arrears and Eviction Prevention Process Map

AS/lw



# **Arrears and Eviction Prevention**

## **Policy and Procedure**

# Arrears and Eviction Prevention Policy Statement and Purpose

To ensure that CityHousing Hamilton (CHH) supports tenants at risk of losing their tenancy due to financial reasons by encouraging the early resolution of arrears.

The logo for CityHousing Hamilton is positioned on the right side of the slide. It features a stylized grey house icon with a blue roof. The text 'CityHousing' is written in a blue, sans-serif font, with 'City' in a larger size than 'Housing'. Below it, the word 'Hamilton' is written in a smaller, blue, sans-serif font. The entire logo is set against a background of blue and grey geometric shapes.

CityHousing  
Hamilton

# Staff Responsible for Arrears & EP Procedures



**Tenant Administration  
Representatives (TAR)  
(12 FTE)**



**Property Managers  
(PM) (13 FTE)**



**Tenant Support  
Workers (TSW)  
(11 FTE)**



**Paralegals (3 FTE)**

# Reasons for Arrears Accumulation

## Non-Payment of Rent

- Applies to Market Rent, Rent-Geared-to-Income and Rent Supplement tenancies
- Tenant does not make rent payments or does not pay the correct amount on a monthly basis

## Subsidy Removal

- Applies to Rent-Geared-to-Income and Rent Supplement tenancies only
- All reasons for subsidy removal are subject to legislation

# Annual Renewal Process

Process is designed with the goal to *prevent* arrears before they start.

# Annual Renewal Process

Minimum\* of 7 contact attempts with tenant: 3 by letter, 2 by phone, 2 door knocks

-4.5 mos

- TAR sends Annual Renewal Package to tenant via mail

-3.5 mos to  
-1.5 mos

- If none, or partial documents have been received from tenant, TAR sends letter informing tenant that documentation is still required. Letters doubles as 90 day notice of subsidy removal.
- TAR calls and/or emails the tenant

-1.5 mos to  
date of subsidy  
expiry

- TSW attempts to contact tenants that have not completed their Annual Renewal packages. Attempts include:
  - A phone call and/or email and if no answer;
  - A knock on the unit door and if no answer;
  - Another door knock and a letter left indicating the ability of the TSW to assist;
  - TAR prioritizes renewals that are about to expire so tenant does not incur arrears



# Challenges and Barriers



Legislative changes effective July 1, 2021 prevented housing providers from doing retroactive adjustments if Annual Renewal Paperwork is received post subsidy expiry



Tenants may struggle with completion of taxes, making Notice of Assessments difficult to obtain



Documentation requirements and paperwork can be difficult for tenants to understand and fill out

# Tenant Support with Annual Renewal Processes and Subsidy Removals

## Tenant Administration Representative (TAR)

- Meet with Tenants during site office hours
- Help with Annual Renewal Paperwork
- Liaise with OW/ODSP

## Tenant Support Workers (TSW)

- Assist with completing Annual Renewal Paperwork
- Referrals for help with tax completion
- Liaise with community support partners/agencies
- Advocate in exceptional circumstances

# Arrears and Eviction Prevention

Process designed to *prevent eviction*  
when arrears have started.

# Arrears Collection and Eviction Prevention Process

Minimum\* of 7 contact attempts with tenant (3 prior to L1):  
1 by legal notice, 2 by letter, 1 by phone, 3 door knocks

Month  
1

## **Arrears *under* \$85 (minimum rent):**

- TAR makes a phone call to tenant (for arrears under \$20)
- TAR mails Arrears Letter (ALET) by the 10<sup>th</sup> of the month (for arrears over \$20)

## **Arrears *over* \$85:**

- N4 Notices mailed by the 10<sup>th</sup> of the month
- PM reviews Arrears Report by the 7<sup>th</sup> of the month and contacts tenants who are in arrears. Attempts include:
  - Phone call and/or email and if not answered or no call/email returned;
  - Door knock and business card left at the door
- If contact is unsuccessful, an L1 Application is opened at the Landlord Tenant Board ***or*** a referral to the TSW is made

# Arrears Collection and Eviction Prevention Process (continued)

Month

2

- Paralegal opens L1 Application at Landlord Tenant Board and sends L1 Notification Letter to tenant or;
- TSW begins to contact tenants that have been referred to them by the PM. Attempts include:
  - Phone call and/or email and if no answer;
  - Door knock and if no answer;
  - Another door knock and Eviction Prevention Letter left at the door.

Month

3

- TSW notifies PM regarding outcome of Eviction Prevention Efforts
- If arrears are not resolved, PM authorizes L1 to be opened at the Landlord Tenant Board
- Paralegal opens L1 Application at the Landlord Tenant Board and sends L1 Notification Letter to tenant.

# Tenant Support with Arrears: PMs, TSWs and Paralegals

## Property Managers (PM)

- Repayment Agreements
- Referral to TSW

## Tenant Support Workers (TSW)


- Explain/translate and discuss documents
- Assist with document gathering/completion
- Assess tenant needs
- Complete community referrals


## Paralegals


- Negotiate Consent and Mediated Agreements
- Liaise with community support and legal organizations

# Eviction Orders: Process

When an Eviction Order is received:

- 
- Paralegal reviews ledger to ensure that tenant arrears have not been resolved
  - Paralegal requests that Property Manager authorizes eviction

- 
- Property Manager reviews file and either authorizes or denies request for Eviction
  - Property Manager has discretion to ask Tenant Support Worker to make a last attempt at Eviction Prevention before authorization of eviction

- 
- Paralegal sends Sheriff Cheque Request Form to Manager of Operations
  - Manager of Operations reviews ledger, all file notes and Eviction Prevention attempts made before making decision to sign the cheque
  - Manager of Operations has discretion to send the file to an Eviction Case Review

# Eviction Case Review

- New Process introduced to policy and procedure in Q1 of 2024
- Is a meeting of the Manager of Operations, Manager Tenant Administration, Manager Partnership Development and Support Services, the Property Manager, the Tenant Support Worker and the Paralegal during which the full file and all Eviction Prevention Attempts are reviewed
- May result in further Eviction Prevention attempts



# Challenges and Barriers



Language in required standard legal documents can be frightening and/or confusing for tenants. This erodes trust between CHH and the tenant.



Wait times for Landlord Tenant Board hearings can be 6+ months. Arrears can be very high by the time the case is heard. High balances can be very difficult for tenants to resolve.



Some tenants' needs exceed that of what our staff are able to provide. Wait lists for community supportive agencies can be very long or support needed is not available in community.




Some tenants (particularly those paying market rent) may not qualify for financial benefits such as the Housing Stability Benefit and Rent Ready.

