

NOTICE OF MEETING
BOARD OF DIRECTORS AND MEMBERS
CITYHOUSING HAMILTON CORPORATION

SPECIAL MEETING

Date: TUESDAY, February 18th, 2025
Time: 10:00am – 12noon
*Remain on link provided earlier – Board members join via Webex invite

Place: **Special Notice: (Hybrid / City Hall, 1st Floor, Room 192 & will be held via WebEx conferencing and live streamed only on YouTube for public access:**
CHH Feb18 2025 YouTube Link
CHH website, Agenda Material link:
CHH Feb18 2025 Agenda Material Link

AGENDA:

- 1) Call to Order
- 2) Conflict of Interest Declaration
- 3) Confirmation of Minutes
 - a) Special meeting held on November 26, 2024
- 4) Finance / Asset Renewal
 - a) 2025 Budget Presentation (Operating & Capital Replacement and Reserve Budget)
 - b) Proposed 2025 CHH Operating, Replacement & Reserve Budget (Report #25003)
 - c) Mortgage Renewal, 101 Broadway Ave. Hamilton (Report #25004)
- 5) Strategy Quality Improvements / Operations
 - a) Vacant Unit Monthly Update, January 2025 (Report #25005)
 - b) Procurement Update (Report #25006)
 - c) Establishing a Non-Profit Corporation with Charitable Status (Report #25007)

6) CEO Written Updates

- 1.0 Tapestry Community Capital
- 2.0 Tenants First Team approved minutes, November 12, 2024 (attached)
- 3.0 Board Communications, Jan. 20, 23; Feb. 5, 7 and 10, 2025

7) In-Camera / Confidential

a) Transformational Technology Project (Report #25008)

NOTE: Discussion of this Confidential Report in closed session is subject to the following requirement(s) of the of the City of Hamilton's Procedural By-law and the *Ontario Municipal Act, 2001*:

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

RATIONALE FOR CONFIDENTIALITY

This report is being considered in Closed Session as it contains confidential information related to proposed purchasing of new housing software specific to one vendor.

RATIONALE FOR MAINTAINING CONFIDENTIALITY

Staff are recommending that the report / recommendation(s) / appendices) remain confidential, as the subject matter could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization.

b) Organizational Updates and Structure Review (Report #23007b)

NOTE: Discussion of this Confidential Report in closed session is subject to the following requirement(s) of the requirement(s) of the City of Hamilton's Procedural By-law and the *Ontario Municipal Act, 2001*:

- **as amended, as the subject matter pertains to personal matters about an identifiable individual, including City employees – CityHousing Hamilton or labour relations or employee negotiations.**

RATIONALE FOR CONFIDENTIALITY

This report is being considered in Closed Session as it contains information related to identifiable staffing positions and a potential organizational restructuring.

Staff are recommending that Report #23007b, Organizational Updates and Structure Review remain confidential, as the primary subject matter pertains to personal matters about an identifiable individual(s).

8) Adjournment

To be Approved BoD on Feb. 18, 2025

MEETING MINUTES
BOARD OF DIRECTORS AND MEMBERS
CITYHOUSING HAMILTON CORPORATION

Date: **Tuesday, Nov. 26, 2024**

Time: **Board Meeting**
9:30am – 12noon

Meeting: **Special Meeting**

Place: **Special Notice: (Hybrid / City Hall, 1st Floor, Room 192 & will be held via WebEx conferencing and live streamed only on YouTube for public access:**
<https://youtube.com/live/uwhffYhxiwI?feature=share>

CHH website, Agenda Material:
<https://www.hamilton.ca/people-programs/cityhousing-hamilton#board-of-directors>

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

Regrets: None received

Also Present: CHH Staff: A. Warren-Ritchie, L. Ward, S. Botham, J. Couch, P. Vander Klippe; (Virtual, Webex): B. Kinaschuk
Other City Depts: Housing Division, Pilar Homerston
Guest for Item 6c: NBLC Consultants, N. Michael;
Urban Strategies, C. Fang-Denissov
Public: (YouTube access provided)

1. Call to Order (Quorum is five)

President-Councillor N. Nann, called the meeting to order at 9:30am

“The City of Hamilton is situated upon the traditional territories of the Erie, Neutral, Huron-Wendat, Haudenosaunee and Mississaugas. This land is covered by the Dish With One Spoon Wampum Belt Covenant, which was an agreement between the Haudenosaunee and Anishinaabek to share and care for the resources around the Great Lakes. We further acknowledge that this land is covered by the Between the Lakes Purchase, 1792, between the Crown and the Mississaugas of the Credit First Nation.

Today, the City of Hamilton is home to many Indigenous people from across Turtle Island (North America) and we recognize that we must do more to learn about the rich history of this land so that we can better understand our roles as residents, neighbours, partners and caretakers.”

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

2. Conflict of Interest Declaration

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

NONE

3. Confirmation of Minutes

a) Special meeting held on October 29, 2024

Moved by Director-Councillor C. Kroetsch, seconded by Director-Citizen A. Harris and carried to approve October 29, 2024 minutes as presented.

4. Strategy Quality & Improvements / Development

a) Vacant Unit Monthly Update

The Board was in receipt of Report #24034 from CEO/Secretary dated November 26, 2024.

Amanda Warren-Ritchie, Manager of Strategic & Quality Improvements gave an overview of report highlighting vacancies and the current vacancy rate is *estimated* to be 3.49%.

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

That Report #24034, Vacant Unit Update – Oct. 2024 be **received** for information.

b) Joint Health & Safety Committee 2023

The Board was in receipt of Report #24035 from CEO/Secretary dated November 26, 2024.

Adam Sweedland, CEO gave background of the Minister of Labour, Joint Health and Safety Committee requirements and highlighted the reporting period of 2023 with a total of 17 new incidents.

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

That Report #24035, Joint Health & Safety Committee 2023 be **received** for information or discussion purposes.

5. CEO Written Update

- 1.0** Ontario Non-profit Housing Association Conference (November 7-9, 2024)
- 2.0** CHH All Staff Day (November 15, 2024)
- 3.0** Tenants First Team – Minutes (attachments)
- 4.0** Outstanding Business Item – Procurement
- 5.0** Board Communications (attachments)

Adam Sweedland, CEO gave an overview of each item.

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

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

6 In-Camera / Confidential

Motion moved by Director-Citizen A. Harris, seconded by VP-Citizen C. Griffith and carried to move In-Camera for items 6a, 6b, 6c and 6d at 9:49am.

Attendees for Item 6a: Councillors N. Nann, T. Hwang, C. Kroetsch, A. Wilson, T. Jackson and VP C. Griffith, A. Harris, K. Andrus, A. Plug-Buist, A. Sweedland, L. Ward, A. Warren-Ritchie, T. Herechuk (recorder).

Guest: Joanna Couch, Project Manager

a) **Contract Award for Building Electrical Upgrade at 801 Upper Gage (Report # 24036)**

NOTE: Discussion of Report #24036, in closed session is subject to the following requirement(s) Discussion of this Confidential Report in closed session is subject to the following requirement(s) of the of the City of Hamilton's Procedural By-law and the *Ontario Municipal Act, 2001*:

RATIONALE FOR CONFIDENTIALITY

This report is being considered in Closed Session as it contains information explicitly supplied in confidence to the municipality or local board by Canada, a province or territory or a Crown agency of any of them.

RATIONALE FOR MAINTAINING CONFIDENTIALITY

Staff are recommending that the report / recommendation(s) / appendices remain confidential, as the subject matter is;

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

The Board was in receipt of Report #24036 from CEO/Secretary dated November 26, 2024.

Adam Sweedland, CEO, gave high-level review of the report and introduced Joanna Couch, Project Manager to present to the Board the background information and next steps.

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

That Report #24036 remain confidential; and

That Report #24036 Contract Award for Building Electrical Upgrade at 801 Upper Gage be **received** for information or discussion purposes.

Attendees for Item 6b: Councillors N. Nann, T. Hwang, C. Kroetsch, A. Wilson, T. Jackson and VP C. Griffith, A. Harris, K. Andrus, A. Plug-Buist, A. Sweedland, L. Ward, A. Warren-Ritchie, T. Herechuk (recorder).

b) **Coordinated Community Resolution Strategy Update (Report # 24032(a))**

NOTE: Discussion of this Confidential Report #24032(a) in closed session is subject to the following requirement(s) of the requirement(s) of the City of Hamilton's Procedural By-law and the *Ontario Municipal Act, 2001*:

- *as amended*, as the subject matter pertains to personal matters about an identifiable individual(s), including City employees –CityHousing Hamilton.

RATIONALE FOR CONFIDENTIALITY

This report is being considered in Closed Session as it contains information related to identifiable individual(s), including City employees –CityHousing Hamilton.

RATIONALE FOR MAINTAINING CONFIDENTIALITY

Staff are recommending that Report #24032(a), remain confidential, as the primary subject matter pertains to personal matters about an identifiable individual(s).

The Board was in receipt of Report #24032(a) from CEO/Secretary dated November 26, 2024.

Adam Sweedland, CEO and Leanne Ward, Manager of Operations, gave an update and overview of events that took place since last Board meeting, October 29, 2024.

It was moved by Director-Citizen A. Harris, seconded by Treasurer-Councillor T. Hwang and carried with noted opposition from Director-Councillor C. Kroetsch:

That Report #24032(a) Coordinated Community Resolution Strategy, Update be **received** for information or discussion purposes.

Attendees for Item 6c: Councillors N. Nann, T. Hwang, C. Kroetsch, A. Wilson, T. Jackson and VP C. Griffith, A. Harris, K. Andrus, A. Plug-Buist, A. Sweedland, S. Botham, P. Vander Klippe, A. Warren-Ritchie, T. Herechuk (recorder).

Guests: NBLC Consultants, Nick Michael; Urban Strategies, Christine Fang-Denissov

c) Development Strategy (Report #23022(b))
(Deferred from Oct. 29, 2024)

NOTE: Discussion of Report #23022(b), in closed session is subject to the following requirement(s) Pursuant to Section 9.3, Sub-sections (c) and (k) of the City of Hamilton's Procedural By-law 21-021; and, Section 239 (2), Sub-sections (c) and (k) of the Ontario Municipal Act, 2001, as amended, as the subject matter pertains to:

(c) a proposed or pending acquisition or disposition of land by the municipality or local board.

RATIONALE FOR CONFIDENTIALITY

This report is being considered in Closed Session as it contains confidential information related to proposed redevelopments which include acquisition and disposition.

RATIONALE FOR MAINTAINING CONFIDENTIALITY

Staff are recommending that the report / recommendation(s) / appendices remain confidential, with the exception of Appendix B which is to be posted publicly on the website of CityHousing Hamilton and forwarded to the City of Hamilton in its capacity as sole-Shareholder, as it contains confidential information related to proposed redevelopments which include acquisition and disposition.

The Board was in receipt of Report #23022(b) from CEO/Secretary dated November 26, 2024.

Sean Botham, Manager of Development introduced Christine Fang-Denissov and Nick Michael to present a condensed version of the 'Future Foundation' power point slideshow highlighting milestones and advancement of the Strategic Development Plan.

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

That Report #23022(b) and Appendices remain confidential; and

That Report #23022(b) Development Strategy, along with Appendices "A" and "B," be received for information and the following recommendation(s) approved as noted 'a', 'b' and 'c' in Report #23022(b).

Attendees for Item 6d: Councillors N. Nann, T. Hwang, C. Kroetsch, A. Wilson and VP C. Griffith, A. Harris, K. Andrus, A. Plug-Buist, A. Sweedland, S. Botham, P. Vander Klippe, A. Warren-Ritchie, T. Herechuk (recorder).

d) Jamesville Update (Report #17007(k))

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

A proposed or pending acquisition or disposition of land by

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

RATIONALE FOR CONFIDENTIALITY

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

RATIONALE FOR MAINTAINING CONFIDENTIALITY

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

The Board was in receipt of Report #17007(k) from CEO/Secretary dated November 26, 2024.

Sean Botham, Manager of Development and Peter Vander Klippe, Senior Development Project Manager presented an update to the Board.

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

That Report #17007(k) and Appendix A remain confidential; and

That Report #17007(k) Jamesville Update be received for information and the following recommendation(s) **approved** as noted in the Report.

Motion moved by VP-Citizen C. Griffith, seconded by Director-Citizen A. Harris and carried to move Out-of-Camera in public forum at 12:03pm.

7. Adjournment at 12:03pm

Motion by Director-Citizen A. Harris, seconded by Director-Citizen K. Andrus and carried that the meeting be adjourned.

