



## City of Hamilton

# EMERGENCY & COMMUNITY SERVICES COMMITTEE REVISED

**Meeting #:** 19-002  
**Date:** March 21, 2019  
**Time:** 1:30 p.m.  
**Location:** Council Chambers, Hamilton City Hall  
71 Main Street West

Alicia Davenport, Legislative Coordinator (905) 546-2424 ext. 2729

---

**1. CEREMONIAL ACTIVITIES**

**2. APPROVAL OF AGENDA**

(Added Items, if applicable, will be noted with \*)

**3. DECLARATIONS OF INTEREST**

**4. APPROVAL OF MINUTES OF PREVIOUS MEETING**

4.1 February 21, 2019

**5. COMMUNICATIONS**

\*5.1 Correspondence from the Hamilton and District Apartment Association respecting Item 10.1 - Tenant Defence Fund (HSC19011)

Recommendation: Be received and referred to the consideration of Item 10.1.

\*5.2 Correspondence from Maria Antelo, Hamilton Community Legal Clinic, respecting Item 10.1 - Tenant Defence Fund (HSC19011)

Recommendation: Be received and referred to the consideration of Item 10.1.

\*5.3 Correspondence from Joe Seroski, Wentworth Adult Mixed Slo-Pitch League, respecting Item 9.1 - Allocation Policy for Sport Fields, Diamonds and Arenas (HSC19013)

Recommendation: Be received and referred to the consideration of Item 9.1.

**6. DELEGATION REQUESTS**

**7. CONSENT ITEMS**

7.1 Fire Apparatus Conference/Trade Show Showcase (HSC19016) (City Wide)

7.2 Housing and Homelessness Advisory Committee Minutes - October 2, 2018

**8. PUBLIC HEARINGS / DELEGATIONS**

8.1 Raven Bridges, respecting Housing Issues Crisis (approved by the Emergency and Community Services Committee on February 21, 2019) (no copy)

**9. STAFF PRESENTATIONS**

9.1 Allocation Policy for Sport Fields, Diamonds and Arenas (HSC19013) (City Wide)

**10. DISCUSSION ITEMS**

10.1 Tenant Defence Fund (HSC19011) (City Wide) (Outstanding Business List Item)

**11. MOTIONS**

**12. NOTICES OF MOTION**

**13. GENERAL INFORMATION / OTHER BUSINESS**

13.1 Changes to the Outstanding Business List:

13.1.a Items considered complete and needing to be removed:

13.1.a.a Landlord and Tenant Board Decisions

Addressed as Item 10.1 on today's agenda - Report HSC19011  
Item on OBL: III

13.1.a.b Tenant Defence Fund

Addressed as Item 10.1 on today's agenda - Report HSC19011  
Item on OBL: KKK

13.1.b Items Requiring a New Due Date:

- 13.1.b.a Endorsement of Report “The Right to an Adequate Standard of Living: An Update to the 2006 Report” to the United Nations Committee on Economic, Social and Cultural Rights in Geneva (Delegation)

Item on OBL: Y

Current Due Date: March 21, 2019

Proposed New Due Date: December 5, 2019

- 13.1.b.b Funding Requests from Agencies

Item on OBL: CCC

Current Due Date: March 21, 2019

Proposed New Due Date: To Be Determined

14. PRIVATE AND CONFIDENTIAL

15. ADJOURNMENT

## 4.1



## EMERGENCY & COMMUNITY SERVICES COMMITTEE MINUTES 19-001

1:30 p.m.

Thursday, February 21, 2019

Council Chambers

Hamilton City Hall

71 Main Street West

**Present:** Councillors S. Merulla (Chair), E. Pauls (Vice-Chair), T. Jackson, N. Nann, and T. Whitehead

**Absent with  
Regrets:** Councillor B. Clark – City Business

**Also Present:** Councillors C. Collins and M. Wilson

### THE FOLLOWING ITEMS WERE REFERRED TO COUNCIL FOR CONSIDERATION:

**1. Fire Department Establishing & Regulating By-Law and Appointments of Fire Chief, Deputy Chiefs, and Provincial Fire Co-ordinator (HSC19005) (City Wide) (Item 7.1)**

**(Whitehead/Jackson)**

- (a) That Appendix “A” attached to Report HSC19005 respecting Hamilton Fire Department Establishing and Regulating By-Law be approved;
- (b) That By-law No. 68-34 of The Corporation of the City of Hamilton, By-law No. 1915-85 of The Corporation of the City of Stoney Creek, By-law No. 2023, as amended, of The Corporation of the Town of Ancaster, By-law No. 4341-97 of The Corporation of the Town of Dundas, By-law No. 77-89-F of The Township of Flamborough and By-law No. 341-87, as amended, of The Township of Glanbrook be repealed; and,
- (c) That Appendix “B” attached to Report HSC19005 respecting Appointments of Fire Chief, Deputy Chiefs, and Provincial Fire Co-ordinator By-law be approved.