**Thank you!**

**Questions?**





<b>Date:</b>	May 28, 2024
<b>Report to:</b>	Board of Directors CityHousing Hamilton Corporation
<b>Prepared by:</b>	Gillian McLaughlin, Manager of Partnership Development and Support Services
<b>Approved by:</b>	Adam Sweedland, Chief Executive Officer
<b>Signature</b>	
<b>Subject:</b>	<b>CityHousing Hamilton Program Coordinator (Report #24016)</b>
<b>Report Type:</b>	<b>Recommendations</b>

**Recommendation(s):**

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.

**Executive Summary:**

The City of Hamilton Recreation Division operates seniors’ recreation programming at CHH’s Main Hess complex – the Main-Hess Seniors Activity Club. It is the only club not operated in a City of Hamilton recreation facility and is funded, in part, by an annual \$50,000 grant from the provincial Seniors’ Active Living Centre (SALC) funding.

The Recreation Division approached CHH staff about the opportunity to redirect annual grant funding to CHH and work with the Recreation Division to offset the cost of delivering the services required by the terms of the grant and maximize the effective use of the program funding. This arrangement will allow CHH staff to better respond to the programming needs of tenants, expand programming in other areas and ensure more efficient use of existing staff resources.

Funding for this arrangement includes the transfer of the SALC funding from Recreation to City Housing Hamilton to offset the costs of one full-time staff to support social services program delivery at Main Hess Senior's Club (representing approximately 70% of workplan). CHH would be able to expand its programming workplan for Main-Hess and Vanier Towers by an additional 30%. This additional position will be based on the job description for the existing Program Coordinator. CHH is responsible for the remaining cost of this position, which will be included in the annual operating budget.

The addition of a second Program Coordinator will allow CHH to support and expand programming, better identify and address tenants needs and gaps and address other social determinants of health.

Recreation will continue to provide programming within its scope and budget for the site and assist with administrative reconciliation of the grant funding (i.e. annual applications and final reports). Recreation and City Housing will continue to meet regularly to evaluate the site's activities, grant usage, plan events, and evaluate partnership roles.

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

Priority # 1 in CHH's Strategic Plan, approved by The Board of Directors in 2022, is to empower tenants with the supports and services they need to thrive. To that end Strategy # 1 highlights the importance of developing community partnerships to provide appropriate resources, programs and services for our tenants.

CHH is home to some of the most marginalized individuals in our community, many of whom have been negatively impacted by homelessness, social isolation, program closures, struggles with addiction, mental health issues, physical and emotional trauma etc. As we continue to respond to vulnerable tenants' needs, we recognize that their wellbeing and quality of life could be improved through more on-site support programs.

CHH has many partnerships offering a wide variety of programs at senior building sites but it also needs to do more to support both the family units and the "4 corners"

buildings comprised of Vanier Towers (181 Jackson St W, 95 Hess St S), and Main-Hess (191 Main St W and 200 Jackson St W).

CHH currently has two full time staff (a Partnership Development Advisor and a Program Coordinator) dedicated to partnership development, tenant engagement initiatives, and program coordination to meet the needs of tenants across CHH's portfolio. Additional resources have already been earmarked to support expansion of this work and this opportunity will further enable CHH to expand its programming. The Program Coordinator facilitates CHH's many wellness, educational, social and recreational programs.

The additional permanent full time Program Coordinator will focus on supporting the programming needs for the tenants located at Vanier Towers and Main-Hess. This will, in turn, allow the existing Program Coordinator to better focus on gaps in the service needs of tenants at family units without impacting programs that already exist at many seniors' locations.

This arrangement is mutually beneficial to both CHH and the Recreation Division.

Some key challenges Recreation has noted include:

- Having to allocate more staff to support this location than it would normally allocate based on the programming;
- Recreation can only offer programming within scope of recreation core services.
- There are several social service needs at this location which recreation cannot effectively address because they do not specialize in these types of programming or supports (i.e. food security, income security, tenant building issues, health supports and resources)
- Recreation staff are approached by tenants to assist in navigating complex concerns or issues. The types of concerns faced at this site are not in a recreation employee's purview and these challenges have led to difficulty in finding Recreation staff who are willing to work at Main Hess.
- The location is underperforming compared to other SALC locations for membership, hours of programming, and attendance and has been the only site selected to be audited by the Province to verify operating expenses
- Additional training is required for any staff being scheduled at this location to address knowledge gaps in effectively supporting residents.
- The site is not viable to operate within the current recreation operating models for seniors' clubs (handbook guidelines) or older adult programming (within community centres) therefore it has become increasingly difficult for Recreation to justify its current operating expenses given the limited programming provided.

**Consultation:**

CHH: Finance and Administration

City of Hamilton: Recreation Division

**Financial and Legal/Risk Considerations:**

The position would be permanent but dependent on availability of the ongoing funding.

**Next Steps and Milestones:**

Finalize transfer of funds and initiate recruitment by Q3 2024.

**Strategic Alignment:**

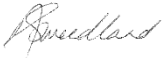
This report supports the following 2023-2027 CityHousing Hamilton Strategic Priorities:

- FLOURISHING COMMUNITIES: Empower Tenants with the support and services they need to thrive:
- A WHOLE TEAM APPROACH: Strengthen our people and performance.

**Supporting Presentations and Appendices:**

None.

AS/gm

<b>Date:</b>	Tuesday, May 28, 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>Accessibility Update (Report #24017)</b>
<b>Report Type:</b>	<b>Information</b>

**Recommendation(s):**

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

**Executive Summary:**

At the November 28<sup>th</sup>, 2023, CityHousing Hamilton (CHH) Board meeting the Board of Directors received a presentation from the Advisory Committee for Persons with Disabilities (ACPD) with recommendations to improve accessibility at CHH buildings.

Report # Accessibility Report Update speaks to actions CHH has taken or is considering with respect to the recommendations.

**Background and Additional Information:**

This report highlights what actions CHH has taken based on the ACPD Housing Group recommendations.



Recommendations:

1. CHH to create a department that focuses on accessibility.

**Action:**

In February 2024 CHH hired an Equity, Diversity and Inclusion (EDI) Specialist. This new position is responsible for developing an Inclusion, Diversity, Equity and Accessibility (IDEA) framework for tenants and staff. This will help to mitigate accessibility issues at properties and support tenants' individualized needs.

2. Tour CHH properties and list steps that need to be taken in a priority list to be addressed as labour and finances allow. This will ensure that money is allocated to improving accessibility.

**Action:**

CHH completes Annual Unit Inspections; the purpose is to visit each unit and inspect for any health, safety, or maintenance issues consistent with the landlord's obligation under subsection 20(1) or section 161 of the Residential Tenancy Act (RTA). During these inspections, tenants can discuss accessibility items and staff can outline next steps to addressing these individual requests.