TAKEN AS READ AND APPROVED



**Nrinder Nann, PRESIDENT
CityHousing Hamilton Corporation**

*Teresa Herechuk
CityHousing Hamilton Corporation
November 26, 2024*



2025 Budget Presentation

(Operating & Capital Replacement and Reserve)

February 18, 2025

...more than a place to live

Scope of Presentation

1. Overview of CHH Services and 2024 Highlights
2. Summary of 2025 Staffing Complement
3. Overview of all 2025 Funding Sources and Allocation
4. **2025 Operating Budget**
5. **2025 Capital (Replacement and Reserve) Budget**
6. Update on Canada Mortgage Housing Corporation Co-Investment Fund
7. CityHousing Hamilton Reserves

Overview of CityHousing Hamilton services



High Quality Tenant Experience

- Tenant Placement & RGI Administration
- Tenant Engagement & Partnerships
- Support Services
- Maintenance
- Pest Control
- Cleaning
- Community Safety



Excellence in Portfolio Management

- Capital Repairs & Replacement
- Energy Conservation
- Building Systems & Preventative Maintenance Programs
- Growth & Development



Optimal Organizational Performance

- Corporate Governance & Administration
- Communications
- Financial Planning & Controls
- Equity, Diversity & Inclusion program
- Data management
- Research & Policy Design
- Advocacy & External Relationships
- Enterprise Software management
- Internal compliance

2024 Strategic Plan Highlights

Flourishing Communities	Pride in Home
<ul style="list-style-type: none"> • Tenants First Team (tenant advisory committee) • Strategic Communications Plan (co-developed with tenants and staff) 	<ul style="list-style-type: none"> • Introduced internal cleaning program • Vacant unit program – enhanced quality of materials, aesthetics and accessibility • Began work to introduce community standardization
Neighbourhood Revitalization	A Whole Team Approach
<ul style="list-style-type: none"> • Completed two new passive house builds – 257 King William (24 units) and 106 Bay St N (55 units) • Progressed two other developments to be ready in 2025 (82 units) • Approved 20-year long term development strategy 	<ul style="list-style-type: none"> • Ensured business continuity and minimized tenant disruptions throughout the cybersecurity incident • Held staff focus groups, lunch n learns, and social events to drive inclusion in decision making and information sharing

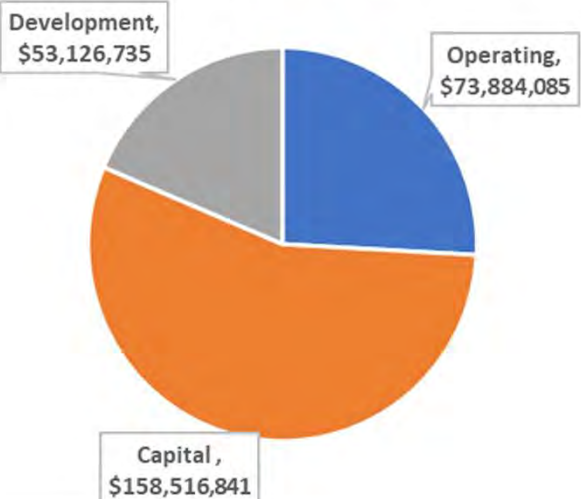
CityHousing Hamilton - Complement

2024 Approved	2024 In-year Approved	2024 Restated	2025 Budget	2024 Restated vs 2025 Budget (difference)
199.5	2.0	201.5	201.5	0

Management	Non-union/non-management	CUPE 5167	Total
29	20	152.50	201.5

Overview of Current Active Funding Sources

Total 2025 Funding Sources \$285,527,661



2025 Operating (\$73.9M)

- Rental Revenue (\$49.7M)
- City of Hamilton Subsidy (\$22.0M)
- Other (\$2.2M)

2025 Capital (\$158.5M)

- Repair & Replacement Funding (\$34.7M)
- CHH Capital & CMHC Co-Investment Fund (\$113.94M)
- Canada-Ontario Community Housing Initiative (\$7.2M)
- Area Rating Funds (\$1.6M)
- Other (~\$1M)

2025 Development (\$53.1M)

- Development Reserve (\$3.4M)
- CHH Equity (\$23.6M)
- CMHC (\$13.9M)
- City of Hamilton (\$6M)
- Federation of Canadian Municipalities (\$4.4M)
- Other (\$1.9M)

Note: capital and development budgets reflect value of active projects as of December 31, 2024 plus the value of the planned and approved projects for 2025, as such these figures are subject to adjustments

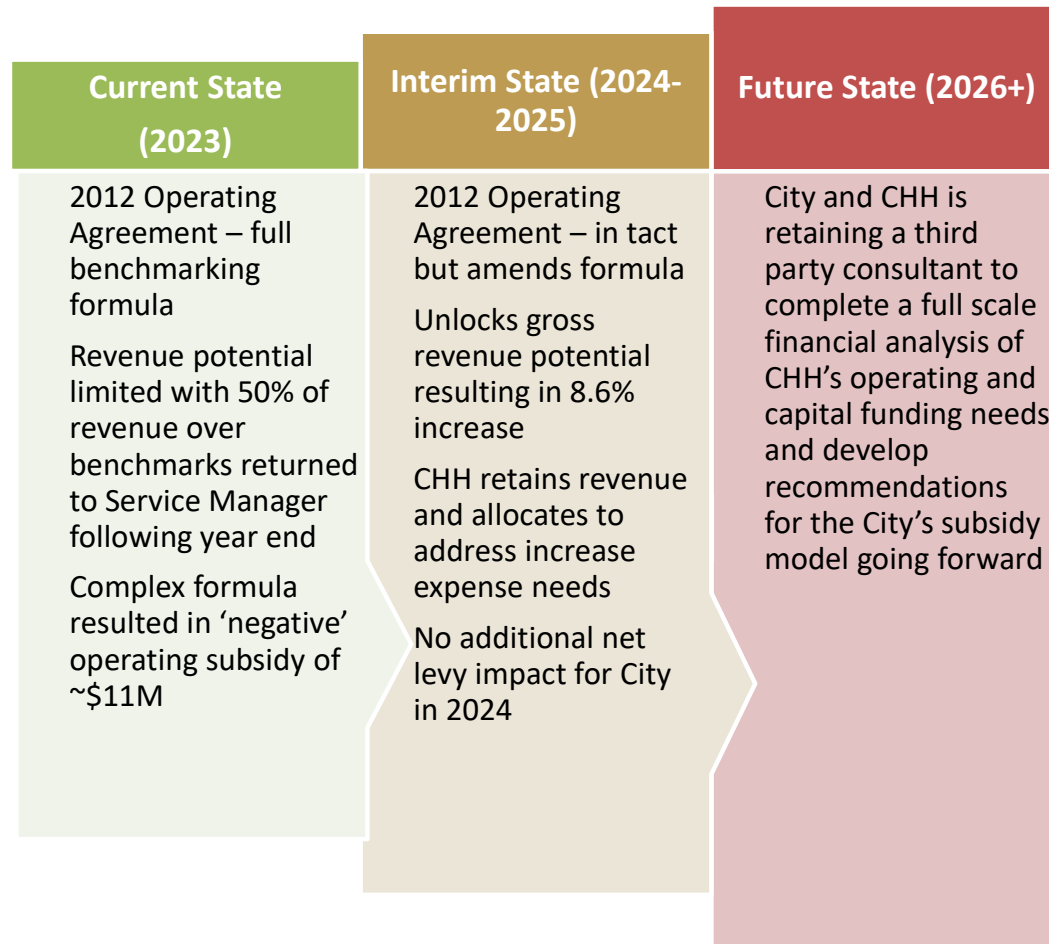
2025 Operating Budget

Report 25003 – Proposed Operating Budget 2025

Key Recommendation: That the Board adopt and approve Report #25003 CityHousing Hamilton Corporation 2025 Operating Budget

Total: \$73,884,085

Changes to Subsidy Model

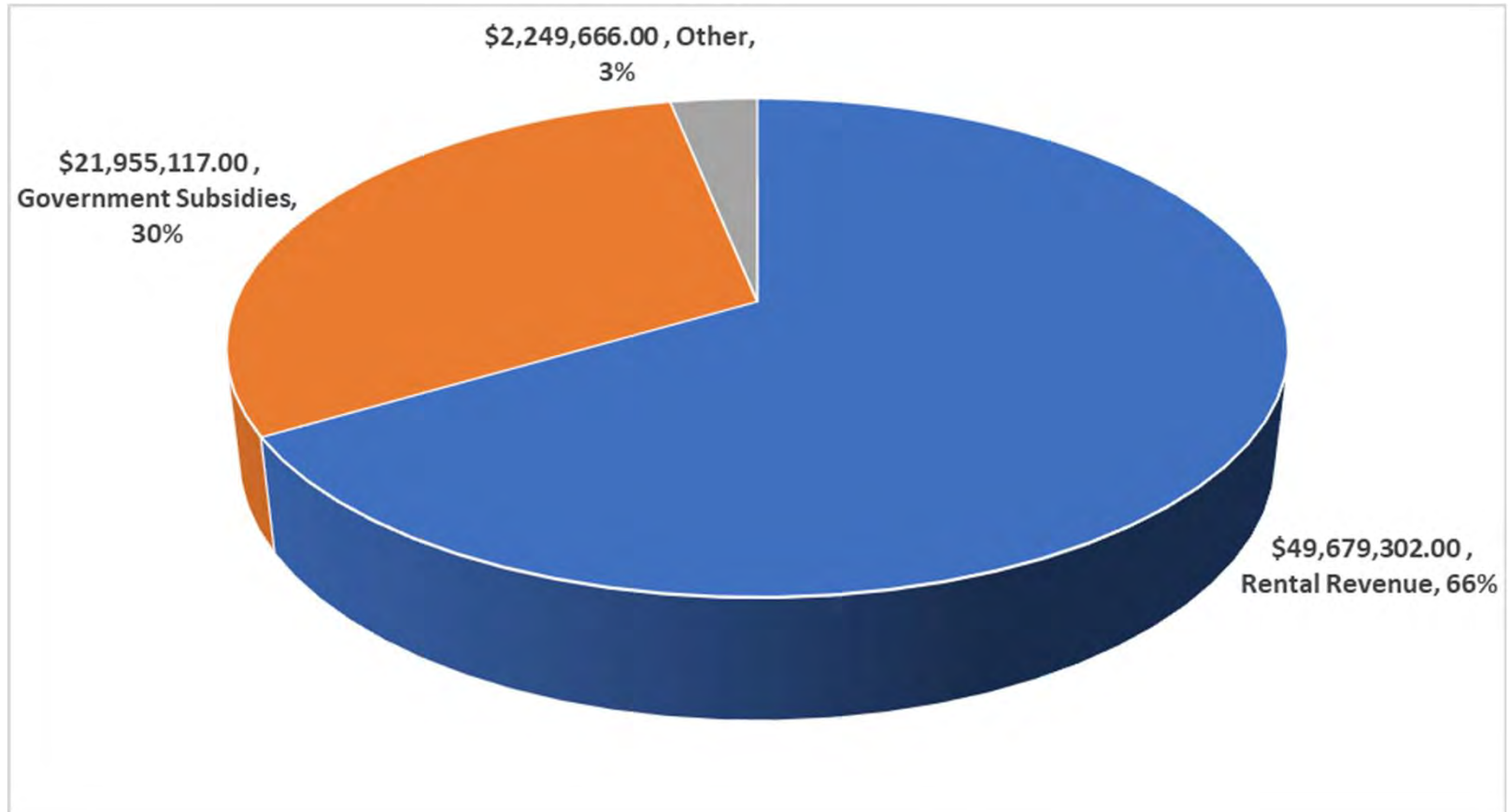


2025 CityHousing Operating Budget Details

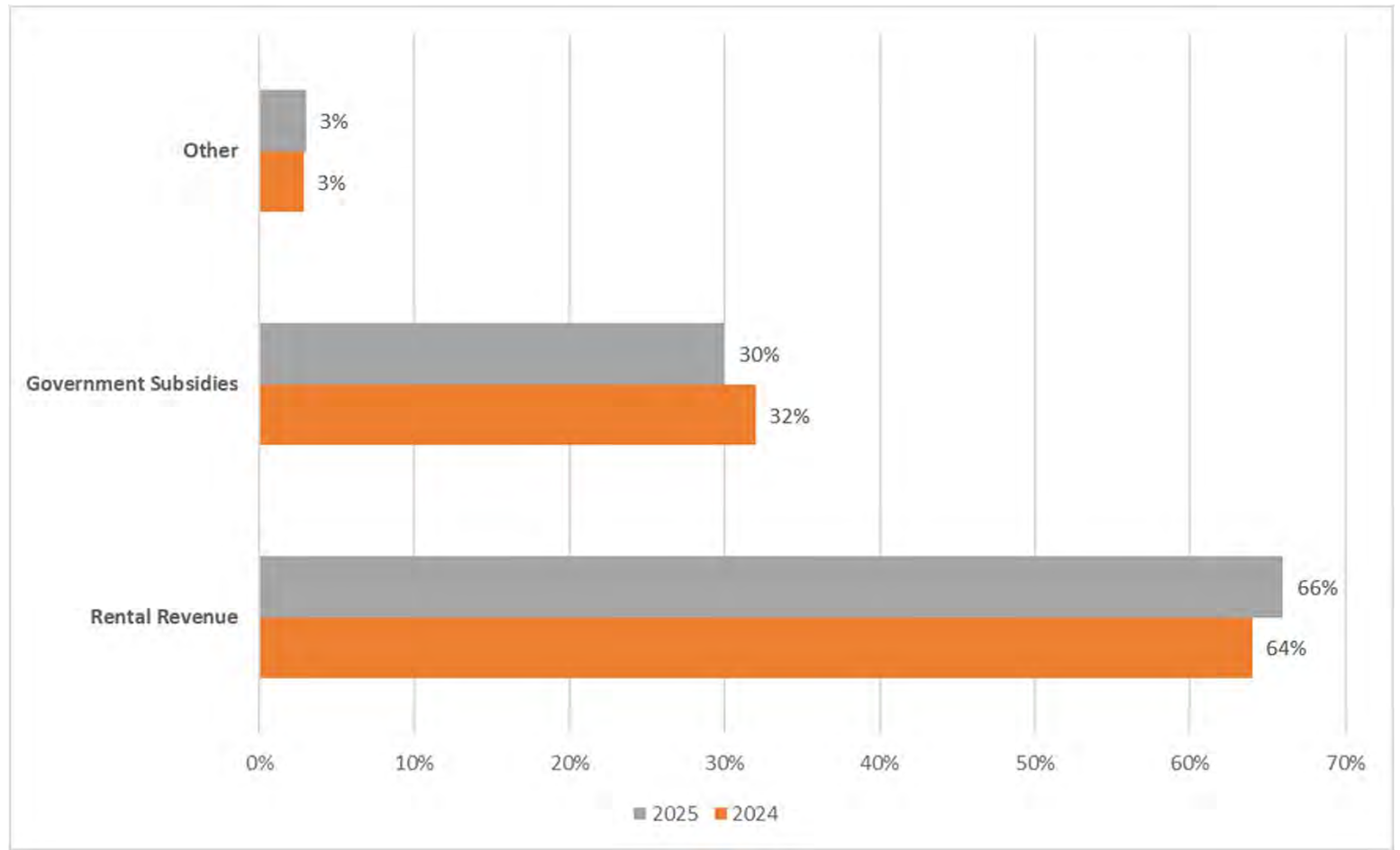
Description	2025	2024	2025 vs 2024	% change
	Budget	Budget	Budget Variance	
REVENUE				
Operating Revenue	49,679,302	46,669,579	3,009,723	6.45%
Government Subsidies	20,712,121	20,800,615	(88,494)	-0.43%
Government Subsidies- Special	1,242,996	513,402	729,594	142.11%
Other	2,249,666	2,221,351	28,315	1.27%
TOTAL REVENUE	73,884,085	70,204,948	3,679,138	5.24%
EXPENSES				
Administration- Salaries/wages/benefits	18,642,668	17,728,145	914,524	5.16%
Administration-Bad Debts	479,819	431,179	48,640	11.28%
Administration- Insurance	2,622,497	2,350,318	272,179	11.58%
Administration- Other	2,697,027	2,741,432	(44,405)	-1.62%
Materials and Services	16,268,004	15,545,413	722,591	4.65%
Utilities	12,348,070	11,797,182	550,888	4.67%
Property Taxes	546,504	879,706	(333,202)	-37.88%
Repair & Renewal Amortization & Interest	1,242,996	513,402	729,594	142.11%
Amortization and Mortgage Interest	8,713,641	8,226,963	486,678	5.92%
Allocated to Capital Services	10,322,859	9,991,208	331,651	3.32%
TOTAL EXPENSES	73,884,085	70,204,948	3,679,138	5.24%
NET SURPLUS/(DEFICIT)	(0)	(0)	0	(0)