**Result: Motion CARRIED by a vote of 5 to 0, as follows:**

YES - Councillor Ninder Nann  
YES - Councillor Tom Jackson

YES - Councillor Esther Pauls  
 YES - Chair Sam Merulla  
 YES - Councillor Terry Whitehead  
 NOT PRESENT - Councillor Brad Clark

**2. Reaching Home: Canada's Homelessness Strategy (HSC19008) (City Wide) (Item 7.2)**

**(Whitehead/Jackson)**

That Report HSC19008, respecting Reaching Home: Canada's Homelessness Strategy, be received.

**CARRIED**

**3. National Housing Strategy – Co-Investment Fund (HSC19006) (City Wide) (Item 10.1)**

**(Whitehead/Jackson)**

That Report HSC19006, respecting the National Housing Strategy – Co-Investment Fund, be received.

**CARRIED**

**4. Renewal of the Licence Agreement with the Copetown Lions Club for Copetown Hall (HSC19009) (Ward 12) (Item 10.2)**

**(Nann/Pauls)**

- (a) That the City of Hamilton enter into a five (5) year Licence Agreement with the Copetown Lions Club (CLC) effective March 1, 2019 which permits the CLC to continue to maintain and operate the Copetown Community Hall and surrounding sports fields as a banquet and event facility at the nominal rate of \$1 per year;
- (b) That the Licence Agreement include a clause permitting up to two (2) extensions, each up to five (5) additional years at the discretion of the General Manager of Healthy and Safe Communities Department; and,
- (c) That the General Manager of Healthy and Safe Communities Department be authorized to execute, on behalf of the City of Hamilton, this Licence Agreement, as well as any ancillary and extension agreements, in a form satisfactory to the City Solicitor.

**Result: Motion CARRIED by a vote of 5 to 0, as follows:**

YES - Councillor Ninder Nann  
 YES - Councillor Tom Jackson  
 YES - Councillor Esther Pauls  
 YES - Chair Sam Merulla

YES - Councillor Terry Whitehead  
 NOT PRESENT - Councillor Brad Clark

**5. Seniors' Use of Food Banks (HSC19012) (City Wide) (Item 10.3)**

**(Jackson/Nann)**

That Report HSC19012, respecting Seniors' Use of Food Banks, be received.

**CARRIED**

**6. Social Infrastructure Funding for 30 Sanford Avenue Computer Lab and Classes (Item 11.1)**

**(Nann/Pauls)**

WHEREAS, there is an ongoing need for Ward 3 senior residents living in CityHousing at 30 Sanford Avenue to provide access to technology and equipment to upgrade their skills;

WHEREAS, the tenants have partnered with Hamilton Association for Residential and Recreational Redevelopment Programs (HARRRP) to extend training opportunities to senior residents throughout Ward 3; and,

WHEREAS, the upgrade and repair of a 9-laptop computer lab, printer and software has been costed out to \$5,000;

THEREFORE, BE IT RESOLVED:

- (a) That \$5,000 for the upgrade and repair of a 9-laptop computer lab, printer and software for the Ward 3 senior residents living in CityHousing at 30 Sanford Avenue, to be funded from the Ward 3 Area Rating Discretionary Account-Social Infrastructure 3301809300, be approved; and,
- (b) That the Mayor and City Clerk be authorized and directed to execute any required agreement(s) and ancillary documents, with such terms and conditions in a form satisfactory to the City Solicitor.

**Result: Motion CARRIED by a vote of 5 to 0, as follows:**

YES - Councillor Nrinder Nann  
 YES - Councillor Tom Jackson  
 YES - Councillor Esther Pauls  
 YES - Chair Sam Merulla  
 YES - Councillor Terry Whitehead  
 NOT PRESENT - Councillor Brad Clark

## 7. Establishing a Gender and Equity Lens on Housing Services (Item 11.2)

### (Nann/Pauls)

WHEREAS, the Federal Government uses a Gender and Equity Based Analysis (GBA+) to inform the flow of federal housing dollars and has mandated that 25% of National Housing Strategy Investments, or \$10B of a total of \$40B will specifically fund housing initiatives which meet the unique needs of Women and their families;

WHEREAS, the experience of homelessness and precarious housing in Hamilton is different for women and the need to increase stock and space for a continuum of Women's housing options are both well documented;