CHH implemented a Duty to Accommodate policy in 2016. Tenants are accommodated based on their unique circumstances. To complement this policy, CHH has implemented a Unit Modification process which allows tenants to provide supporting medical documentation for accessible modifications based on individual needs e.g., grab bars, roll in shower, strobe lights etc. Once documentation is provided and approved, CHH works with approved contractors to complete modification work.

As part of its contractual commitment to CMHC through the Co-Investment Fund, CHH is obligated to improve the accessibility features for a minimum of 20% of its units. This can mean improvements to common areas, the addition of specific accessibility features (such as strobe light fire alarms or automatic door openers) and conversion of units (where possible) to meet barrier-free requirements. In addition, newly constructed housing includes an increase in accessible units and features to meet the needs of different household sizes.

3. Create a hotline/complaints system to provide necessary feedback as is required under the act.

**Action:**





CHH has a complaint system in place which provides a variety of ways for tenants to have complaints addressed. Tenants can identify accessibility barriers or file complaints by:

- email at [aoda@hamilton.ca](mailto:aoda@hamilton.ca)
- complete the CHH complaints form on [CHH's website](#);
- submit paper form in person;
- or speak directly to CHH staff.

Staff will reach out to tenants to collaboratively address solutions. CHH is currently developing a customer relations management system to streamline and support an improved complaint process. This technology enhancement will assist in tracking timely response, what action occurred and outcome. *Implementation time Q1 of 2025.*

4. Review the CityHousing website/application forms to ensure they are achieving full accessibility. This may require the development of testing protocols.

**Action:**

CHH's website is currently maintained by the City of Hamilton's communications department. This website aligns with the design and functionality of departments within the City of Hamilton (COH).

CHH is developing a strategic communications plan which will include a comprehensive review of its communication material (include the website) to ensure material is available in multiple formats to meet the accessibility needs of tenants. This will be included in the work led by CHH's EDI Specialist.

5. Review and modify the current system to request modifications in the home and serve as an intermediary between the tenant and the property manager.

**Action:**

Tenants can speak with their Property Manager or Tenant Support Worker to request individualized accommodations which may include home modifications. Once supporting documentation from medical professionals is obtained, CHH then organizes contractors to complete the work. Home modifications can include door closures, automatic door closures, wheelchair ramps, grab bars, fire alarm indicators for individuals with hearing loss, modifications to bathrooms and any other requests for modifications in the current unit.



Ontario's Human Rights Code requires landlords to accommodate the needs of tenants with disabilities to a reasonable point. Tenants can submit a complaint to CHH if they feel their accommodation has not been adequately met or addressed or can apply to the Human Rights Tribunal of Ontario.

6. Review any new construction or renovation plans to ensure they are addressing accessibility as well as trying to incorporate Universal Design, because it will save money over time.

**Action:**

The average age of a CHH property is 46 years. When these buildings were developed, they met building codes and regulations. As CHH replenishes or creates new developments, our design approach incorporates Universal Design and rigorous energy-based standards.

CHH is currently developing a socially sustainable 20-year long-term housing strategy for Hamilton that focuses on inclusivity, multigenerational living, mixed income housing, and community revitalization. CHH will engage tenants and stakeholders to ensure that Universal Design is incorporated in new construction and renovations.

7. Review each property's maintenance plans to ensure they are taking accessibility into full account.

**Action:**

CHH understands the importance of having an asset management plan that measures, analyzes replacement costs, age, condition, and overall quantity of assets. To address CHH's aging stock, we are developing a portfolio preventative maintenance and demand capital action plan and investing in technology solutions to enhance reporting and analysis to increase lifetime of assets. Additionally, with funds from CMHC (Canada Mortgage and Housing Corporation) CHH has earmarked work to improve accessibility within common spaces at properties.

8. Review accessibility training protocols and suggest improvements.

**Action:**

CHH aligns with the City of Hamilton's training expectations. New hires must complete AODA related training including "Working Together- The Code and AODA" and "Accessibility Standards for Customer Service." Training explains how the Code and AODA guide the prevention and removal of barriers for people with disabilities.

The new CHH EDI Specialist is currently developing an Inclusive, Diversity, Equity and Accessibility (IDEA) framework for tenants and staff. The EDI Specialist is currently completing an environmental scan with staff on training protocols and suggestions to improve accessibility training. Tenant engagement will happen in Q4 of 2024 which will review current accessibility approaches and understand service gaps/opportunities.

9. Participate in Public Health's Extreme Heat Working Group as a representative of CityHousing and assist in updating the Community Heat Response Plan going forward.

**Action:**

Since February 2024 CHH has had two staff participating regularly in the Extreme Heat Working Group. Pertinent information from this working group is disseminated back to the organization.

10. Attend ACPD Housing Working Group meetings on a biannual basis to maintain regular communication channels.

**Action:**

The ACPD Housing Group over the last two years has collaborated with the Manager of Strategy and Quality Improvement at CHH and with City of Hamilton's Manager Diversity & Inclusion. CHH will continue to attend ACPD Housing Working Group meetings. Our mutual goals are to support the removal of barriers for people with disabilities.

**Background and Additional Information:**

CHH believes the best way to achieve accessibility for tenants within units and properties is to have honest and inclusive dialogue to find solutions that work for both sides. Our goal is to work together in an environment where our policies and practices promote integration and full participation. CHH will continue to collaborate with the ACPD Housing Group, and tenants with lived experience to improve quality of life for individuals with accessibility needs.



CHH would like to acknowledge the ACPD Housing Group for the work they have done to develop these well-thought-out recommendations. The ACPD Housing Group spent the last two years learning how the Accessibility for Ontarians with Disabilities Act (AODA) affected housing and shared recommendations to CHH on how to improve accessibility.

### **Consultation:**

City of Hamilton: Human Resources, Talent and Diversity: Jessica Bowen- Manager Diversity & Inclusion.

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

The Accessibility for Ontarians with Disabilities Act, 2005 (AODA) became law in 2005. The AODA helps obligated businesses and organizations to identify, remove, and prevent barriers for people with disabilities.

CHH contributes to Annual Reports that highlight CHH's strategies, initiatives, and activities to reaching accessibility and delivering exceptional and accessible services. The plan documents the progress made during the year and sets out the measures and deliverables proposed for future years. CHH strategies align with the City of Hamilton's compliance with the Accessibility for Ontarians with Disabilities Act (AODA), 2005 and the Integrated Accessibility Standards (Ontario Regulation 191/11).

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

December 2025: Develop a multi-year accessibility plan which addresses strategies to prevent/remove barriers. Will be posted on the CHH website under our new Accessibility section.