*Figures readjusted to reflect Government subsidies-special

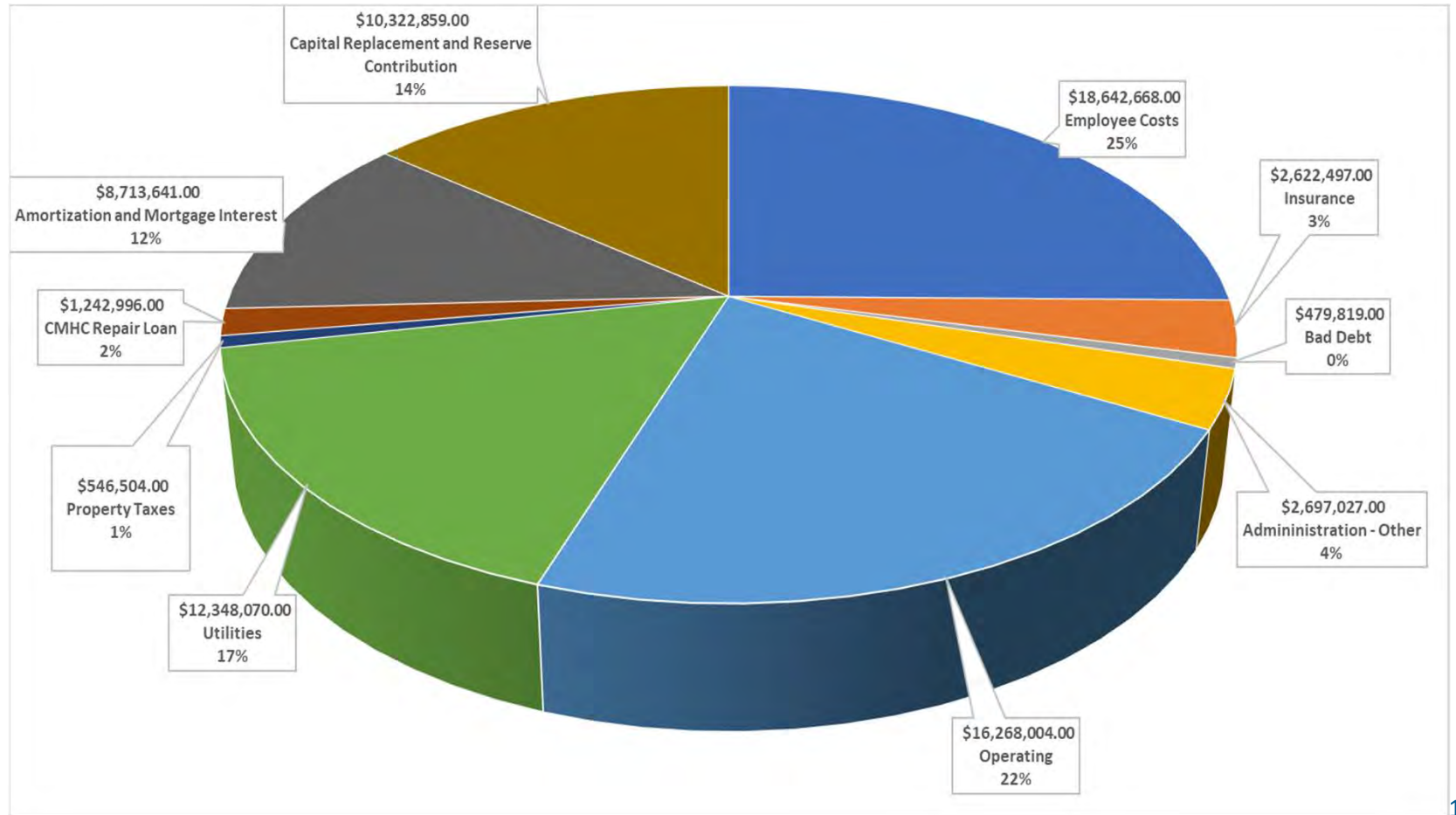
2025 Budgeted Revenue



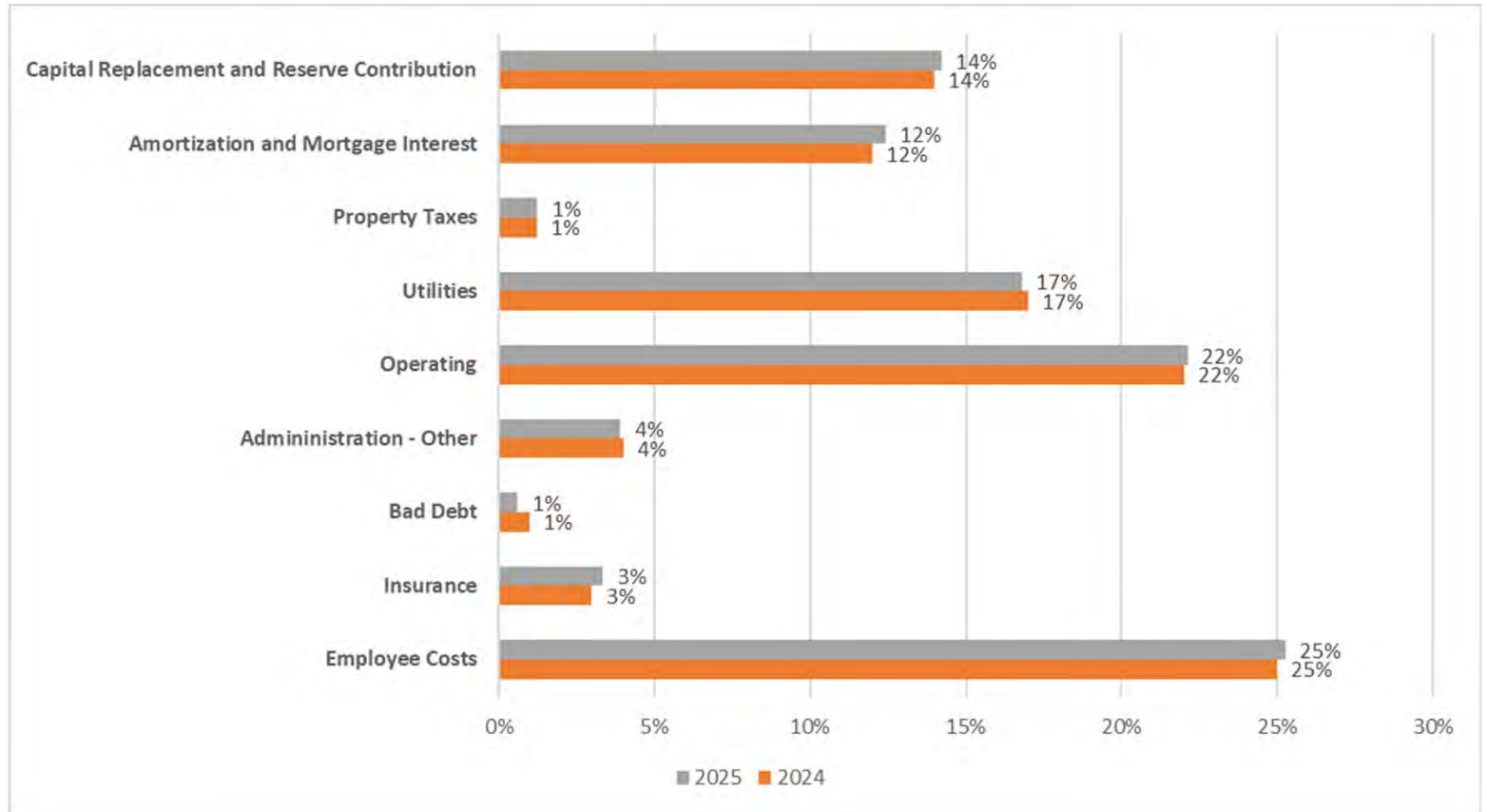
2024 vs. 2025 Budgeted Revenue



2025 CityHousing Operating Expense Allocation



2024 vs. 2025 Expense Allocation



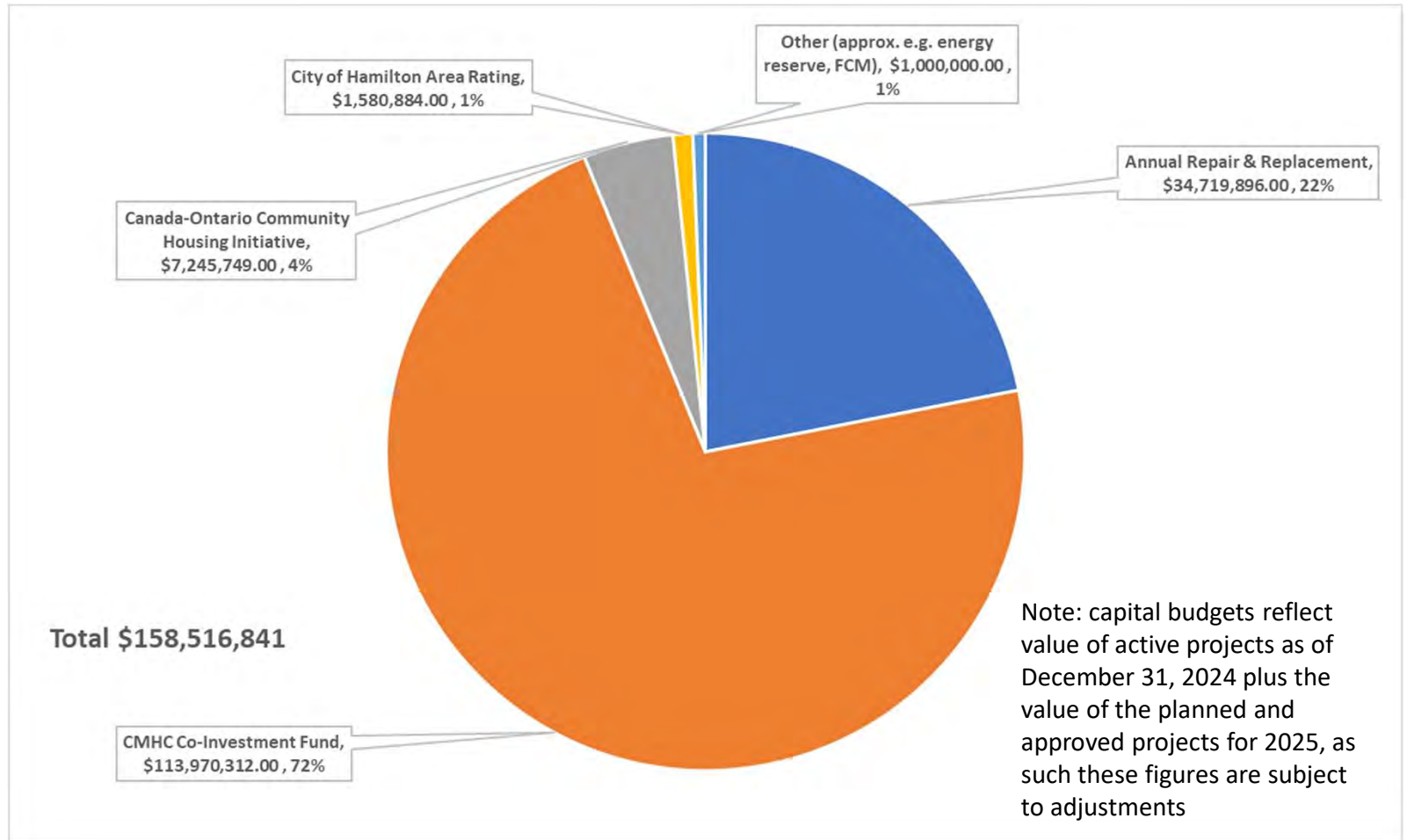
2025 Replacement and Reserve Budget

Report 25003 – 2025 Capital (Replacement and Reserve) Budget

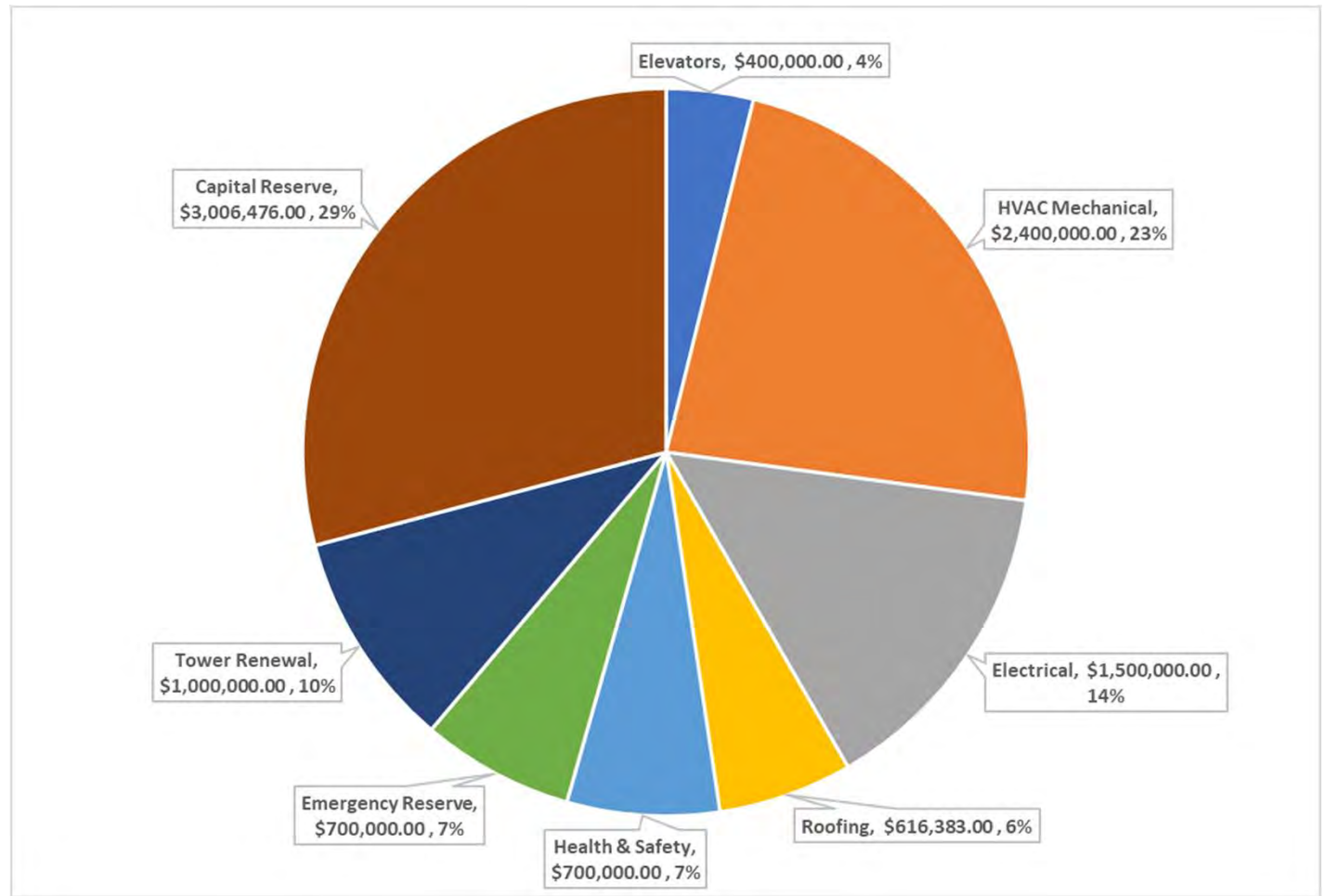
Key Recommendation:

That the Board adopt and approve the CityHousing Hamilton Corporation 2025 Replacement and Reserve Budget totalling
\$10,322,859

2025 CityHousing Hamilton Full Capital Budget Sources



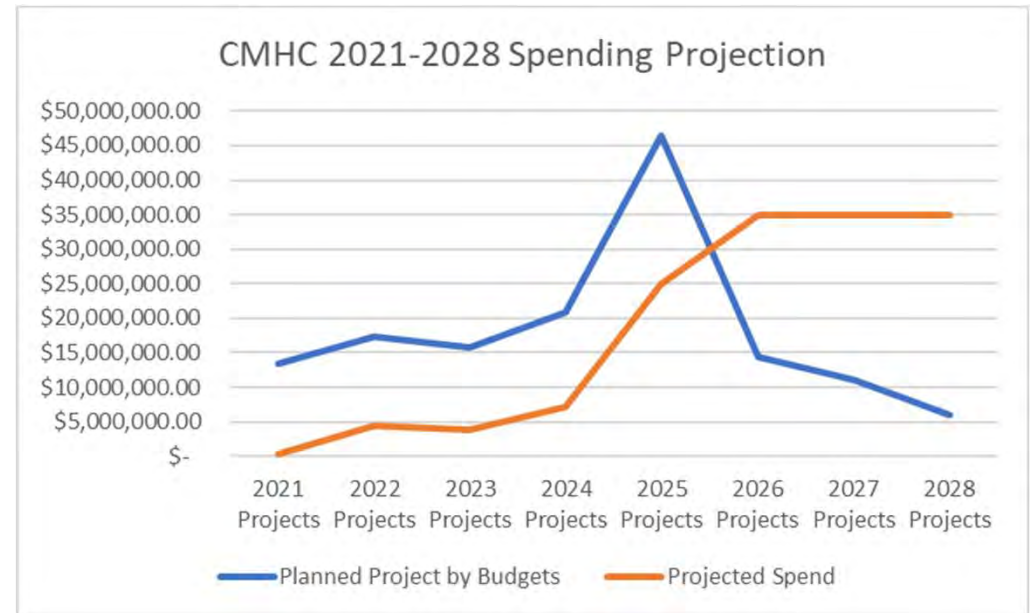
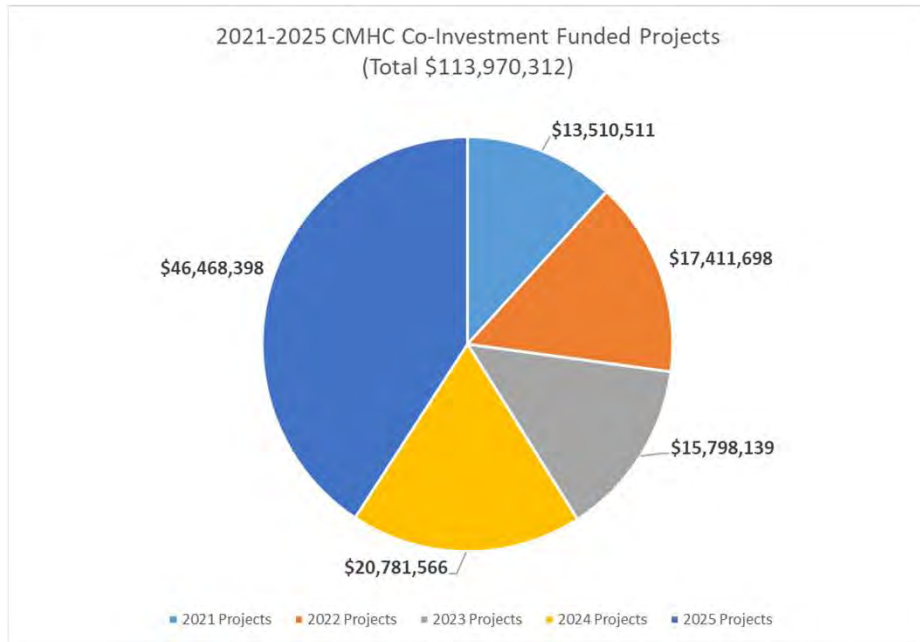
2025 Capital Replacement and Reserve Allocation by Category



2025 Replacement and Reserve Allocation Details

Address	Description	Allocation	Category
360 King Street East	Support replacement of passenger elevators	\$400,000	Elevators
162 King William	Replace central and in-suite HVAC and make up air unit	2,400,000	HVAC Mechanical
801 Upper Gage	Electrical System Repair – Phase 2	1,500,000	Electrical
500 MacNab	Tower Renewal Loan Payment	1,000,000	Tower Renewal
Various	Roofing Repairs and Replacement	616,383	Roofing
Various	Emergency Generators	700,000	Health & Safety
Various	Emergency Contingency	700,000	Emergency
	Capital Reserve Commitment (CMHC Agreement)	3,006,476	Capital Reserve
	Total	\$10,322,859	

2025 CityHousing Hamilton CMHC Co-Investment Fund Plan Update



**2021-2028 Total
\$145,688,880**

Investment for CMHC Overview

Opening Balance (January 1, 2024)	\$7,510,980
2025 Investment	\$3,006,476
Forecasted Reserve Total	\$10,517,456


Funds are invested with WorldSource Financial in accordance with applicable legislation.

Capital Reserve can only be used for major catastrophe or emergency.

2025 Budget Presentation

Thank you.

RECOMMENDATION

Date:	February 18, 2025
Report to:	Board of Directors CityHousing Hamilton Corporation
Prepared by:	Rochelle Desouza Chief Financial Officer Bernice Lilley Manager, Asset Renewal
Submitted by:	Adam Sweedland Chief Executive Officer
Signature	
Subject:	CityHousing Hamilton Corporation 2025 Operating and Capital (Replace and Reserve) Budget (Report #25003)
Report Type:	Recommendation

Recommendation(s):

That Report #25003 be received for information and the following recommendation(s) **approved**:

- b) That the Board approve Report #25003 CityHousing Hamilton Corporation 2025 Operating Budget and Capital (Replace and Reserve) Budget; and
- b) That the Chief Executive Officer be delegated authority to approve in-year changes to the expenditures in the Capital (Replace and Reserve) budget to address unanticipated emergency projects and report back to the Board with details of any such reallocation.

CityHousing Hamilton Corporation

**2025 Operating and Capital
(Repair & Reserve) Budget**

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INTRODUCTION

CityHousing Hamilton Corporation (CHH) is the largest provider of subsidized housing in the City of Hamilton and one of the largest local housing corporations in the province of Ontario. CHH has an aging and diverse housing portfolio with over 7,100 homes consisting of apartment buildings, row housing, single family houses, semi-detached houses, as well as commercial space.

CHH is required to provide 5,732 homes rented as rent-geared-to-income (RGI) per the 2012 Operating Agreement with the City of Hamilton. In turn, this requirement assists the City of Hamilton in meeting its service level standards set out in the *Housing Services Act, 2011*. The balance of the portfolio is market rent or affordable rent. CHH has additional homes subsidized through rent supplement funding from the Service Manager, most of which are at First Place.

CHH owns a portfolio representing an estimated asset value of approximately \$1.56 billion. The 2025 operating budget is approximately \$73.88 million and with a budgeted full-time equivalent (FTE) staff complement of 201.50 (10.75 funded from other sources).

Summarized 2025 Operating Budget data is listed below:

SUMMARY	2025 Budget	2024 Budget	2025 vs 2024 Budget Variance	% change
Total Revenue	\$ 73,884,085	\$ 70,204,948	\$ 3,679,137	5.24%