WHEREAS, the General Manager of Healthy and Safe Communities stated at General Issues Committee on Jan 18, 2019, that "the pressure on the shelter providers for women is more acute than men's and we need to reflect on how we better respond to this than hotels";

WHEREAS, the City does not have a consistent gender and equity lens on housing and shelter services. But there is measurable benefit in applying one given the difference in experience and added vulnerability of homelessness for women, transwomen and non-binary people;

WHEREAS, women are a fast-growing homeless population;

WHEREAS, the City has a current waitlist for housing of 6,139, and we may presume that near half are women;

WHEREAS, the absence of a gendered lens may impact our ability as a city to secure federal funding in the future; and,

***WHEREAS, the YWCA Ottawa Street Proposal to the City of Hamilton for Investment in Affordable Housing Program was approved by Hamilton City Council, supported by the Ward 4 East Hamilton Community and recommended to the Ministry of Housing for funding;***

THEREFORE, BE IT RESOLVED:

- (a) That staff be directed to develop and integrate a consistent gender & equity framework, inclusive of evaluative tools, to the City's Housing & Homelessness Strategy and service delivery;
- (b) That staff identify projects, both existing and new, which fit the GBA+ requirements of the National Housing Strategy Investment program, to ensure that the City of Hamilton is serving gendered and equity seeking populations adequately, and to increase Hamilton's opportunities to receive investment from the Federal Fund; ***and,***

- (c) *That staff report back to the Emergency & Community Services Committee on what the City of Hamilton has done to contribute to, inform, design, and coordinate housing solutions for women in Hamilton.*

**Result: Main Motion, As Amended, CARRIED by a vote of 5 to 0, as follows:**

YES - Councillor Nrinder Nann  
 YES - Councillor Tom Jackson  
 YES - Councillor Esther Pauls  
 YES - Chair Sam Merulla  
 YES - Councillor Terry Whitehead  
 NOT PRESENT - Councillor Brad Clark

**8. Hill Park Pickleball Courts Renovation (Item 11.3)**

**(Pauls/Jackson)**

WHEREAS, Pickleball is one of the fastest growing sports among adults and seniors in North America;

WHEREAS, the City of Hamilton converted two tennis courts at the Hill Park Recreation Centre into Pickleball courts for a one year trial in 2015;

WHEREAS, the Pickleball courts at the Hill Park Recreation Centre are well used and are home to Pickleball Hamilton; and,

WHEREAS, the Pickleball courts are in need of renovations for them to remain safe for play in 2019;

THEREFORE, BE IT RESOLVED:

- (a) That funding for the renovations of the Hill Park Recreation Centre Pickleball courts in the amount of \$40,000 be funded from the Ward 7 Area Rating Reserve account (#108057); and,
- (b) That the Mayor and City Clerk be authorized and directed to execute any required agreement(s) and ancillary documents, with such terms and conditions in a form satisfactory to the City Solicitor.

**Result: Motion CARRIED by a vote of 5 to 0, as follows:**

YES - Councillor Nrinder Nann  
 YES - Councillor Tom Jackson  
 YES - Councillor Esther Pauls  
 YES - Chair Sam Merulla  
 YES - Councillor Terry Whitehead  
 NOT PRESENT - Councillor Brad Clark



**9. Hamilton Housing Summit (Added Item 11.4)****(Merulla/Jackson)**

WHEREAS, the City of Hamilton's rental and ownership housing market has experienced tremendous change over the last decade;

WHEREAS, rising housing costs have created serious challenges for individuals and families, whether they rent or own their own homes;

WHEREAS, the City of Hamilton is committed to being the best place to raise a child and age successfully;

WHEREAS, the City of Hamilton is committed to finding innovative and creative ways to address affordable housing; and,

WHEREAS, the City of Hamilton wants to engage community partners and subject matter experts to participate in the conversation to proactively address these matters;

THEREFORE, BE IT RESOLVED:

- (a) That the General Manager of the Healthy and Safe Communities Department be directed to plan and execute a Hamilton Housing Summit through which members of Council and the public can hear directly from Community partners and subject matter experts on the challenges being faced in the housing sector, and any efforts that governments of all levels can make to support the housing industry, to be held no later than June 28, 2019;
- (b) That staff in the Housing Services Division and Clerks Office work with the Mayor and the Chair of the Emergency and Community Services Committee to finalize the format and agenda for the Summit;
- (c) That the Mayor write to Hamilton's MPs, and MPPs, to invite them to attend the Summit;
- (d) That the Summit be open to members of the public who wish to make delegations;
- (e) That the costs associated with the Hamilton Housing Summit be funded from the Housing Services Division, up to a maximum of \$5,000; and,
- (f) That staff be directed to report to the Emergency and Community Services Committee with a summary of the Hamilton Housing Summit, along with recommendations for a longer term Engagement Strategy with the Federal and Provincial governments, by September 30, 2019.