### **Strategic Alignment: change**

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

- EMPOWER TENANTS WITH THE SUPPORT AND SERVICES THEY NEED TO THRIVE: Foster equitable, diverse, and inclusive communities within CHH.
- PRESERVE AND UPGRADE CHH'S CURRENT HOUSING STOCK: Provide timely and responsive maintenance to CHH's portfolio.
- DEVELOP NEW AND INCLUSIVE AFFORDABLE MIXED HOUSING WHILE BUILDING STRONG AND SUCCESSFUL MULTI-GENERATIONAL COMMUNITIES:

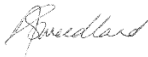


Develop a socially sustainable 20-year long-term housing strategy for Hamilton that focuses on inclusivity, multigenerational living, mixed income housing, and community revitalization

**Supporting Presentations and Appendices: N/A**

AS/awr



<b>Date:</b>	May 28, 2024
<b>Report to:</b>	Board of Directors CityHousing Hamilton Corporation
<b>Prepared by:</b>	Amanda Warren-Ritchie Manager, Strategy & Quality Improvement  Adrian McKenzie EDI Specialist
<b>CEO/Secretary</b>	Adam Sweedland
<b>Signature</b>	
<b>Subject:</b>	<b>2024 IDEA (Inclusion, Diversity, Equity and Accessibility) Roadmap (Report #24018)</b>
<b>Report Type:</b>	<b>Information</b>

**Recommendation(s):**

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

**Executive Summary:**

As CHH starts the crucial journey of fostering equitable, diverse and inclusive communities, CHH starts with foundational work and preplanning. Emphasis will be placed on data analysis, environmental scans, and stakeholder engagement.

The Equity Diversity and Inclusion (EDI) Specialist was hired and onboarded in February 2024. Since February, work has consisted of external and internal environmental scans to understand how EDI has been embedded into the organization's culture. The external comparators are London, Windsor, Ottawa, Toronto, and Peel to learn their process of embedding equity, diversity, and inclusion into their housing communities.

Internally, reviewed CityHousing Hamilton's (CHH) employee demographic information collected through the City of Hamilton's (COH) Employee Equity Survey, connected with IDEA (Inclusion, Diversity, Equity and Accessibility) Specialists across the COH to learn best practices and how IDEA is embedded within departments.

The IDEA (Inclusion, Diversity, Equity and Accessibility) Roadmap is a phased approach and identifies key deliverables at each phase beginning in 2024. It will focus on reviewing and analyzing input from stakeholders such as staff and tenants. The goal of this process is to learn areas of strength and growth, and to establish buy-in/investment towards working through an IDEA lens/culture. These inputs will be instrumental in identifying emerging trends and themes. Phases 2 and 3 will focus on the development and implementation of a comprehensive stakeholder consultation plan. While phase 4 and 5 focus on monitoring, evaluation and adapting.

**Background and Additional Information:**

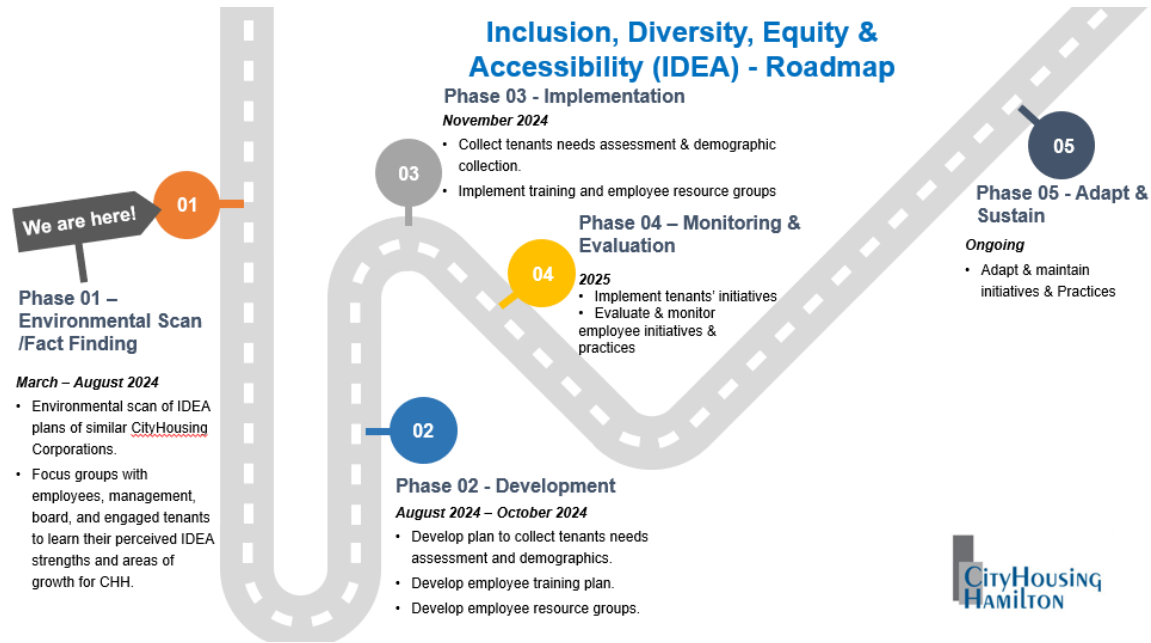
**1.0 Strategic Alignment:**

Strategic Priority	Activities	Timeline
<p><b>FLOURISHING COMMUNITIES:</b> Empower Tenants with the support and services they need to thrive: Foster equitable, diverse, and inclusive communities within CHH.</p>	<p>Phase 1</p> <ul style="list-style-type: none"> <li>• Environmental scans</li> <li>• Document reviews</li> <li>• Stakeholder focus groups to learn their perceived IDEA comprehension and opportunities for learning</li> </ul>	<p>March 2024-August 2024</p>
	<p>Phase 2</p> <p>Analyze the findings of the needs assessment and develop an Equity, Diversity and Inclusion Plan for CHH tenants that empowers tenants and increases their sense of belonging.</p> <p>Develop Tenant Survey to gather demographic data, identify tenant realities, and needs as they relate to equity, diversity, and inclusion.</p> <p>Develop multiyear accessibility plan.</p>	<p>August 2024-October 2024</p>

	Phase 3 Roll out the plan in a phased manner to pilot key elements of the plan at priority properties.  Roll out accessibility plan.	November 2024
	Phase 4 Monitor and evaluate plan.	2025
	Phase 5 Adapt and sustain the plan.	2025
A WHOLE TEAM APPROACH: Strengthen our people and performance: Embed equity, diversity, and inclusion across CityHousing Hamilton.	Phase 1 Review Employee Equity Survey results to understand demographic data, identify staff realities, and needs as they relate to diversity, equity and inclusion. SWOT focus groups to understand staff's realities with IDEA.	March 2024- August 2024
	Phase 2 Develop IDEA plan based on findings from Survey and focus groups. Incorporate IDEA into communications, policies, and training to develop a culture that reflects the mosaic of Hamilton and the communities we serve.	August 2024-October 2024
	Phase 3  Roll out and monitor the plan to pilot key elements including staff professional development.	November 2024
	Phase 4 Evaluate the impact of the plan annually to assess its success and to apply lessons learned.	2025
	Phase 5 Adapt and sustain.	2025

Roadmap





**Consultation:**

Internal CHH Departments: Operations Department, Development Department, Maintenance Department, Asset Renewal Department, Tenant Administration Department, Finance Department and Partnership Development and Support Department.