Total Expenditures	\$ 73,884,085	\$ 70,204,948	\$ 3,679,137	5.24%
Current Years Surplus/Deficit	\$ 0	\$ (0)	\$ 0	

2025 Financial Budget Overview

CHH’s 2025 Budget provides financial projections for the corporation and outlines the financial requirement to support key initiatives as per the 2023-2027 Strategic Plan. The budget supports CHH’s mission to provide affordable housing that is safe, well maintained, cost effective and that supports the diverse needs of our communities.

2025 Budget priorities include:

- Enhancing the experience of CHH’s tenants through the support of the Tenants First Refresh Plan which emphasizes tenant participation and engagement, community safety and improving building conditions.
- Completing the development of two new affordable housing projects scheduled for completion in late spring/early summer 2025.
- Supporting future affordable housing projects resulting from the recently approved long-term development strategy.
- Increasing quality and cost control by internalizing or enhancing select services

- Increasing activities and projects targeted to reducing energy consumption and GHG emissions
- Managing the cost related to goods and services in the challenging economic environment, adjusting to rate increases in interest, utilities and insurance.

The budget also takes into consideration the costs associated with internal delivery of pest management and maintenance services, cleaning and building improvement projects, as well as commercial revenue, efforts to reduce arrears and recover costs through the Landlord Tenant Board.

In 2025, the following pressures are anticipated:

- Third party contract expense pressure driven by supply chain delays, labour shortages and limited market capacity and, more recently, the likelihood of tariffs imposed by the US government.
- Continued and increased need for additional security and new safety measures, (which has partly been addressed through the 2024 budget, but there is an ever-increasing need).
- Inflationary pressures, increased interest rates and cost of raw materials; and
- Uncertain economic environments.

2025 Budget Change and retention of a consultant by the Service Manager

The CHH budget has historically have been prepared based on revenue (subsidy) dollars provided by the Service Manager, benchmarked revenue and making the best use of discretionary funds to ensure the properties are well maintained and tenants are supported. The 2012 operating agreement was intended to provide a predictable source of funding for CHH, but the benchmarking approach has failed to keep pace with needs. In addition, this model includes benchmarked revenue for most CHH portfolios and requires CHH to return 50% of any revenue earned above benchmarks to the City of Hamilton through an annual reconciliation process.

This has created significant funding problems resulting in many unintended consequences such as the inability to turn over vacant units effectively, deferred maintenance and other deficiencies in CHH's ability to provide services to tenants that meet their needs.

At its February 9, 2023 meeting, the Board of Directors approved a motion which included the following direction:

THAT the Chief Executive Officer be directed to engage in continued discussions with the City of Hamilton, in its capacity as Service Manager, to review the annual operating funding formula for the purposes of ensuring CityHousing is appropriately resourced to meet its operational needs in providing safe, quality, affordable housing for current and future tenants.

Through this work, CHH and the City of Hamilton (Housing Services) agreed to the following approach:

- For 2024, there would be an adjustment to the formula used in the Operating Agreement which would allow CHH to retain most of its revenue earned and apply this to offset increases in expenditures; and
- For 2025 and beyond, the City of Hamilton (Housing Services) would retain a consultant to complete a comprehensive analysis of CHH's operational and capital funding needs from a sustainability perspective with recommendations for the appropriate funding model. Due to the cyber incident at the City of Hamilton, the consultant RFP was sent out early 2025 and the changes to the budgets will be reflected in 2026.