**Result: Motion CARRIED by a vote of 5 to 0, as follows:**

YES - Councillor Nrinder Nann  
 YES - Councillor Tom Jackson  
 YES - Councillor Esther Pauls  
 YES - Chair Sam Merulla  
 YES - Councillor Terry Whitehead  
 NOT PRESENT - Councillor Brad Clark

**10. Church of the Nativity Community Garden (Ward 4) (Added Item 11.5)**

**(Merulla/Whitehead)**

- (a) That \$5,000 be funded from the Ward 4 Discretionary account (#3301809400), to cover the costs associated with building a community garden at 1831 King Street East be approved; and,
- (b) That the Mayor and City Clerk be authorized and directed to execute any required agreement(s) and ancillary documents, with such terms and conditions in a form satisfactory to the City Solicitor.

**Result: Motion CARRIED by a vote of 5 to 0, as follows:**

YES - Councillor Nrinder Nann  
 YES - Councillor Tom Jackson  
 YES - Councillor Esther Pauls  
 YES - Chair Sam Merulla  
 YES - Councillor Terry Whitehead  
 NOT PRESENT - Councillor Brad Clark

**11. Expanding Housing and Support Services for Women (Added Item 11.6)**

**(Merulla/Jackson)**

WHEREAS, the City of Hamilton's rental housing market has experienced significant change over the last decade;

WHEREAS, the local demand for affordable housing and supportive housing has grown at a faster pace than supply;

WHEREAS, Hamilton's limited housing supply and long Social Housing Waitlist are contributing factors to the increased need for shelter services;

WHEREAS, women's shelters in the City of Hamilton regularly exceed capacity, forcing them to turn away women on a frequent basis;

WHEREAS, it is well documented that abuse and domestic violence are the primary causes of homelessness for women;

WHEREAS, it is estimated that one third of homeless women have been physically and/or sexually assaulted while living on the street;

WHEREAS, members of the LGBTQ2 community are estimated to be over-represented among the homeless, with transgendered women being particularly over-represented as a result of exclusion; and,

WHEREAS, Intersections of identities such as race, sexual orientation, and gender expression create unique experiences of housing instability and homelessness. As a result, transgender youth and adults, who identify as or express a gender that is different from their birth sex, can experience difficulties in obtaining adequate and safe shelter;

THEREFORE, BE IT RESOLVED:

- (a) That the City of Hamilton investigate increasing the capacity of local women's housing and support services to fulfill the short, medium and long term need for increased services for women;
- (b) That City staff report back on the feasibility of implementing non discrimination policies and practices in emergency shelters that protects people on the basis of gender identity or expression;
- (c) That a Sub-Committee of Council (Expanding Housing and Support Services for Women Sub-Committee) be formed to address the supply and provision of women's housing and support services; and,
- (d) That the Sub-Committee report back to the Emergency and Community Services Committee prior to the 2020 Capital and Operating Budget processes with recommendations that seek to address service level shortfalls.

**Result: Motion CARRIED by a vote of 4 to 0, as follows:**

YES - Councillor Nrinder Nann  
YES - Councillor Tom Jackson  
YES - Councillor Esther Pauls  
YES - Chair Sam Merulla  
NOT PRESENT - Councillor Terry Whitehead  
NOT PRESENT - Councillor Brad Clark

**FOR INFORMATION:**

**(a) CHANGES TO THE AGENDA (Item 2)**

The Committee Clerk advised of the following changes to the agenda:

**1. DELEGATION REQUESTS (Items 6.2 to 6.5)**

- 6.2 Medora Uppal and Amy Deschamps, YWCA Hamilton, respecting Item 11.2 - Establishing a Gender and Equity Lens on Housing Services (for today's meeting)
- 6.3 Tessa Mcfadzean, Good Shepherd Centres, respecting Item 11.2 - Establishing a Gender and Equity Lens on Housing Services (for today's meeting)
- 6.4 Sara Mayo, Social Planning and Research Council of Hamilton, respecting Item 11.2 - Establishing a Gender and Equity Lens on Housing Services (for today's meeting)
- 6.5 Katherine Kalinowski, Women's Housing Planning Collaborative, respecting Item 11.2 - Establishing a Gender and Equity Lens on Housing Services (for today's meeting). Katherine Kalinowski was not able to be in attendance, but has provided a video entitled "Invisible"

**2. CONSENT ITEMS (Item 7.2)**

- 7.2 Reaching Home: Canada's Homelessness Strategy (HSC19008) (City Wide)

**3. NOTICES OF MOTION (Items 12.1 to 12.3)**

- 12.1 Hamilton Housing Summit
- 12.2 Church of the Nativity Community Garden (Ward 4)
- 12.3 Expanding Housing and Support Services for Women

**(Whitehead/Jackson)**

That the agenda for the February 21, 2019 Emergency and Community Services Committee meeting be approved, as amended.