**Financial and Legal/Risk Considerations:**

n/a

**Next Steps and Milestones:**

February 2025 IDEA (Inclusion, Diversity, Equity and Accessibility) Roadmap update.

**Strategic Alignment:**


This report supports the following strategic priorities:

- FLOURISHING COMMUNITIES: Empower Tenants with the support and services they need to thrive:
- A WHOLE TEAM APPROACH: Strengthen our people and performance.

**Supporting Presentations and Appendices: N/A**

AS/awr



<b>Date:</b>	Tuesday, May 28, 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 3.7% (264 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 June 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.



- **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

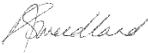
Priority	Strategies	2023 Deliverables	Status
Priority # 1: Empower tenants with the support and services they need to thrive.	Strategy # 1: Foster equitable, diverse, and inclusive communities within CHH.	An EDI Specialist is hired to support this work	Complete
		The tenants' need assessment commences to identify realities and needs relating to EDI in CHH communities	Not complete
	Strategy #2: Prioritize safety and security for tenants and work collaboratively to develop community safety plans in CHH buildings and neighbourhoods.	A Community Safety Specialist has been hired	Complete
		A review of best practices has been undertaken through an environmental scan	Complete
		Appropriate stakeholders and partners from across the City provide expertise and synergies within the community	In progress
	Strategy #3: Develop community partnerships to provide appropriate resources, programs, and services for our tenants.	A part-time Project Manager is hired, and work has begun to assess CHH's current partnerships	Not complete (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 complete (temporary change in direction)
	Priority # 2: Preserve and upgrade CHH's current housing stock.	Strategy # 1: Provide timely and responsive maintenance to CHH's portfolio.	Quality improvements have been made in respect to technology solutions and invoicing
CHH works steadily on updating service contracts			In progress
CHH begins to explore solutions for preserving its housing stock			In progress
Strategy # 2: Develop plans and build CHH's capacity to address its aging stock incrementally.		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	In progress
Strategy #3: Repair and renew 63% of CHH's units with funding support		CHH has established the capacity and secured the required resources to undertake the work	Complete



	of \$194 million from CMHC and other stakeholders	CHH proactively monitors the required funding and capacity requirements for this repair and renew project	In progress
	Strategy #4: Implement energy and environmentally sustainable strategies to create efficiencies within tenants' units and all CHH properties	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)	No complete – change in direction
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.	CHH's project team continues to monitor scope, design, procurement and construction of its six development projects and adjusts accordingly	In progress
		CHH purposefully reaches out to funders, supporters and stakeholders to champion affordable housing solutions in Hamilton	In progress
	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.	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
Priority # 4: Strengthen our people and performance.	Strategy #1: Embed equity, diversity and inclusivity across CityHousing Hamilton	An EDI Manager is hired to support this work along with EDI efforts undertaken with tenants (Priority 1, Strategy 1);	Complete
		An internal needs assessment is initiated to understand employee needs as they related to EDI	Not complete
		EDI training and education commences for Board and people leaders in the organization	In progress

Strategy # 2: Continue to build an organizational culture of quality improvement, high performance, operational excellence, and results-based accountability.	A full-time trainer is hired to support orientation, address continuous learning, ensure adherence to policies, build standardization and promote efficiencies	Not complete – change in direction (*but still in progress with current resources)
	Training and orientation development and delivered to support staff safety and health and wellness	In progress
	A governance action plan is developed in consultation with Board members to identify where they will actively champion the strategic plan priorities	Not complete
	An annual operational planning process and reporting structure is developed to support the successful implementation of the strategic plan	Complete
	CHH improves its infrastructure by introducing an intranet platform (complete), enhancing integration between software solutions (in progress); rolling out internal audit tools (in progress) and automating metrics (in progress)	In progress
	CHH continues to streamline internal process improvement strategies for arrears and vacancies; policy review and departmental workflows	In progress
	Strategy 3: Implement a communication plan that effectively informs and engages tenants, staff and community stakeholders	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
	CHH’s external communications strategy includes a greater focus on: increased branding, signage, videos, community-based campaigns, collaborations, sponsorships and media relations	In progress

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

<b>Date:</b>	May 28, 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 #24019)</b>
<b>Report Type:</b>	<b>Information</b>

**Recommendation(s):**

That Report #24019 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 result of the cybersecurity incident. However, CHH established a manual tracking and monitoring process. The current vacancy rate is *estimated* to be **5.5% (391 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. Consequently, there are gaps in available information resulting in a low-medium level of data confidence. CHH is working methodically and incrementally to rebuild its the data to achieve a high level of confidence.

Table 1 – Quarterly and Monthly Full Inventory Reporting

Classification	Subclassification	Q2 2023	Q3 2023	Q4 2023	J 2024	F 2024 **	M 2024 ***	A 2024 ***
Occupied	RGI	4323	4341	4425	4473	Software issue	4505	4521
	Market	1770	1766	1763	1749		1750	1751
Pending Move-in	n/a	84	186	170	141	No available data	125	167
Vacant	n/a	584	505	481	467		450	391



Unavailable	Large Scale Projects	170	136	92	101		101	101
	Development	191	191	191	191		191	191
Total Requirement		7122	7122	7122	7122		7122	7122
Vacancy Rate*		8%	6.37%	6%	5.81%		6.3%	5.5%

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

\*\*Software currently inaccessible- updated once available

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

CHH had 70 Move-ins for April and Tenant Placement staff have 97 units on offer with scheduled move-in dates for May, and June.

Tenancy Move-outs number in April was 28. Tenancies ended because of death, health, and tenant-initiated notice.

**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:**

June 26, 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



Date:	May 28, 2024
Report to:	Board of Directors CityHousing Hamilton Corporation
Prepared by:	Sean Botham Manager, Development
	Samantha Blackley Development Coordinator
CEO / Secretary	Adam Sweedland
Signature	
Subject:	106 Bay St. N. Funding Update (Report #18014(b))
Report Type:	Recommendation

Recommendation(s):

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.

Executive Summary:

In November 2023 the CityHousing Hamilton (CHH) Board of Directors (Board) authorized CHH to negotiate and enter into a loan agreement with the City of Hamilton (City) to secure the loan portion of funding required for the 106 Bay St N project, subject to the proposed



terms and conditions. However, following discussions with the City, the terms and conditions will not allow CHH to operate the building in a financially sustainable manner.