The interim change for 2024 bases the budget on the actual expected rental revenue and increases expenditure budget accordingly and carried into the 2025 budget. This change reduces the impact in the annual reconciliation return at year end and allows CHH to manage increasing costs more effectively. This change also resulted in minimal impact to tax levy for the year 2025.

The impact of the cybersecurity incident delayed Housing Services' ability to post the request for proposal in time to address the 2025 budget. The RFP is at the evaluation stage. Accordingly, this work will target recommendations for the 2026 budget. For 2025, the 2024 model was continued.

2025 Budget at a Glance

Table 1: Overview of Revenue and Expenses with 2024 comparison.

Description	2025	2024	2025 vs 2024	% change
	Budget	Budget	Budget Variance	
REVENUE				
Operating Revenue	49,679,302	46,669,579	3,009,723	6.45%
Government Subsidies	20,712,121	20,800,615	(88,494)	-0.43%
Government Subsidies- Special	1,242,996	513,402	729,594	142.11%
Other	2,249,666	2,221,351	28,315	1.27%
TOTAL REVENUE	73,884,085	70,204,948	3,679,138	5.24%
EXPENSES				
Administration- Salaries/wages/benefits	18,642,668	17,728,145	914,524	5.16%
Administration-Bad Debts	479,819	431,179	48,640	11.28%
Administration- Insurance	2,622,497	2,350,318	272,179	11.58%
Administration- Other	2,697,027	2,741,432	(44,405)	-1.62%
Materials and Services	16,268,004	15,545,413	722,591	4.65%
Utilities	12,348,070	11,797,182	550,888	4.67%
Property Taxes	546,504	879,706	(333,202)	-37.88%
Repair & Renewal Amortization & Interest	1,242,996	513,402	729,594	142.11%
Amortization and Mortgage Interest	8,713,641	8,226,963	486,678	5.92%
Allocated to Capital Services	10,322,859	9,991,208	331,651	3.32%
TOTAL EXPENSES	73,884,085	70,204,948	3,679,138	5.24%
NET SURPLUS/(DEFICIT)	(0)	(0)	0	(0)
*Figures readjusted to reflect Government subsidies-special				

Chart 1: Revenue

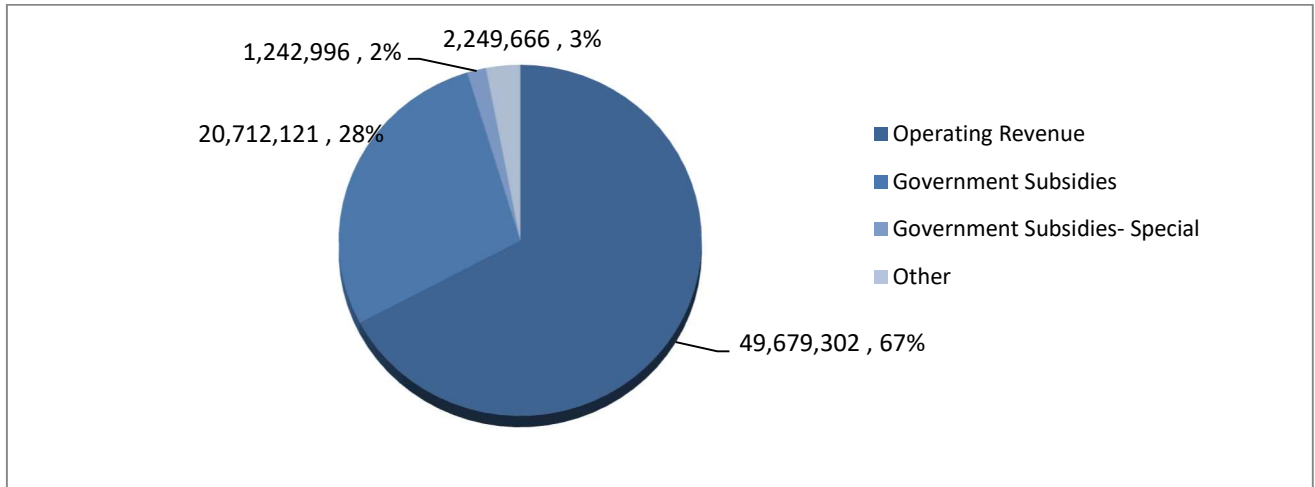
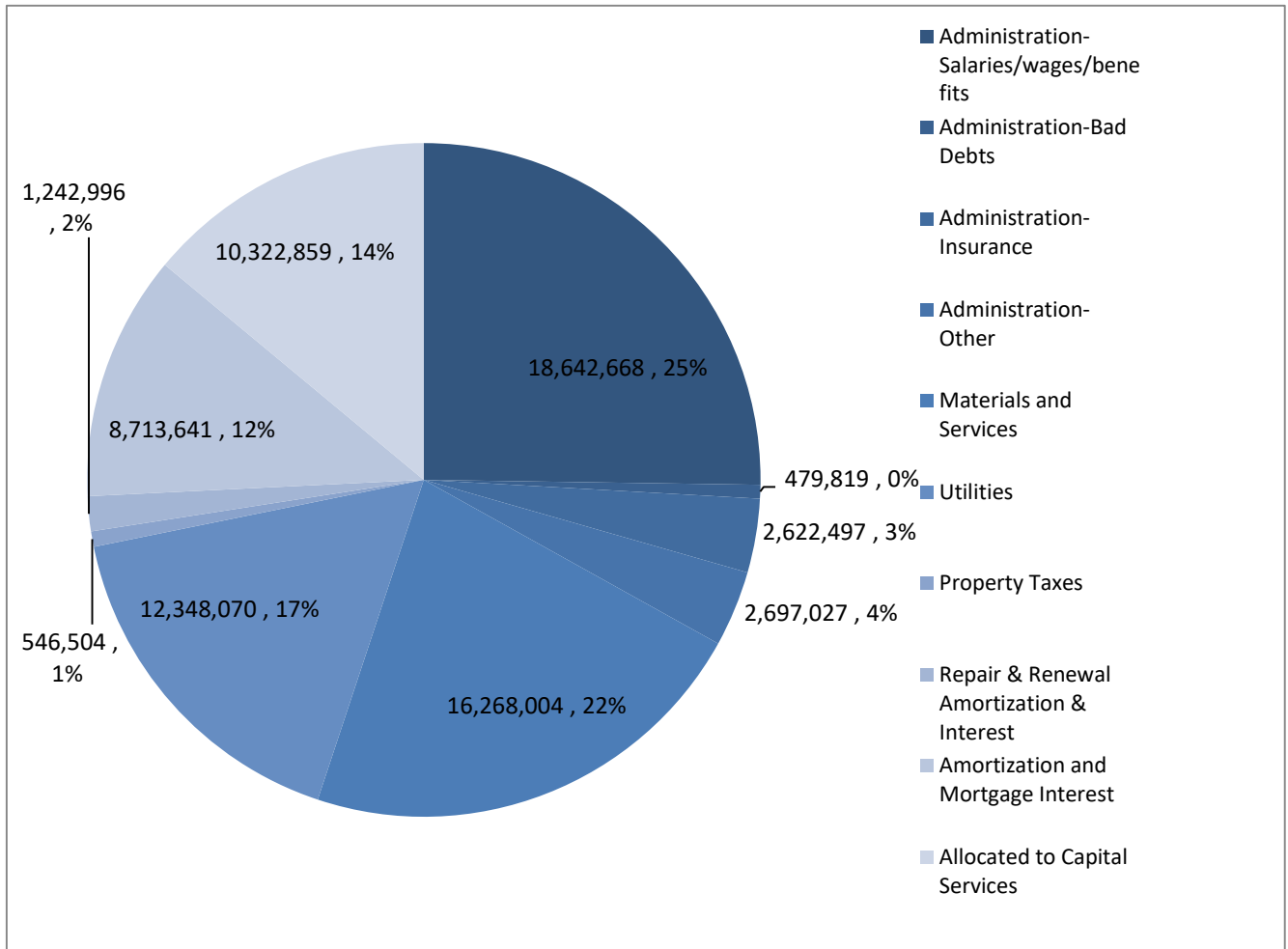


Chart 2: Expenses



REVENUES

In 2025, Revenues include \$21.95M in subsidies (includes debt retirement for payment of repair & renewal loan) and \$49.68M in rent revenues. Other revenue of \$2.25M includes items such as parking charges, laundry revenue, tax exemption dollars and rooftop rental.

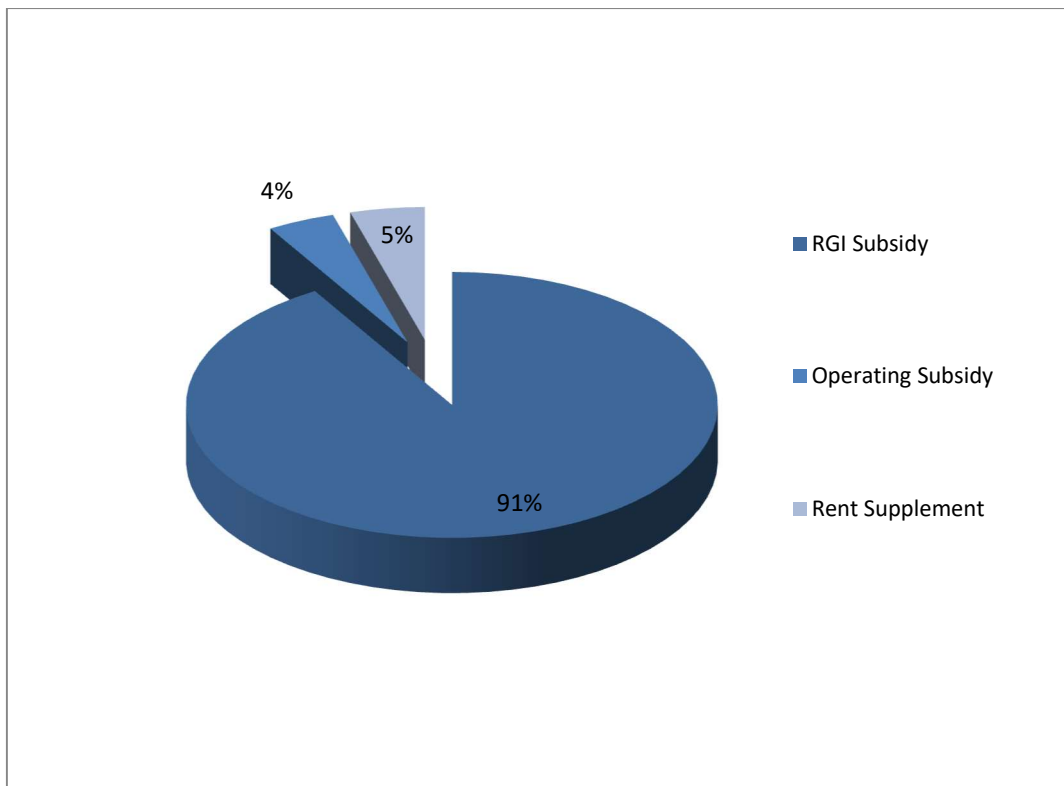
Subsidies and Grants

Subsidies represent 20.71% of total revenue. The various subsidies include:

- Operating Subsidies
- Rent Subsidies
- Rent Supplements

Total subsidy has decreased by 0.43% from the 2025 budget. This decrease is mainly due to the repayment of debentures and needing less in the operating subsidy.

Chart 3: Subsidy and Grant breakdown



Any debt retirement (debt which has been paid off), the funding will be used to help pay the Repair and Renewal Loan from CMHC. For 2025 the amount is \$1,242,996.

Residential Rental revenue

Residential Rental income represents 67% of total revenue or \$49.68M. The different types of rent are as follows:

- Rents Geared to Income (RGI)
- Rent Supplement
- Market Rent
- Affordable Market Rents

Rent-Geared-to-Income (RGI)

RGI rent is calculated based on guidelines from the Province of Ontario. Rent scales are set for tenants receiving assistance from the Ontario Disability Support Program or Ontario Works. All other tenants in receipt of RGI benefit pay 30% of their gross income, with a minimum rent of \$139 (\$85 for OW \$109 for ODSP for a single beneficiary) calculated in accordance with the *Housing Service Act, 2011*.

Rent Supplement

The Rent Supplement Program offered by the Housing Services Division provides additional RGI units in the community. The Housing Services Division covers the difference between the market rent and the RGI calculated rent to the housing provider.

Market Rents

CHH communities originally developed under the previous Federal/Provincial Program (now Provincial Reformed Program) are comprised of a mix of RGI and affordable market units.

CHH assesses rental market conditions in Hamilton and compares housing communities on the basis of location, unit type and size, amenities, the inclusion of utilities and past experience to determine appropriate market rents. In all cases, CHH “market” rents are substantially lower than true market rents, never exceeding 80% of average market rent.

As a social housing provider regulated under the *Housing Services Act, 2011*, most of CHH’s portfolio is exempt from the requirement to limit rent increases to the provincial guideline of the rent control provisions of the *Residential Tenancies Act*. For 2024, the provincial guideline is 2.5%. However, CHH traditionally follows this guideline when establish an annual increase.

Affordable Housing Rents

Properties developed under the Affordable Housing Program provide units with rental rates at 80% of CMHC’s average market rent.

Commercial Rent Revenue

CHH has commercial space at 181 Main West, 162 King William, 211 King Street East, 360 King Street East, 89 and 95 King Street East. Commercial rental revenue accounts for 1% of all revenue. CHH works with the City of Hamilton's Real Estate Division to oversee the rental of its commercial spaces.

Other Revenue

Other revenues are generated by parking charges, laundry cards, tax exemption funding and rooftop antenna rentals. For 2025, other revenue is forecast as per trending in 2024. Other revenue accounts for 3% of all revenue.