**Result: Motion CARRIED by a vote of 5 to 0, as follows:**

- YES - Councillor Nrinder Nann
- YES - Councillor Tom Jackson
- YES - Councillor Esther Pauls
- YES - Chair Sam Merulla
- YES - Councillor Terry Whitehead
- NOT PRESENT - Councillor Brad Clark

**(b) DECLARATIONS OF INTEREST (Item 3)**

There were no declarations of interest.

**(c) APPROVAL OF MINUTES OF THE PREVIOUS MEETING (Item 4)**

**(i) January 17, 2019 (Item 4.1)**

**(Jackson/Pauls)**

That the Minutes of the January 17, 2019 meeting of the Healthy and Safe Communities Committee be approved, as presented.

**Result: Motion CARRIED by a vote of 5 to 0, as follows:**

YES - Councillor Nrinder Nann  
 YES - Councillor Tom Jackson  
 YES - Councillor Esther Pauls  
 YES - Chair Sam Merulla  
 YES - Councillor Terry Whitehead  
 NOT PRESENT - Councillor Brad Clark

**(d) DELEGATION REQUESTS (Item 6)**

**(i) Raven Bridges, respecting Housing Issues Crisis (for a future meeting) (Item 6.1)**

**(Whitehead/Pauls)**

That the delegation request, submitted by Raven Bridges, respecting a Housing Issues Crisis, be approved for a future meeting.

**Result: Motion CARRIED by a vote of 5 to 0, as follows:**

YES - Councillor Nrinder Nann  
 YES - Councillor Tom Jackson  
 YES - Councillor Esther Pauls  
 YES - Chair Sam Merulla  
 YES - Councillor Terry Whitehead  
 NOT PRESENT - Councillor Brad Clark

**(ii) Medora Uppal and Amy Deschamps, YWCA Hamilton, respecting Item 11.2 - Establishing a Gender and Equity Lens on Housing Services (for today's meeting) (Added Item 6.2)**

**(Nann/Jackson)**

That the delegation request, submitted by Medora Uppal and Amy Deschamps, YWCA Hamilton, respecting Item 11.2 - Establishing a

Gender and Equity Lens on Housing Services, be approved for today's meeting.

**Result: Motion CARRIED by a vote of 5 to 0, as follows:**

YES - Councillor Nrinder Nann  
 YES - Councillor Tom Jackson  
 YES - Councillor Esther Pauls  
 YES - Chair Sam Merulla  
 YES - Councillor Terry Whitehead  
 NOT PRESENT - Councillor Brad Clark

- (iii) **Tessa Mcfadzean, Good Shepherd Centres, respecting Item 11.2 - Establishing a Gender and Equity Lens on Housing Services (for today's meeting) (Added Item 6.3)**

**(Whitehead/Pauls)**

That the delegation request, submitted by Tessa Mcfadzean, Good Shepherd Centres, respecting Item 11.2 - Establishing a Gender and Equity Lens on Housing Services, be approved for today's meeting.

**Result: Motion CARRIED by a vote of 5 to 0, as follows:**

YES - Councillor Nrinder Nann  
 YES - Councillor Tom Jackson  
 YES - Councillor Esther Pauls  
 YES - Chair Sam Merulla  
 YES - Councillor Terry Whitehead  
 NOT PRESENT - Councillor Brad Clark

- (iv) **Sara Mayo, Social Planning and Research Council of Hamilton, respecting Item 11.2 - Establishing a Gender and Equity Lens on Housing Services (for today's meeting) (Added Item 6.4)**

**(Nann/Jackson)**

That the delegation request, submitted by Sara Mayo, Social Planning and Research Council of Hamilton, respecting Item 11.2 - Establishing a Gender and Equity Lens on Housing Services, be approved for today's meeting.

**Result: Motion CARRIED by a vote of 5 to 0, as follows:**

YES - Councillor Nrinder Nann  
 YES - Councillor Tom Jackson  
 YES - Councillor Esther Pauls  
 YES - Chair Sam Merulla  
 YES - Councillor Terry Whitehead  
 NOT PRESENT - Councillor Brad Clark

- (v) **Katherine Kalinowski, Women's Housing Planning Collaborative, respecting Item 11.2 - Establishing a Gender and Equity Lens on Housing Services (for today's meeting) (Added Item 6.5)**

**(Pauls/Jackson)**

That the delegation request, submitted by Katherine Kalinowski, Women's Housing Planning Collaborative, respecting Item 11.2 - Establishing a Gender and Equity Lens on Housing Services, be approved for today's meeting.