CHH staff also discussed potential funding solutions with the City’s Housing Services and Housing Secretariat to identify potential funding that could work alongside a City loan. Currently the project is under review as part of a competitive process through the Affordable Housing Development Project Stream, which has the potential to offset project costs and therefore broaden the possible terms and conditions which would make financing favourable.

Also, funding for this project includes a transfer of funds generated from the proceeds of the delayed Jamesville project. As a result, CHH is now required to finance this additional amount, increasing the total financing required from \$6.3M to approximately \$8.3M.

However, a variety of other lenders exist that may have suitable terms, including those from public entities from other levels of government, and non-profit and for-profit entities that deliver CMHC programs.

This report recommends conducting a competitive process to secure the required financing to complete construction and provide long-term debt for the project.

**Background and Additional Information:**

CHH is nearing the completion of construction of 106 Bay St. N., a 55-unit deeply affordable, near-net zero, and community-focused building for families and singles/couples’ units. This project includes replacing 45 (of 91) rent geared-to-income (RGI) units from the Jamesville site and 10 more moderately affordable market units.

On March 27, 2018, the CHH Board approved Report 17021(b) being CHH’s current development strategy and including approval of the required debt for the identified projects and, specifically, the authorization to CHH staff to negotiate the terms for the \$8.53M in debt for 106 Bay St. N. The shareholders approved this debt on April 11, 2018.

On September 29, 2020, the CHH Board approved the project budget for 106 Bay St. N. based on the Class C estimate. CHH has since tendered the project. Due to the growing cost of construction and changes to funding programs, the project budget increased. As a result, CHH identified alternative funding sources to bridge this gap including additional poverty reduction funds through Report 17021(d) on July 22, 2022.

The 106 Bay St. N total project budget remains at \$28.16M as outlined in Table 1 below. The project is expected to reach Substantial Completion and Building Occupancy in October 2024 and remains on budget. Funding from the proceeds of the Jamesville redevelopment is still expected but is delayed and therefore an additional \$2M has been added to the required financing amount, reflected in Table 1.

Table 1: 106 Bay St. N Funding Reorganization

Units	CHH Equity	Poverty Reduction Fund	DC Funding	CMHC-Co-Investment	Loan	Development Reserve	Total
55	\$2,769,700	\$9,124,652	\$779,288	\$5,025,000	\$8,300,000	\$2,261,053	\$28,159,693

On November 28, 2023 the CHH Board authorized the use of \$2.26M from the Development Reserve for the project and for CHH to enter negotiations with the City of Hamilton for a loan of \$6.3M.

The project budget included a transfer of funds generated from the delayed Jamesville project's proceeds. Without a resolution on the Jamesville redevelopment, CHH needs to include these funds in its financing, increasing the total financing required from \$6.3M to approximately \$8.3M. CHH already has approval for up to \$8.53M in long-term debt on the 106 Bay St. N.

CHH met with City of Hamilton Finance staff to review available loan terms. CHH also reviewed potential options to supplement project funding with Housing Services and the Housing Secretariat Departments which could reduce the debt requirement.

Various long-term debt financing options exist, including from Infrastructure Ontario, Housing Partnership Canada's Housing Investment Corporation (a non-profit Federal non-share corporation delivering funding enabled by CMHC investment), and private lenders offering products insured and incented by CMHC's MLI Select program.

Accordingly, a competitive bidding process for financing that matches CHH's needs is being recommended.

Consultation:

Internal CHH Departments:

CityHousing Hamilton Finance has been integral to the discussions with the City regarding terms and conditions, and in establishing a competitive process for identifying a financial institution to work with.

External:

City of Hamilton Finance and Corporate Services (Financial Planning, Administration and Policy) has been consulted regarding the potential loan opportunities through the City. The restrictions related to amortization period and interest rates, established in the City's External Loan Guidelines, do meet the need of this project.

City of Hamilton Healthy and Safe Communities (Housing Services and Housing Secretariat) has been consulted regarding potential funding CHH may be eligible to enable the suitability of a broader range of rates, terms and conditions to meet project funding requirements.

Financial and Legal/Risk Considerations:

The funding from the proceeds of the Jamesville redevelopment is still expected but is delayed and therefore an additional \$2M has been added to the required financing amount, reflected in Table 1.

Broadening the search to include other financial institutions is likely to quickly yield competitive rates, terms and conditions that will fit with project requirements.

Next Steps and Milestones:

A competitive process based on best practices for borrowing will be conducted. Following this, bridge financing will be put in place, and once construction is complete and payments certified and made, the long-term financing will replace the bridge financing.

Strategic Alignment:

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

- NEIGHBOURHOOD REVITALIZATION: Develop new and inclusive affordable mixed housing that builds strong and successful multi-generational communities.

Supporting Presentations and Appendices: N/A

AS/sb



Date:	May 28, 2024
Report to:	Board of Directors CityHousing Hamilton Corporation
Prepared by:	Sean Botham Manager, Development
	Samantha Blackley Development Coordinator
CEO / Secretary	Adam Sweedland
Signature	
Subject:	55 Queenston Rd. - Funding Update (Report #17040(c))
Report Type:	Recommendation

Recommendation(s):

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.

Executive Summary:

In November 2023, the CityHousing Hamilton (CHH) Board of Directors (Board) authorized CHH to negotiate and enter into a loan agreement with the City of Hamilton (City) to secure

the loan portion of funding required for the 55 Queenston Rd project, subject to the proposed terms and conditions. However, following discussions with the City, terms and conditions will not allow CHH to operate the building in a financially sustainable manner.

However, a variety of other lenders exist that may have suitable terms, including those from public entities from other levels of government, and non-profit and for-profit entities that deliver CMHC programs.

This report recommends conducting a competitive process to secure the required financing to complete construction and provide long-term debt for the project.

Background and Additional Information:

CHH is nearing the completion of construction of 55 Queenston Rd., a 40-unit deeply affordable, near-net zero, and community-focused building for families and singles/couples’ units. This project replaces 40 (of 100) single and semi units which were sold to support new development.

On September 29, 2020 the CHH Board approved the project budget for 55 Queenston Rd as well as a maximum debt of \$4.2M.

The 55 Queenston Rd total project budget remains at \$27.91M as outlined in Table 1 below. The project is expected to reach Substantial Completion and Building Occupancy in December 2024 and remains on budget as reflected in Table 1.

Table 1: 55 Queenston Rd. Funding Reorganization

Units	CHH Equity	FCM Funding	CMHC Co-Investment	FCM Loan	Other Loan	Development Reserve	Total
40	\$14,212,589	\$2,610,894	\$3,000,000	\$1,740,596	\$1,942,494	\$3,400,000	\$27,915,737

On November 28, 2023, the CHH Board authorized the use of \$3.4M from the Development Reserve for the project and for CHH to enter negotiations with the City of Hamilton for a loan of \$1.94M.