Vacancy Loss

The 2024 budget incorporates an estimated vacancy loss of \$1,431,392 which represents 2.04% of total rental income. In 2024, vacancy loss represented \$1,830,321 (2.7%). This coincides with the Board's direction to reduce vacancy loss from 3.5% to 2% by December 2024.

Vacancy loss is calculated using the Northgate Housing software on all units for any increment of vacancy (e.g. daily, weekly, etc.) based on a formula.

EXPENSES

The 2025 Budget includes operating expenses of \$73.88M, an increase of \$3.68M from the 2024 budget. Expenses can be divided into the following categories: Debt Servicing Costs, Utilities, Municipal Taxes, Annual Replacement and Reserve Allocations, Salaries and Benefits, Insurance, Bad Debts and Materials and Services.

Debt Servicing Costs

For most CHH housing (80% of the housing portfolio), debt servicing costs are fully funded under the Operating Agreement with the City of Hamilton. Debt payments related to mortgages and long-term debenture debt represent \$8.71M (12% of Budget).

In addition, operating subsidy has been provided through debt retirement (debt which has been paid off), the funding will be used to help pay the Repair and Renewal Loan from CMHC. For 2025 the amount is \$1,242,996.

Utilities

CHH is increasingly focused on energy conservation strategies that reduce costs for both CHH and for tenants who pay their own utility costs.

Utility costs are estimated at \$12.35 million (17% of budget), an increase of \$550,888 or 4.67% from 2024. Utility rates are based on benchmarking factors and savings through automation.

Utility rate risk is another factor that has an impact on CHH. CHH works with Housing Services Corporation, the gas supply broker, to mix the portfolio to fixed rate and market rate to mitigate some of the risk.

The savings from building automation systems, water conservation and other energy conservation initiatives have been taken into consideration for 2025 and reflected in the budget (approximately \$1.5M).

Increased occupancy is expected to have an increased impact on some utility costs in 2025.

Municipal Realty Taxes

The 2025 Budget for property taxes is estimated at \$546,504 (1% of Budget). The estimate is based on actuals from 2024, adjusted for the average assessment change and increased by 3%. The decrease in 2025 is due to 5 more properties being tax exempt for CHH.

As property taxes are exempt for subsidized portfolios, the budget only reflects what CHH

has to pay on the market and development portfolios. The increase in realty tax would be a cost to CHH.

Replacement and Reserve Allocations

Replacement and Reserve Allocations are estimated at \$10,322,859 (14% of budget) and have been increased by 3.32% in subsidized portfolios. All Replacement and Reserve dollars are per the Service Manager's Budget except for the Market portfolios.

Salaries and Benefits

The budget for salaries and benefits recognizes commitments made pursuant to the collective agreement for unionized staff and applies estimated compensation adjustments for non-union/management staff. The Budget for payroll costs is estimated at \$18.64M (25% of budget). It should be noted the City of Hamilton is responsible for setting compensation increases for non-union/management staff and CHH must accommodate these costs as part of its budget.

On September 26, 2023, the Board of Directors approved confidential report 23007a Organizational Updates and Structure Review. This report included approval to increase the staff complement to support the Tenants First Refresh Plan as well as resources needed for CHH to successfully deliver on the priorities set out in CHH's 2023 – 2027 Strategic Plan. The budget incorporates the approvals of Report 23007a and is designed to stabilize resources to support the growth associated with internalizing or creating efficiencies in areas of tenant supports, case management, janitorial, security and preventative contracts. To reflect the increased staffing costs, 'Salaries, wages and benefits' have been increased to a total of \$0.91M over the 2024 budgets.

The staff complement is budgeted at 201.50 FTEs in 2025, of which 190.75 are funded through the 2025 Operating budget and 10 are funded as a component of development budgets or from administrative funding through CMHC and .75 is a recovery.

The mandate and responsibilities encompass the following areas:

- Administration and Information Technology
- Finance, Strategy and Quality Improvements
- Operations and Janitorial
- Asset Renewal and Preventative Contracts
- Maintenance, Pest Control and HVAC technicians
- Tenant Support Services and Community Safety
- Development

Materials and Services

Materials and Services costs have increased by \$722,591 from 2024 (22% of budget).

These costs represent materials as per the benchmark of the Service Manager and reflect the education portion of the tax exemption dollars of approximately \$857,000 (\$857,000 2025). Materials and Services includes but are not limited to HVAC, plumbing, grounds, security, janitorial, unit turnovers and building operations.

There will be a small increase to this budget once we get confirmation of the amount for the education portion of the tax exemption dollars for the 5 new tax exempt properties.

Other Administration

Other Administration has decreased by (\$44,405) over prior year budget. That is mainly due to a reduction in bank charges based on 2024 data.

The other main cost drivers include:

- IT Cost – new software cost added to reflect CMHC tracking and working from home.
- Training/Professional Development – Budget created with a more focus on Strategic Plan goals of CHH.
- Cost for Rent Free Accommodation - Cost of staffing with onsite presence as key holders for emergencies.

OPERATING FRAMEWORK

Most CHH housing stock has been acquired or constructed under numerous senior government funding programs, now consolidated into five program funding envelopes:

- Public;
- Provincial Reformed;
- Municipal Non-Profit (MNP);
- Federal; and
- Market housing.

Seventy two percent of the properties (i.e. Public Housing Program) were built and operated directly by the Province of Ontario until 2001 when the *Social Housing Reform Act* (now the *Housing Services Act, 2011*) downloaded ownership and operational responsibility to the municipality. Most of the remaining units were developed by the City of Hamilton under a variety of non-profit programs. Some were acquired or built directly by CHH. Buildings range in age from new construction to over 100 years old, with an average age of approximately 46 years.

Operating Agreement with the City of Hamilton

In 2012, the City of Hamilton entered into an Operating Agreement with CHH which benchmarked the public housing portfolio under the same formula as the Provincial

Reformed Portfolio. Revenue and Expenses are benchmarked and indexed by the Province under the *Housing Services Act, 2011* and the CHH budget is set accordingly by the Housing Services Division. The intention of this was for CHH to better manage operations on a portfolio basis and have more predictable and sustainable funding.

In 2012, CHH also worked with the City of Hamilton Housing Services Division (i.e. Service Manager) to establish service targets, reporting requirements, funding, and portfolio-wide management practices and will continue to do so in 2024.

In 2017, CHH received tax exemption status for all portfolios except the market portfolio. This allowed for the reinvestment of the annual education tax component to be used to support repairs in the housing portfolio.

The Operating Agreement created a standard benchmarking system for all Housing programs. The funding formula is based on revenue and cost benchmarks that were initially established through a rigorous process across the province. Benchmarks are adjusted annually based on indices as set out by the province. Service level standards are clearly identified and operating reserves assist CHH to address year-over-year expense fluctuations.

As mentioned previously, for 2025, the formula set out in the Operating Agreement has been adjusted to allow CHH to retain most of its earned revenue and apply this to meeting increased expenditures.

Service Manager Role

All programs except the market portfolio are subject to program administration by the City of Hamilton, in its capacity as designated Service Manager under the *Housing Services Act, 2011*. The Service Manager is also responsible for payment of federal subsidies that are passed through the provincial government under federal/provincial funding agreements.

MULTI-YEAR BUSINESS PLAN AND BUDGETS

CityHousing Hamilton (CHH) participates in the City's multi-year budgeting initiative. This is not a requirement for CHH but nevertheless it contributes to more comprehensive and complete financial planning.

Operating budgets are still approved on an annual basis. However, a three-year forecast is completed in addition to the current budget year. At this point in time, the three-year forecast is for information purposes only.

It is expected there will be a modest increase for material and supply costs as the procurement tender will be issued to contractors in 2025. In future years, it is anticipated

that utility costs will be better managed through the implementation of energy retrofits (e.g. Building Automation Systems).

As noted above, it is the intention of CHH to work with City of Hamilton (Housing Services) to retain a consultant to provide a more comprehensive assessment of CHH’s financial requirements beginning in 2026 and beyond. In the meantime, CHH has used inflation factors taken at 3%, 3.5% and 3.5% for expenses and revenue for years 2026, 2027 and 2028.

Presented below is the 2025 Budget Summary and Three-Year Forecast for the 2026-2028 period.

Table 2: Multi-year budget forecast

Description	2025	2026	2027	2028
	Proposed Budget	Budget	Budget	Budget
		3.0%	3.5%	3.5%
REVENUE				
Operating Revenue	49,679,302	51,169,681	52,960,620	54,814,242
Government Subsidies	21,955,117	22,613,770	23,405,252	24,224,436
Other	2,249,666	2,317,156	2,362,849	2,289,997
TOTAL REVENUE	73,884,085	76,100,608	78,728,721	81,328,675
EXPENSES				
Administration- Salaries/wages/benefi	18,642,668	19,201,948	19,874,017	20,569,607
Administration-Bad Debts	479,819	494,213	511,511	529,414
Administration- Insurance	2,622,497	2,701,171	2,795,712	2,893,562
Administration- Other	2,697,027	2,777,938	2,875,166	2,975,796
Materials and Services	16,268,004	16,756,044	17,342,506	17,949,494
Utilities	12,348,070	12,718,512	13,163,660	13,624,388
Property Taxes	546,504	562,899	582,601	602,992
Amortization and Mortgage Interest	9,956,637	10,255,336	10,578,864	10,793,574
Allocated to Capital Services	10,322,859	10,632,545	11,004,684	11,389,848
TOTAL EXPENSES	73,884,085	76,100,608	78,728,720	81,328,675
	(0)	(0)	0	(0)

2025 CAPITAL (REPLACE & RESERVE) BUDGET

The Asset Renewal (AR) department of CityHousing Hamilton (CHH) manages and maintains corporate physical assets. Annual replacement and reserve allocations are calculated on a per unit basis benchmarked by the Ministry of Municipal Affairs and Housing as per the *Housing Services Act, 2011* and form part of the City of Hamilton’s

subsidy to CHH. Housing providers must transfer the annual allocation to a Replacement and Reserve Fund but are not obligated to use these funds on an annual basis. The 2025 allocation is \$10,322,859.

Replacement Reserve Studies prepared from the information gathered through Building Condition Assessments and from staff are used to create the annual Replacement and Reserve budget and plan for approval by the CHH Board of Directors.

The AR department has prepared the 2025 CHH Replacement Reserve budget after reviewing the Building Condition Assessments completed in 2018 with input from the Operations, Maintenance and Energy Teams. Staff reviewed the 2025 project list and prioritized the required work into the following categories:

- Health and Safety
- Code Compliance
- Structural
- Mechanical/Electrical
- Energy Conservation
- Interior Upgrade

The projects with the highest need were selected. The priority projects were heavily weighted to address health & safety issues and ensure legislative compliance, etc.

Details of proposed expenditures are set out below:

DRAFT CAPITAL PROJECTS - 2025						
YEAR PROPERTY BUILT	WARD		ADDRESS	DESCRIPTION	ESTIMATED COST	NOTES
	3	360	King St E	Replace Dover Elevators #070952 and #070953 Pha	\$400,000	Elevators
	2	162	KingWilliam	Central & In Suite HVAC - Heat Pumps MUA	\$2,400,000	HVAC - Mechanical
	6	801	Upper Gage	Repair Electrical Phase 2	\$1,500,000	Electrical
1967	2	500	MacNab	Tower Renewal	\$1,000,000	
			VARIOUS	Roofing	\$616,383	Roofing
			VARIOUS	Emergency Generators	\$700,000	Health and Safety
			VARIOUS	Emergency Contingency	\$700,000	Emergency
			VARIOUS	Capital Reserve For CMHC Agreement	\$3,006,476	Capital Reserve
Total					\$10,322,859	

These projects are also selected to align with projects funded by the Canada Mortgage and Housing Corporation’s (CMHC) Affordable Housing Program (formerly Co-Investment Fund) - Repair & Renewal stream. The 2021-2028 investment through this program is approximately \$145.8M and the allocation of the 2025 capital budget supports CHH’s obligations under the agreement with CMHC.

With any budget approved prior to implementation there is always the probability of revisions being made to address emergencies. Over the course of a year there are

building components which may fail prematurely and unexpectedly. In these situations, it may be necessary to reallocate funding if the work cannot be deferred. Examples could include safety systems, water penetration and heating issues. The Chief Executive Officer will approve the change to the budget to allow the Asset Renewal Section to complete the emergency project and will report back to the Board with details of the changes and any potential impacts.

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

AS/rd/bl

Mission: We provide affordable housing that is safe, well maintained and cost effective and that supports the diverse needs of our many communities.

TEM 4c



Date:	February 18, 2025
Report to:	Board of Directors CityHousing Hamilton Corporation
Prepared by:	Rochelle Desouza, Chief Financial Officer
CEO/Secretary Signature	Adam Sweedland 
Subject:	Mortgage Renewal, 101 Broadway Avenue, Hamilton (Report# 25004)
Report Type:	Recommendation

Recommendation(s):

That Report #25004 be received and approved as follows:

1. CityHousing Hamilton Corporation (CHH) 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. CHH 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 CHH 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. CHH 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. CHH 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.

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 101 Broadway Avenue, Hamilton.

The mortgage will commence on June 1, 2025, 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:

The Ministry requires the following resolution to be approved by the Board of CityHousing Hamilton Corporation.

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 – 101 Broadway Avenue, Hamilton (the “project”) for approximately \$743,274.02 maturing on June 1, 2025 (Ministry Reference Number: S02554)

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: **\$3,529,150**

Original Interest Adjustment Date: **1 June 1995**

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

Mortgage Loan No: **18323402**

Current Maturity Date: **1 June 2025**

Balance @Maturity of Current Term: **\$743,274.02**

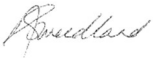
Balance Amortization Period in month: **55 months**

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.

AS/rd

Date:	February 18, 2025
Report to:	Board of Directors CityHousing Hamilton Corporation
Prepared by:	Amanda Warren-Ritchie Manager, Strategy & Quality Improvement
CEO/Secretary	Adam Sweedland
Signature	
Subject:	Vacant Unit Monthly Update – January 2025 (Report #25005)
Report Type:	Information

Recommendation(s):

That Report #25005, Vacant Unit Monthly Update – January 2025 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 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 **2.2% (161 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 resulted in some slowdown in creating and issuing work orders.