**Result: Motion CARRIED by a vote of 5 to 0, as follows:**

YES - Councillor Nrinder Nann  
 YES - Councillor Tom Jackson  
 YES - Councillor Esther Pauls  
 YES - Chair Sam Merulla  
 YES - Councillor Terry Whitehead  
 NOT PRESENT - Councillor Brad Clark

**(e) PUBLIC HEARINGS/DELEGATIONS (Item 8)**

- (i) **Kevin Gonci, Hamilton Collaborative Partnership Group (HCPG), respecting a Community Hub Proposal/Multi-Sport Indoor Facility Development (Approved by the Healthy & Safe Communities Committee on December 17, 2018) (Item 8.1)**

Kevin Gonci, Hamilton Collaborative Partnership Group (HCPG), addressed the Committee respecting a Community Hub Proposal/Multi-Sport Indoor Facility Development, with the aid of a presentation and handouts. The presentation and handouts have been included in the official record.

**(Jackson/Pauls)**

That the presentation and handouts from Kevin Gonci, Hamilton Collaborative Partnership Group (HCPG), respecting a Community Hub Proposal/Multi-Sport Indoor Facility Development, be received.

**CARRIED**

A copy of the presentation and handouts are available on the City's website or through the Office of the City Clerk.

**(Jackson/Pauls)**

WHEREAS, the Hamilton Collaborative Partnership Group have completed a feasibility study and business for the design and construction of a new 275, 000 square foot Multi-Sport Indoor Facility in Hamilton;

WHEREAS, the new facility will be comprised of an indoor 200 metre track, 6-8 multi –court areas, high performance training space, community meeting rooms and office and retail spaces;

WHEREAS, the new facility is intended to support many sports organizations and community groups with a state of the art sports facility;

WHEREAS, the Hamilton Collaborative Partnership Group are in the process to formalize community partnerships in an effort to move this project forward; and,

WHEREAS, the Hamilton Collaborative Partnership Group has requested that the City of Hamilton become a partner for the development of this project;

**THEREFORE, BE IT RESOLVED:**

That staff be directed to meet the Hamilton Collaborative Partnership Group and report back to the Emergency and Community Services Committee with any and all options being explored including the feasibility of the City of Hamilton partnering with this group.

**Result: Motion CARRIED by a vote of 5 to 0, as follows:**

YES - Councillor Nrinder Nann  
 YES - Councillor Tom Jackson  
 YES - Councillor Esther Pauls  
 YES - Chair Sam Merulla  
 YES - Councillor Terry Whitehead  
 NOT PRESENT - Councillor Brad Clark

- (ii) **Medora Uppal and Amy Deschamps, YWCA Hamilton, respecting Item 11.2 - Establishing a Gender and Equity Lens on Housing Services (Approved by the Emergency and Community Services Committee on February 21, 2019) (Added Item 8.2)**

Medora Uppal and Amy Deschamps, YWCA Hamilton, addressed the Committee respecting Item 11.2 - Establishing a Gender and Equity Lens on Housing Services.

**(Whitehead/Pauls)**

That the Delegation from Medora Uppal and Amy Deschamps, YWCA Hamilton, respecting Item 11.2 - Establishing a Gender and Equity Lens on Housing Services, be received.

**CARRIED**

For disposition of this matter, refer to Item 7 and (f)(i).



- (iii) **Tessa Mcfadzean, Good Shepherd Centres, respecting Item 11.2 - Establishing a Gender and Equity Lens on Housing Services (Approved by the Emergency and Community Services Committee on February 21, 2019) (Added Item 8.3)**

Tessa Mcfadzean, Good Shepherd Centres, addressed the Committee respecting Item 11.2 - Establishing a Gender and Equity Lens on Housing Services.

**(Pauls/Whitehead)**

That the Delegation from Tessa Mcfadzean, Good Shepherd Centres, respecting Item 11.2 - Establishing a Gender and Equity Lens on Housing Services, be received.

**CARRIED**

For disposition of this matter, refer to Item 7 and (f)(i).

- (iv) **Sara Mayo, Social Planning and Research Council of Hamilton, respecting Item 11.2 - Establishing a Gender and Equity Lens on Housing Services (Approved by the Emergency and Community Services Committee on February 21, 2019) (Added Item 8.3)**

Sara Mayo, Social Planning and Research Council of Hamilton, addressed the Committee respecting Item 11.2 - Establishing a Gender and Equity Lens on Housing Services, with the aid of a presentation and handouts. The presentation and handouts have been included in the official record.