CHH met with City of Hamilton Finance staff to review available loan terms. However, based on the requirements of the 55 Queenston Rd project for amortization and/or rate, the terms and conditions of a City loan, and the time required to approve a potential loan placement with the City, an agreement is not practical.

CHH has approval for up to \$4.2M in long-term debt on the 55 Queenston Rd. Currently there is need for approximately \$1.94M in long-term debt and plus approximately \$1.74M in FCM loan (the required amount to enable their grant) as well as a bridge loan to finance the project through to completion before take-out financing comes into place. A competitive bid process for up to \$2.46M in bridge and then take-out financing, to bring the total potential borrowing to the full \$4.2M, is recommended for the project to buffer against any unforeseen costs during the final phase of construction.

Various long-term debt financing options exist, including from Infrastructure Ontario, Housing Partnership Canada's Housing Investment Corporation (a non-profit Federal non-share corporation delivering funding enabled by CMHC investment), and private lenders offering products insured and incented by CMHC's MLI Select program.

Accordingly, a competitive bidding process for financing that matches CHH's needs is being recommended.

#### Consultation:

##### Internal CHH Departments:

CityHousing Hamilton Finance has been integral to the discussions with the City regarding terms and conditions, and in establishing a competitive process for identifying a financial institution to work with.

##### External:

City of Hamilton Finance and Corporate Services (Financial Planning, Administration and Policy) has been consulted regarding the potential loan opportunities through the City. The restrictions related to amortization period and interest rates, established in the City's External Loan Guidelines, do meet the need of this project.

#### Financial and Legal/Risk Considerations:

Broadening the search to include other financial institutions is likely to quickly yield competitive rates, terms and conditions that will fit with project requirements.

#### Next Steps and Milestones:

A competitive process based on best practices for borrowing will be conducted. Following this, bridge financing will be put in place, and once construction is complete and payments certified and made, the long-term financing will replace the bridge financing.

Strategic Alignment:

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

- NEIGHBOURHOOD REVITALIZATION: Develop new and inclusive affordable mixed housing that builds strong and successful multi-generational communities.

Supporting Presentations and Appendices: N/A

AS/sb



<b>Date:</b>	<b>May 28, 2024</b>
<b>Report to:</b>	<b>Board of Directors CityHousing Hamilton Corporation</b>
<b>Prepared by:</b>	<b>Rochelle Desouza, Chief Financial Officer</b>
<b>CEO/Secretary</b>	<b>Adam Sweedland</b>
<b>Signature</b>	
<b>Subject:</b>	<b>Mortgage Renewal, 25 Towercrest Drive, Hamilton (Report# 24014)</b>
<b>Report Type:</b>	<b>Recommendation</b>

**Recommendation(s):**

That Report #24014 be approved as recommended.

**Executive Summary:**

As required under the provisions of the Housing Services Act, 2011, The Ministry of Municipal Affairs and Housing (the Ministry) arranges on CityHousing Hamilton's behalf with a lender or its authorized agent a mortgage facility to refinance the Mortgage for the project at 25 Towercrest Drive, Hamilton. The mortgage will commence on August 1, 2024 and have such terms and conditions as the Ministry in its sole discretion deems necessary, appropriate or advisable. The Ministry may take into account any input from the Service Manager when soliciting and arranging mortgage terms.



**Background and Additional Information:**

WHEREAS “CityHousing Hamilton Corporation (Housing Provider)” has requested the Ministry to arrange on its behalf a refinancing of the existing charge/mortgage of land (the “Mortgage”) for its project municipally known as CityHousing Hamilton Corporation – 25 Towercrest Drive., Hamilton (the “project”) for approximately \$1,715,392.77 maturing on August 1, 2024 (Ministry Reference Number: S02534)

AND WHEREAS the Ministry has agreed to arrange said mortgage financing and the Housing Provider agrees to be bound for those purposes by the terms and conditions contained in the said Mortgage, or any amendments thereto.

THEREFORE BE IT RESOLVED THAT:

1. The Housing Provider hereby authorizes the Ministry to solicit and arrange on its behalf such Mortgage(s) or Mortgage facilities with a lender or its authorized agent (the “Lender”) as it deems necessary, appropriate or advisable for the project identified above and for the maturity date aforementioned;
2. The Housing Provider hereby agrees to be bound to the Lender for such mortgage purposes and upon the terms and conditions contained in the said Mortgage, or any amendments thereto, and the Housing Provider hereby further agrees to mortgage its property and assets to secure its present and future obligations under the said Mortgage, or any amendments thereto, to the Lender, as deemed necessary or advisable;
3. The Housing Provider hereby authorizes the designated signing Officers to enter into such agreement or agreements amending the terms of the said Mortgage and to deliver to the Lender such document or documents as may be deemed necessary, advisable or required by the Lender to give effect thereto; and
4. The Housing Provider hereby confirms that this Resolution has been ratified and approved by its Board of Directors and it agrees to deliver this Resolution to the Ministry and to the Lender; and the Housing Provider further confirms that this Resolution shall continue in force and effect until written notice to the contrary is delivered to the Lender and the Ministry with receipt acknowledged by the Lender and the Ministry.

The details of the Loan are below:

Original Final Capital Cost: **\$7,699,008.81**

Original Interest Adjustment Date: **1 June 1994**

Current Lender: **Canada Mortgage & Housing Corporation**

Mortgage Loan No: **18318840**

Current Maturity Date: **1 August 2024**

Balance @Maturity of Current Term: **\$1,715,392.77**

Balance Amortization Period in month: **60 months**

**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: N/A**

AS/rd



<b>Date:</b>	<b>May 28, 2024</b>
<b>Report to:</b>	<b>Board of Directors CityHousing Hamilton Corporation</b>
<b>Prepared by:</b>	<b>Rochelle Desouza, Chief Financial Officer</b>
<b>CEO/Secretary Signature</b>	<b>Adam Sweedland</b> 
<b>Subject:</b>	<b>Mortgage Renewal, 1884 &amp; 1900 Main St W (Report# 24013)</b>
<b>Report Type:</b>	<b>Recommendation</b>

**Recommendation(s):**

That Report #24013 be approved as recommended.

**Executive Summary:**

As required under the provisions of the Housing Services Act, 2011, The Ministry of Municipal Affairs and Housing (the Ministry) arranges on CityHousing Hamilton's behalf with a lender or its authorized agent a mortgage facility to refinance the Mortgage for the project at 1884 & 1900 Main Street West, Hamilton. The mortgage will commence on August 1, 2024 and have such terms and conditions as the Ministry in its sole discretion deems necessary, appropriate or advisable. The Ministry may take into account any input from the Service Manager when soliciting and arranging mortgage terms.