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

Refer to available data under Background and Additional Information.

Background and Additional Information:

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

Table 1 – Quarterly and Monthly Full Inventory Reporting

Classification	Subclassification	Q1 2024 ***	Q2 2024 ***	Q3 2024 ***	Q4 2024 ****	Jan 2025 ****
Occupied	RGI	4489	4518	4619	4856	4933
	Market	1750	1745	1749	1760	1761
Pending Move-in	n/a	180	155	148	101	93
Vacant	n/a	458	408	312	216	160
Unavailable	Large Scale Projects	101	105	101	38	24
	Development	191	191	191	171	171
Total Requirement		7122	7122	7122	7142	7142
Vacancy Rate*		6%	5.49%	4%	2.6%	2.2%



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

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

Table 2 – Vacant Unit Status

Month	Active Renovation Underway	Inspected and W/O pending	Needs Inspection	Total
Jan	155	0	5	160

Move-ins vs. Move-outs:

CHH had 81 Move-ins for January and Tenant Placement staff have 93 units on offer with scheduled move-in dates for February and March.

2025: CHH rented 81 homes up to January 31

2024: CHH rented 734 homes up to December 31.

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

Tenant Move-outs number in Jan was 30.

2025: Move outs to Jan were 30 (trending below average)

2024: Move outs to Dec were 476 (basically on par with estimated annual average of 480).

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

Special City Funding:

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

- As of January 31, 2025, CHH has fully completed 98% or 466 units.
- The remaining 10 vacant units are being worked on by contractors.
- Units being addressed with this funding are a subset of the overall vacant unit count.

**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 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:

March 2025: February vacancy report will be presented to Board.

Strategic Alignment:

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

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

Supporting Presentations and Appendices:

None.

AS/awr



Date: February 18, 2025

Report to: Board of Directors
CityHousing Hamilton Corporation

Prepared by: Amanda Warren-Ritchie
Manager of Strategy and Quality Improvement

CEO / Secretary Adam Sweedland

Signature: 

Subject: Procurement Update (Report #25006)

Report Type: Information Report

Recommendation(s):

That Report #25006 Procurement update be **received** for information.

Executive Summary:

In 2021, CityHousing Hamilton Corporation (CHH) entered a Service Level Agreement (SLA) with the City of Hamilton for the provision of procurement services. The SLA was endorsed by the Board of Directors and adopted the City of Hamilton's Procurement By-laws with a view to improving organizational performance and reducing the duplication of resources for procurement services.

This SLA has generally enabled CHH to streamline its procurement processes and access additional resources and expertise. However, recently, reports #24010 and #23016 were presented to the Board highlighting areas of risk for CHH and the Board requested a report to assess the current relationship.

The largest risk factor for CHH has been the inability of the City of Hamilton's Procurement Division to meet the timelines established in the SLA, resulting in increased costs, project funding risks and impacting CHH's ability to implement contract improvements that can better meet the needs of tenants.

However, the SLA was only signed in 2021 and both parties believe it needs to be reviewed to ensure it is mutually beneficial for both parties. CHH staff believe it is preferable to try to address the issues collaboratively rather than terminate the relationship altogether.

The review will consist of:

- Confirming the timelines set out in the SLA are appropriate and achievable for each party;
- Confirming the resources provided by CHH are adequate and are being used to their fullest;
- Understanding what other factors or changes should be considered to improve the process and/or better define the relationship. This may result in CHH adopting exceptions to the City's policy to meet the unique procurement needs of CHH.

Procurement Update

The City of Hamilton Shareholder Direction requires the CHH Board to adopt a procurement policy, and, in the absence of a CHH procurement policy, CHH is required to follow the City of Hamilton's Procurement Policy. The SLA is predicated on CHH adopting the City's policy.

For the most part, the City's Procurement Policy does align with the business needs of CHH and, of course, it fulfills its public procurement responsibilities. However, there are provisions which do not meet CHH needs. CHH is reviewing the policy and will report back under separate cover to the Board with any staff recommendations.

Lastly, CHH has operated with an unintentional exemption from the provisions of a fair wage policy, as residential construction was omitted from the City's Fair Wage Policy. CHH will review the financial and administrative implications of adopting its own Fair Wage Policy, which would be applicable to the majority of its large projects, and report back under separate cover to the Board with staff recommendations.

Background and Additional Information:

CHH received Board direction at the April 23, 2024, meeting to review the current arrangement between CHH and City of Hamilton for procurement services, including an assessment of the current SLA and potential advantages and disadvantages of bringing procurement services in-house.

In 2015, CHH conducted an operational review to assess organizational performance. One area flagged for improvement was CHH's procurement activities. This largely reflected CHH's absence of an internal centralized and specialized procurement team and the inherent risks and inefficiencies of having staff procure services "off the side of their desk." The operational review suggested CHH could potentially optimize its procurement practices through a partnership with the City of Hamilton.

In 2017, a CHH project was the subject of an audit by the City of Hamilton' Audit Division. This resulted in further recognition that CHH needed to be more diligent in adopting and adhering to public procurement policies.

In response CHH adopted several procurement policies in 2017 which largely aligned with the City's policy. Ultimately, in 2021, CHH and the City of Hamilton signed an SLA. The agreement outlines the support and guidance the Procurement Department provides and the roles and responsibilities for each party. The SLA was intended to improve performance and streamline collaboration and use of procurement resources.

Through the SLA, the Procurement Department provides CHH with the following services:

1. Assisting CHH with interpreting City of Hamilton Procurement Policy and any applicable Procedures;
2. Assisting CHH in identifying options for proceeding with the procurement of a Good and Service, either through a competitive or non-competitive process;
3. In accordance with the City of Hamilton's Procurement Policy and Procedures:
 - a. Issuing procurement documents on behalf of CHH; and
 - b. Overseeing site or vendor meetings, evaluation meetings, and vendor debriefings initiated out of a procurement process in order to ensure an open, fair and competitive process is undertaken;
4. Assisting CHH with issues of unsatisfactory vendor performance;

5. Assisting CHH by providing comments on Board reports dealing with competitive and non-competitive procurements, if requested;
6. Assisting CHH with the development of any contract document for consultancy services were secured through a non-competitive process;
7. Assisting CHH with interpreting and administering the City's Fair Wage Policy, Fair Wage Schedule and any applicable Procedures. The Procurement Department will address all Fair Wage complaints made against any contractor or sub-contractor;
8. Processing timely execution of all contracts for procurements issued by the Procurement Department on behalf of CHH; and
9. Assisting CHH in identifying items for legal or risk management review.

As part of the SLA, CHH also pays for two full-time equivalent positions (FTEs) in the Procurement Department.

The advantages of the SLA include:

- The Procurement Department is a subject matter expert regarding procurement legislation, By-laws, Policy and Procedures. The Procurement Department's resources have supported CHH with legislative compliance and streamlined procurement processes, improving performance and reducing the duplication of resources dedicated to procurement.
- The Procurement Department issues procurement documents on behalf of CHH including Request for Tenders and Request for Proposals. It also oversees pre-bid site and vendor meetings, evaluation meetings, execution of contracts, and advertisements on the bidding platform.
- CHH has worked collaboratively with the Procurement Department and has partnered on a number of corporate service contracts, including elevator, copy and printing, clothing and uniform, floor and mops, janitorial, shredding, personal protective devices, graffiti, welding, overhead doors, automatic doors, footwear and safety shoes, painting, roofing repairs, and overhead bin rentals. The Procurement Department manages award letters, WSIB (validated semiannually), and business insurance.
- CHH staff and Procurement Specialists communicate regularly to discuss scope of work and address issues or concerns with priority, workload and timelines for procuring contracts.

The procurement Department provides CHH staff with advice and guidance for complex situations as public subject matter experts. The Procurement Department asks for CHH's feedback on procurement processes to streamline workflow. Recently, the procurement team reviewed its new vendor performance process and CHH provided feedback to improve corporate procedure.

The identified problems with the current SLA include:

- The SLA outlines the targeted timelines for the various tasks needed to complete the procurement process. However, the reality is it takes longer than the SLA contemplates (e.g. averaging 10 to 12 months to procure a contract). This has a significant impact on CHH's ability to procure routine service contracts and capital projects in a timely manner. It also impacts funding deadlines and places CHH at risk of not meeting the required timelines to complete contracts.
- The SLA doesn't adequately contemplate the tensions which arise as a result of CHH being a corporation operated by an independent Board of Directors, creating challenges such as:
 - The need for CHH to obtain legal and risk management advice independent of the City of Hamilton's internal legal and risk services;
 - Challenges in creating a coordinated banned vendor list applicable to both the City and CHH;
- Uncertainty about how to apply or follow provisions in certain circumstances, such as when CHH's legal representation provides advice which may be at odds with the City's internal legal.
- CHH is often eligible for funding opportunities that have accelerated timelines. However, the timelines do not align with the SLA and are not achievable within the Procurement Department's Policies and Procedures. This results in the CHH Development Department often not utilizing the services contemplated in the Procurement Department. Instead, CHH Development has sought unique approvals from the Board and implemented alternative solutions to meet public procurement expectations, such as retaining an external fairness monitor.
- The Procurement Department, like many other workplaces, have struggled to maintain a full staff complement. CHH pays for two FTEs but out of necessity resources are shared with other departments. These workload issues result in CHH being unable to post competitive bids in a timely way, and in turn requesting Board approval to extend existing contracts.

The relationship between CHH and the City of Hamilton's Procurement Department has been generally favourable. There is regular communication between both parties on what is working well and areas for improvement. The Procurement Department has

worked with CHH staff to improve documents to speed up the review process prior to tendering.

Conversely, Procurement staff also identified issues which do not work well for them, such as post-award contract administration. CHH staff believe there are opportunities to improve the current arrangement without the need to completely dissolve the relationship and bring the services in-house. This SLA review will result in recommendations that will be brought back to the Board for future consideration.

Consultation:

Internal CHH Departments: Asset Renewal, Development and Strategy and Quality Improvement Team

External Departments: City of Hamilton Procurement Division

Financial and Legal/Risk Considerations:

Contracts need to be prepared, issued and awarded in a timely fashion to avoid escalated costs and lost opportunities. Many CHH contracts have been extended numerous times, meaning CHH has lost the advantage of improving services or value through competitive processes.

Next Steps and Milestones:

Complete collaborative review of current SLA, City of Hamilton Procurement Policy and Fair Wage Policy and report back to the Board with any related recommendations.

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:

None.


AS/awr

Date: February 18th, 2025

Report to: Board of Directors
CityHousing Hamilton Corporation

Submitted by: Amanda Warren-Ritchie
Manager, Strategic Quality and Improvements

CEO / Secretary Adam Sweedland

Signature: 

Subject: **Establishing a Non-Profit Corporation with Charitable Status (Report #25007)**

Recommendation(s):

That Report # 25007 Establishing a Non-Profit Corporation with Charitable Status be received for information and the following recommendation(s) **approved**:

- (i) That CityHousing Hamilton Board of Directors approve the establishment of a non-profit corporation with charitable status for the purposes of supporting tenant services and programs and enhancing CHH's housing portfolio, to be governed in accordance with the *Corporations Act* and legislation applicable to organizations with charitable status; and
- (ii) Subject to approval by the Board of Directors, CHH request confirming approval from the City of Hamilton as the sole shareholder of CHH.

Executive Summary:

CityHousing Hamilton Corporation (CHH) is a corporation with share capital incorporated pursuant to the *Business Corporations Act*. As such, CHH is not eligible to hold charitable status or issue donation receipts for tax purposes. This prevents CHH from effectively soliciting donations from individuals and corporations who request receipts for tax purposes, limiting its ability to attract



third party sponsorships. CHH is also often ineligible for certain grants and funding opportunities which are restricted to non-profit corporations. These represent missed opportunities for CHH to enhance services and programs for tenants.

CHH is funded pursuant to an operating agreement with the City of Hamilton (City) which principally follows the funding model set out in the *Housing Services Act*. This funding model basically funds only the 'bricks and mortar' operations of social housing. Tenant support roles and programs are not specifically funded and therefore the costs for these critical services are covered at the expense of other items, such as maintenance, as part of CHH's operational budget.

In November, 2023, the Board of Directors received an unsolicited proposal from DV Trillium Group Inc. (DVTI) which, among other things, prompted a discussion of the possible benefits of establishing a corporation which had the legal ability to issue tax receipts. On April 23, 2024, the Board directed staff as follows:

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

After consulting with CHH's legal counsel, CHH staff recommend CHH establish an affiliated non-profit corporation capable of seeking charitable status from the Canada Revenue Agency.

An affiliated charitable non-profit corporation would have the ability to solicit donations from individuals, non-profits, corporations, and other organizations which could be used for the benefit of tenants in CHH communities. It would also be able to issue tax-deductible receipts for donations supporting programs and projects which are offered in accordance with the charitable objectives of the new non-profit. Although not the primary objective of establishing a new corporation, it would also allow CHH to continue discussions with DVTI.

This would also effectively open new opportunities to access to grants and funding exclusively available to non-profit corporations to support some existing and future tenant programs and enhancing CHH's ability to improve its housing portfolio, potentially reducing reliance on CHH's operating budget.

Background and Additional Information:

Two options were considered:

- charitable foundation or
- a non-profit corporation with charitable status.

Charitable foundations act as a donor to other charitable organizations working to achieve their mission. In contrast, a non-profit corporation with charitable status, primarily engages in their own charitable activities. Both must receive funding from various arm's length donors. However, foundations are required to allocate more than 50% of their annual income to other registered charities or qualified donees, while charitable non-profit corporations do not have this obligation. Since CityHousing Hamilton is not a qualified donee, it would not be eligible to receive donations from a charitable foundation.