**(Whitehead/Nann)**

That the presentation and handouts from Sara Mayo, Social Planning and Research Council of Hamilton, respecting Item 11.2 - Establishing a Gender and Equity Lens on Housing Services, be received.

**CARRIED**

A copy of the presentation and handouts are available on the City's website or through the Office of the City Clerk.

For disposition of this matter, refer to Item 7 and (f)(i).

- (v) **Katherine Kalinowski, Women's Housing Planning Collaborative, respecting Item 11.2 - Establishing a Gender and Equity Lens on Housing Services (Approved by the Emergency and Community Services Committee on February 21, 2019) (Added Item 8.3)**

Katherine Kalinowski, Women's Housing Planning Collaborative, was not able to be in attendance and submitted a video entitled "Invisible". The video can be accessed via the following link:  
<https://vimeo.com/247279536/f377a68e50>

**(Nann/Pauls)**

That the video submission from Katherine Kalinowski, Women's Housing Planning Collaborative, respecting Item 11.2 - Establishing a Gender and Equity Lens on Housing Services, be received.

**CARRIED**

For disposition of this matter, refer to Item 7 and (f)(i).

**(f) MOTIONS (Item 11)**

**(i) Establishing a Gender and Equity Lens on Housing Services (Item 11.2)**

**(Nann/Pauls)**

WHEREAS, the Federal Government uses a Gender and Equity Based Analysis (GBA+) to inform the flow of federal housing dollars and has mandated that 25% of National Housing Strategy Investments, or \$10B of a total of \$40B will specifically fund housing initiatives which meet the unique needs of Women and their families;

WHEREAS, the experience of homelessness and precarious housing in Hamilton is different for women and the need to increase stock and space for a continuum of Women's housing options are both well documented;

WHEREAS, the General Manager of Healthy and Safe Communities stated at General Issues Committee on Jan 18, 2019, that "the pressure on the shelter providers for women is more acute than men's and we need to reflect on how we better respond to this than hotels";

WHEREAS, the City does not have a consistent gender and equity lens on housing and shelter services. But there is measurable benefit in applying one given the difference in experience and added vulnerability of homelessness for women, transwomen and non-binary people;

WHEREAS, women are a fast-growing homeless population;

WHEREAS, the City has a current waitlist for housing of 6,139, and we may presume that near half are women;

WHEREAS, the absence of a gendered lens may impact our ability as a city to secure federal funding in the future; and,

WHEREAS, a winning model in Hamilton, led by YWCA Hamilton was recently awarded \$10M in funding for affordable housing for women-led households and women with developmental disabilities;

THEREFORE, BE IT RESOLVED:

- (a) That staff be directed to develop and integrate a consistent gender & equity framework, inclusive of evaluative tools, to the City's Housing & Homelessness Strategy and service delivery; and,
- (b) That staff identify projects, both existing and new, which fit the GBA+ requirements of the National Housing Strategy Investment program, to ensure that the City of Hamilton is serving gendered and equity seeking populations adequately, and to increase Hamilton's opportunities to receive investment from the Federal Fund.

**(Merulla/Whitehead)**

That the Motion, respecting Establishing a Gender and Equity Lens on Housing Services, be amended by adding sub-section (c) to the recommendations and deleting the last WHEREAS statement in its entirety and replacing it to read as follows:

WHEREAS, the Federal Government uses a Gender and Equity Based Analysis (GBA+) to inform the flow of federal housing dollars and has mandated that 25% of National Housing Strategy Investments, or \$10B of a total of \$40B will specifically fund housing initiatives which meet the unique needs of Women and their families;

WHEREAS, the experience of homelessness and precarious housing in Hamilton is different for women and the need to increase stock and space for a continuum of Women's housing options are both well documented;

WHEREAS, the General Manager of Healthy and Safe Communities stated at General Issues Committee on Jan 18, 2019, that "the pressure on the shelter providers for women is more acute than men's and we need to reflect on how we better respond to this than hotels";

WHEREAS, the City does not have a consistent gender and equity lens on housing and shelter services. But there is measurable benefit in applying one given the difference in experience and added vulnerability of homelessness for women, transwomen and non-binary people;

WHEREAS, women are a fast-growing homeless population;

WHEREAS, the City has a current waitlist for housing of 6,139, and we may presume that near half are women;

WHEREAS, the absence of a gendered lens may impact our ability as a city to secure federal funding in the future; and,

~~WHEREAS, a winning model in Hamilton, led by YWCA Hamilton was recently awarded \$10M in funding for affordable housing for women-led households and women with developmental disabilities~~