**Background and Additional Information:**

WHEREAS “CityHousing Hamilton Corporation (Housing Provider)” has requested the Ministry to arrange on its behalf a refinancing of the existing charge/mortgage of land (the “Mortgage”) for its project municipally known as CityHousing Hamilton Corporation – 1884 & 1900 Main Street West., Hamilton (the “project”) for approximately \$1,555,869.42 maturing on August 1, 2024 (Ministry Reference Number: S00350)

AND WHEREAS the Ministry has agreed to arrange said mortgage financing and the Housing Provider agrees to be bound for those purposes by the terms and conditions contained in the said Mortgage, or any amendments thereto.

THEREFORE BE IT RESOLVED THAT:

1. The Housing Provider hereby authorizes the Ministry to solicit and arrange on its behalf such Mortgage(s) or Mortgage facilities with a lender or its authorized agent (the “Lender”) as it deems necessary, appropriate or advisable for the project identified above and for the maturity date aforementioned;
2. The Housing Provider hereby agrees to be bound to the Lender for such mortgage purposes and upon the terms and conditions contained in the said Mortgage, or any amendments thereto, and the Housing Provider hereby further agrees to mortgage its property and assets to secure its present and future obligations under the said Mortgage, or any amendments thereto, to the Lender, as deemed necessary or advisable;
3. The Housing Provider hereby authorizes the designated signing Officers to enter into such agreement or agreements amending the terms of the said Mortgage and to deliver to the Lender such document or documents as may be deemed necessary, advisable or required by the Lender to give effect thereto; and
4. The Housing Provider hereby confirms that this Resolution has been ratified and approved by its Board of Directors and it agrees to deliver this Resolution to the Ministry and to the Lender; and the Housing Provider further confirms that this Resolution shall continue in force and effect until written notice to the contrary is delivered to the Lender and the Ministry with receipt acknowledged by the Lender and the Ministry.

The details of the Loan are below:

Original Final Capital Cost: **\$17,102,000**

Original Interest Adjustment Date: **1 June 1991**

Current Lender: **Canada Mortgage & Housing Corporation**

Mortgage Loan No: **15927643**

Current Maturity Date: **1 August 2024**

Balance @Maturity of Current Term: **\$1,555,869.42**

Balance Amortization Period in month: **22 months**

**Strategic Alignment:**

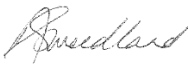
This report supports the following 2023-2027 CityHousing Hamilton Strategic Priorities:

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

Appendices: None

AS/rd



<b>Date:</b>	<b>May 28, 2024</b>
<b>Report to:</b>	<b>Board of Directors CityHousing Hamilton Corporation</b>
<b>Prepared by:</b>	<b>Rochelle Desouza, Chief Financial Officer</b>
<b>CEO/Secretary Signature</b>	<b>Adam Sweedland</b> 
<b>Subject:</b>	<b>Mortgage Renewal, 1285 Upper Gage Avenue, Hamilton (Report# 24012)</b>
<b>Report Type:</b>	<b>Recommendation</b>

**Recommendation(s):**

That Report #24012 be approved as recommended.

**Executive Summary:**

As required under the provisions of the Housing Services Act, 2011, The Ministry of Municipal Affairs and Housing (the Ministry) arranges on CityHousing Hamilton’s behalf with a lender or its authorized agent a mortgage facility to refinance the Mortgage for the project at 1285 Upper Gage Avenue, Hamilton. The mortgage will commence on September 1, 2024 and have such terms and conditions as the Ministry in its sole discretion deems necessary, appropriate or advisable. The Ministry may take into account any input from the Service Manager when soliciting and arranging mortgage terms.

**Background and Additional Information:**

WHEREAS “CityHousing Hamilton Corporation (Housing Provider)” has requested the Ministry to arrange on its behalf a refinancing of the existing charge/mortgage of land (the “Mortgage”) for its project municipally known as CityHousing Hamilton Corporation – 1285 Upper Gage Avenue., Hamilton (the “project”) for approximately \$335,552.02 maturing on September 1, 2024 (Ministry Reference Number: S02555)

AND WHEREAS the Ministry has agreed to arrange said mortgage financing and the Housing Provider agrees to be bound for those purposes by the terms and conditions contained in the said Mortgage, or any amendments thereto.

THEREFORE BE IT RESOLVED THAT:

1. The Housing Provider hereby authorizes the Ministry to solicit and arrange on its behalf such Mortgage(s) or Mortgage facilities with a lender or its authorized agent (the “Lender”) as it deems necessary, appropriate or advisable for the project identified above and for the maturity date aforementioned;
2. The Housing Provider hereby agrees to be bound to the Lender for such mortgage purposes and upon the terms and conditions contained in the said Mortgage, or any amendments thereto, and the Housing Provider hereby further agrees to mortgage its property and assets to secure its present and future obligations under the said Mortgage, or any amendments thereto, to the Lender, as deemed necessary or advisable;
3. The Housing Provider hereby authorizes the designated signing Officers to enter into such agreement or agreements amending the terms of the said Mortgage and to deliver to the Lender such document or documents as may be deemed necessary, advisable or required by the Lender to give effect thereto; and
4. The Housing Provider hereby confirms that this Resolution has been ratified and approved by its Board of Directors and it agrees to deliver this Resolution to the Ministry and to the Lender; and the Housing Provider further confirms that this Resolution shall continue in force and effect until written notice to the contrary is delivered to the Lender and the Ministry with receipt acknowledged by the Lender and the Ministry.

The details of the Loan are below:

Original Final Capital Cost: **\$1,506,840.71**

Original Interest Adjustment Date: **1 August 1994**

Current Lender: **Canada Mortgage & Housing Corporation**

Mortgage Loan No: **18321935**

Current Maturity Date: **1 September 2024**

Balance @Maturity of Current Term: **\$335,552.55**

Balance Amortization Period in month: **60 months**

**Strategic Alignment:**

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

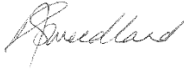
- PRIDE IN HOME: Preserve and upgrade CHH's current housing stock.
- A WHOLE TEAM APPROACH: Strengthen our people and performance.

**Supporting Presentations and Appendices: N/A**

AS/rd





<b>Date:</b>	<b>May 28, 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 2024 March for Larch

On Saturday, June 8, 2024, many CHH staff and leadership will take part in a fundraising event to support the Larch After School Program delivered from the CHH community space at 980 Upper Ottawa. Last year, this event raised over \$10,000 for the program. If anyone is interesting in attending or learning more about the event, they can visit [Home - LARCH After School Program \(elliottheights.ca\)](https://elliottheights.ca).

#### 2.0 Board Communications

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

- **April 25, 2024:** CityHousing Hamilton Board General Communication

Subject Matter: Jamesville

- **May 10, 2024:** CityHousing Hamilton Board General Communication

Subject Matter: respect to a shooting incident at 30 Congress

- **May 10, 2024:** CityHousing Hamilton Board General Communication

Subject Matter: Good News Story, Evolving Wall Art Project, CHH Seniors' Communities

**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