A non-profit corporation with charitable status offers greater potential benefits for CHH's tenants, as donations could directly support tenant programming, enhance quality of life, and even facilitate capital donations and sponsorships, including buildings. Therefore, staff recommend CHH pursue the development of a non-profit corporation with charitable status rather than a charitable foundation.

There are numerous benefits of creating a non-profit corporation with charitable status. This provides an opportunity to fundraise for programs that benefit CHH tenants, potentially offset both operating and capital budgets. Currently, CHH is ineligible to apply for many program funding opportunities restricted to non-profit corporations or those with charitable status. Some examples of these funding sources include:

- the Ontario Trillium Foundation,
- Senior's Community Grant,
- Youth and Family funding, and
- Various federal grants.

At present, CHH typically raises approximately \$100,000 per year through the efforts of its Partnership Development team. By establishing a charitable non-profit corporation, with dedicated resources, CHH could significantly increase fundraising potential, possibly covering the entire budget for the activities of the current Partnership Development and Support Services department.

In 2023, the CHH staff also met with the City of Hamilton's Planning & Economic Department to explore pursuing sponsorship opportunities. Although, there are many businesses with social responsibility initiatives willing to sponsor programs and initiatives for CHH tenants, they typically expect or require tax receipts.

To deepen an understanding of charities, CHH conducted an environmental scan and literature review focusing on Ontario. Key findings include:

- a) Registered charities in Canada are organizations, public foundations, or private foundations created and resident in Canada. They must use their resources for charitable activities and have charitable purposes that fall into one or more of the following categories:
 1. Relief of poverty
 2. Advancement of education
 3. Advancement of religion
 4. Purposes beneficial to the community
- b) Structures vary including corporations, trusts, or under a constitution. More than 50% of its directors, trustees, or similar officials dealing with each other, must be at arm's length.
- c) Funding comes from a variety of arm's length donors must allocate a minimum amount of funds per year towards charitable activities or distribute the funds as gifts to qualified donees. Charities can provide income tax receipts for donors.
- d) Local housing corporations in Ontario were incorporated as "for-profit corporations with share capital" pursuant to the *Business Corporations Act* and, as such, not eligible for charitable status.

Ottawa Community Housing (OCH) is the only LHC with an affiliated charitable foundation. The Ottawa Community Housing Foundation (OCH Foundation) is a stand-alone charitable foundation that supports OCH by delivering education, employment, and community engagement programs aimed at breaking down barriers, building resilience, and alleviating the effects of poverty and inequities among OCH tenants.

The OCH Foundation was created in 2012 and received charitable status in 2014. The Board of Directors is separate from the OCH's Board although OCH's



CEO and Manager of Community Development sit as ex-officio Board members. OCH also provides HR and IT services to the Foundation.

In 2024, the OCH Foundation received nearly \$1 million in funding with 65% from grants and 35% from fundraising and donors. These funds support both the program costs and staff salaries. Its programming focuses on education, employment and community leadership and is implemented by Foundation staff (7 full-time FTE & 1 part-time FTE).

Locally, there are several organizations which have charitable status such as Indwell, Good Shepherd, Mission Services, and Covenant House. These organizations provide housing to relieve poverty, advance religion, and offer beneficial community services like healthcare within a residential setting. Other non-profit housing providers, such as Hamilton East Kiwanis Non-Profit Homes, are eligible for charitable status.

By establishing a non-profit corporation and obtaining charitable status, CHH would be able to access municipal, provincial, and federal grants, and collaborate with individuals, non-profit organizations and businesses, to support tenants within CHH communities. The 2012 Declaration and Direction of the sole-shareholder for CHH is silent on the approval process for an affiliated corporation. Therefore, CHH is recommending seeking confirming approval from the City to create the non-profit corporation and apply for charitable non-profit status which would be affiliated and operationally supported by CHH.

Financial and Legal/Risk Considerations:

CHH has consulted with our legal representative Ross & McBride, who recommend the establishment of a CHH controlled non-profit corporation with charitable status. This would enable CHH, through the charitable non-profit corporation, to solicit donations and issue tax deductible donation receipts for programs and projects benefitting CHH tenants, in line with the charitable objectives of the non-profit corporation.

The legal fees for applying to Canadian Revenue Agency (CRA) for charitable non-profit status estimated at \$8,000 to \$10,000, plus applicable tax and disbursements. The approval process for charitable status typically takes a minimum of 6 months and can extend up to 1 year.



The new corporation must be governed by a Board of Directors with more than 50% of its directors, trustees, or similar officials dealing with each other being arm's length. Staff recommend a Board composition reflecting a skills-based approach in light with the development activities of charitable organizations. Specifically, CHH is suggesting a board composition which includes:

- 1-2 CHH Board members
- 1-2 CHH Tenants; and
- 3-5 Community members with complementary financial skills, experience with charitable organizations and backgrounds in securing sponsorships and grants.

CHH's Chief Executive Officer, Chief Financial Officer, Chief Operating Officer and Chief Portfolio Officer would be ex-officio members. Services provided by CHH to the new corporation would be outlined in an appropriate service level agreement.

Next Steps and Milestones:

That CityHousing Hamilton request confirming approval from the City of Hamilton for CHH to lead the creation of a non-profit corporation with charitable status.

That CityHousing Hamilton solicit interest from Board members, tenants and community members to form initial Board composition and submit the incorporating documentation and subsequently seek charitable status from CRA.

Strategic Alignment:

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

- **FLORISHING 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.

<AS/awr>



Date:	February 18, 2025
Report to:	Board of Directors CityHousing Hamilton Corporation
Prepared by:	Adam Sweedland, Chief Executive Officer
Signature:	<i>ASweedland</i>
Subject:	CEO Updates and Communications
Report Type:	Information (to be received)

Recommendation(s):

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

Updates:

1.0 Tapestry Community Capital

CityHousing Hamilton is working with Tapestry Community Capital to study the feasibility of a proposed social bond issuance. Tapestry will specifically be assisting in the financial analysis, investor research, resource mapping/project management and the creation of a proposed plan. As Tapestry has secured funding through Canada Mortgage and Housing Corporation to support this work, there is no cost to CHH for the work leading to the creation of a plan. If CHH wishes to proceed with the plan developed by Tapestry, a detailed recommendation will need to be approved by both the Board of Directors and the City of Hamilton, as sole-shareholder.

2.0 Tenants First Team

Approved minutes from the Tenants First Team (TFT) meeting on November 12, 2024 are attached for information.

The TFT met on January 14, 2025 to establish its 2025 work plan.

The TFT's next scheduled meeting is March 11, 2025.

3.0 Board Communications

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

- Jan. 20, 2025: CONFIDENTIAL Lands Located at 405 James St. N.
- Jan. 23, 2025: CONFIDENTIAL Update, Lands Located at 405 James St. N.
- Feb. 05, 2025: Grand Opening of 106 Bay St. N.
- Feb. 07, 2025: Fire, 95 Hess St. S.
- Feb. 10, 2025: Media Release_Grand Opening 106 Bay St. N.

Strategic Alignment:

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

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

Appendices

- Tenant First Team minutes, November 12, 2024

-Emails dated January 20, 23; Feb. 5, 7 and 10, 2025

AS/as

Approved January 14, 2024

**Meeting Minutes
Tenants First Team
CityHousing Hamilton**

Date: **Tuesday, November 12, 2024**
Time: **5:30pm – 7:30pm**
Meeting: **Regular Meeting**

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

Present:

- Chair – Lisa Burton
- Member – Jim Zhao
- Member – Kim Cruz
- Member – Malcolm Purdy
- Member – Marylou Purdy
- Member – Mike Hallman
- Member – Terry Daly
- CHH Staff – Adam Sweedland, CEO
- CHH Staff – Leanne Ward, Manager of Operations
- CHH Staff – Gillian McLaughlin, Manager of Partnership Development & Support Services
- CHH Staff – Tina Santarelli, Tenant Support Worker
- CHH Staff – Carlie Weeks, Partnership Development Advisor
- CHH Staff – Adrian McKenzie, Equity Specialist
- CHH Staff – Connor Jay, Communications Coordinator
- CHH Staff – Alison MacKenzie, Senior Project Manager

Regrets:

- Member – Marie Dynes
- Member – Tesha Sylvester
- Member – Don Mallette

Guests:

- CHH Staff – Amanda Warren-Ritchie, Manager of Strategy and Quality Improvement

1. Call to Order (Quorum is six)

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

Lisa Burton called the meeting to order at 5:35pm.

- A) The Chair proceeded with Roll Call at the beginning of the meeting, calling out each member's name and having the attending member say "present".

2. Confirmation of Minutes

Regular meeting held on September 10, 2024. Members were in receipt of the meeting minutes.

Minute approval: *none opposed.*

3. New Member Recruitment and Selection Process

Alison MacKenzie presented a draft of the New Member Recruitment and Selection Process. This process was identified in the 2024 Tenants First Team work plan to meet requirements outlined in the Terms of Reference.

The New Member Recruitment and Selection Process was created based on the Tenants First Team's feedback at the September 10 meeting.

Members approved the New Member Recruitment and Selection process.

Attachment: [New Member Recruitment and Selection Process - Final.docx](#).

4. Member Resource, Key Messaging and Launch

Alison MacKenzie presented a draft of the Tenants First Team Member Manual. The Manual was based on the Tenants First Team's feedback at the September 10 meeting where Members requested CHH staff to develop resources about the different roles at CHH to support them with handling tenant complaints and provide key messages related to the launch of the Team.

The draft Tenants First Team Member Manual was reviewed.

Members discussed tenant complaints and CHH staff identified the need to include information about a) escalating concerns about staff response to the Supervisor or Manager; b) asking tenants to continue reporting issues to provide further documentation as some tenant matters take a significant time to resolve with the Landlord Tenant Board; c) there is the opportunity to submit a complaint online: <https://www.hamilton.ca/form/tenant-complaint-form>; and d) CHH staff must keep tenant matters confidential.

A member shared concerns about issues involving hate and racism, and CHH explained the role of Police as well as CHH staff in handling these matters. CHH can use the LTB to mediate as it is a different process than what the Police must go through in terms of burden of proof. The LTB functions on a balance of probabilities as opposed to criminal courts where proof has to be beyond a reasonable doubt. CHH's Equity Specialist is able to provide consultation and support to staff responding to these issues. Tenant should continue to report issues to front line staff and not directly to the Equity Specialist.

CHH staff offered to provide Members with future training on the LTB process.

Members will bring any further feedback on the Member Manual to the January 14th meeting.

Attachment:

- [Tenants First Team Member Manual – Draft](#)

5. CHH Strategic Plan Training

Amanda Warren-Ritchie presented on CityHousing Hamilton's 2023-2024 Strategic Plan to give Members an overview of the strategic initiatives happening at CHH.

Presentation included:

- Consultation Process and Findings
- Strategic Priorities
- Strategic Plan Documents
- Strategies and Examples

Attachments:

- [Strategic Plan Presentation](#)
- [Strategic Plan](#)
- [Strategic Plan Priorities and Strategies](#)

6. 2024 Work Plan and 2025 Meeting Schedule

Lisa Burton reviewed the Tenants First Team's 2024 Work Plan highlighting the Team's accomplishments this year.

Lisa presented a draft 2025 Meeting Schedule.

Members approved the 2025 Meeting Schedule.

Attachments:

- [2024 Tenants First Team Work Plan](#)
- [2025 Tenants First Team Meeting Schedule](#)

7. Next Meeting and End of Year Celebration

Next meeting is January 14th from 5:30-7:30pm at 181 Main St W.

Tentative agenda items include:

- 1) Create 2025 Work Plan
 - a. Identify possible working group or capacity building opportunities
- 2) Member Manual
- 3) Conflict of Interest Training

Alison MacKenzie and Connor Jay shared a tenant opportunity to support a strategic communications initiative for 106 Bay St with students from Humber College if any Members are interested.

Adjournment at 6:40pm.

Members and staff shared an end of year celebratory meal.

*Alison MacKenzie
CityHousing Hamilton
November 12, 2024*



****CONFIDENTIAL****

Date: Tuesday February 18, 2025

Report to: CityHousing Hamilton
Board of Directors

Submitted by: Adam Sweedland
Chief Executive
Officer/Secretary

Prepared by: Adam Sweedland
Chief Executive
Officer/Secretary

Subject: CONFIDENTIAL / IN-CAMERA

7) PRIVATE AND CONFIDENTIAL

a) Transformational Technology Project (Report #25008)

NOTE: Discussion of this Confidential Report in closed session is subject to the following requirement(s) of the of the City of Hamilton's Procedural By-law and the *Ontario Municipal Act, 2001*:

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

RATIONALE FOR CONFIDENTIALITY

This report is being considered in Closed Session as it contains confidential information related to proposed purchasing of new housing software specific to one vendor.

RATIONALE FOR MAINTAINING CONFIDENTIALITY

Staff are recommending that the report / recommendation(s) / appendices) remain confidential, as the subject matter could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization.



****CONFIDENTIAL****

Date: Tuesday February 18, 2025

Report to: CityHousing Hamilton
Board of Directors

Submitted by: Adam Sweedland
Chief Executive
Officer/Secretary

Prepared by: Adam Sweedland
Chief Executive
Officer/Secretary

Subject: **CONFIDENTIAL / IN-CAMERA**

7) PRIVATE AND CONFIDENTIAL

b) Organizational Updates and Structure Review (Report #23007(b))

NOTE: Discussion of this Confidential Report in closed session is subject to the following requirement(s) of the requirement(s) of the City of Hamilton's Procedural By-law and the *Ontario Municipal Act, 2001*:

- as amended, as the subject matter pertains to personal matters about an identifiable individual, including City employees –CityHousing Hamilton or labour relations or employee negotiations.

RATIONALE FOR CONFIDENTIALITY

This report is being considered in Closed Session as it contains information related to identifiable staffing positions and a potential organizational restructuring.

Staff are recommending that Report #23007(b), Organizational Updates and Structure Review remain confidential, as the primary subject matter pertains to personal matters about an identifiable individual(s).