***WHEREAS, the YWCA Ottawa Street Proposal to the City of Hamilton for Investment in Affordable Housing Program was approved by Hamilton City Council, supported by the Ward 4 East Hamilton Community and recommended to the Ministry of Housing for funding;***

THEREFORE, BE IT RESOLVED:

- (a) That staff be directed to develop and integrate a consistent gender & equity framework, inclusive of evaluative tools, to the City's Housing & Homelessness Strategy and service delivery; ~~and,~~
- (b) That staff identify projects, both existing and new, which fit the GBA+ requirements of the National Housing Strategy Investment program, to ensure that the City of Hamilton is serving gendered and equity seeking populations adequately, and to increase Hamilton's opportunities to receive investment from the Federal Fund; ***and,***
- (c) ***That staff report back to the Emergency & Community Services Committee on what the City of Hamilton has done to contribute to, inform, design, and coordinate housing solutions for women in Hamilton.***

**Result: Amendment CARRIED by a vote of 5 to 0, as follows:**

YES - Councillor Nrinder Nann  
 YES - Councillor Tom Jackson  
 YES - Councillor Esther Pauls  
 YES - Chair Sam Merulla  
 YES - Councillor Terry Whitehead  
 NOT PRESENT - Councillor Brad Clark

For disposition of this matter, refer to Item 7.

**(g) NOTICES OF MOTION (Item 12)**

Councillor Merulla relinquished the Chair to introduce three Notices of Motion.

**(i) Hamilton Housing Summit (Added Item 12.1)**

Councillor Merulla introduced a Notice of Motion respecting a Hamilton Housing Summit.

**(Merulla/Jackson)**

That the Rules of Order be waived to allow for the introduction of a Motion respecting a Hamilton Housing Summit.

**Result: Motion CARRIED by a 2/3's majority by a vote of 5 to 0, as follows:**

YES - Councillor Nrinder Nann  
YES - Councillor Tom Jackson  
YES - Councillor Esther Pauls  
YES - Chair Sam Merulla  
YES - Councillor Terry Whitehead  
NOT PRESENT - Councillor Brad Clark

For disposition of this matter, refer to Item 9.

**(ii) Church of the Nativity Community Garden (Ward 4) (Added Item 12.2)**

Councillor Merulla introduced a Notice of Motion respecting a Church of the Nativity Community Garden (Ward 4).

**(Merulla/Whitehead)**

That the Rules of Order be waived to allow for the introduction of a Motion respecting a Church of the Nativity Community Garden (Ward 4).

**Result: Motion CARRIED by a 2/3's majority by a vote of 5 to 0, as follows:**

YES - Councillor Nrinder Nann  
YES - Councillor Tom Jackson  
YES - Councillor Esther Pauls  
YES - Chair Sam Merulla  
YES - Councillor Terry Whitehead  
NOT PRESENT - Councillor Brad Clark

For disposition of this matter, refer to Item 10.

**(iii) Expanding Housing and Support Services for Women (Added Item 12.3)**

Councillor Merulla introduced a Notice of Motion respecting Expanding Housing and Support Services for Women.

**(Merulla/Jackson)**

That the Rules of Order be waived to allow for the introduction of a Motion respecting Expanding Housing and Support Services for Women.

**Result: Motion CARRIED by a 2/3's majority by a vote of 5 to 0, as follows:**

YES - Councillor Nrinder Nann  
 YES - Councillor Tom Jackson  
 YES - Councillor Esther Pauls  
 YES - Chair Sam Merulla  
 YES - Councillor Terry Whitehead  
 NOT PRESENT - Councillor Brad Clark

For disposition of this matter, refer to Item 11.

Councillor Merulla assumed the Chair.

**(h) GENERAL INFORMATION / OTHER BUSINESS (Item 13)**

**(i) Amendments to the Outstanding Business List (Item 13.1)**

**(Jackson/Pauls)**

That the following amendments to the Emergency and Community Services Committee's Outstanding Business List, be approved:

**(a) Items to be added:**

- (i) Requiring the City of Hamilton to be More Accessible to the Hearing Impaired (Motion)**

As per Item (j)(i)(c) of H&SC Report 18-010, this Item was referred to the Public Works Committee. It is recommended that this item remain under the purview of the Emergency & Community Services Committee and that the Department responsible for preparing the report back to Committee be updated instead.

**(b) Items requiring a new due date:**

- (i) Endorsement of Report "The Right to an Adequate Standard of Living: An Update to the 2006 Report" to the United Nations Committee on Economic, Social and Cultural Rights in Geneva (Delegation)**  
 Item on OBL: Y  
 Current Due Date: Q4 2017  
 Proposed New Due Date: March 21, 2019

- (ii) Hamilton Youth Engagement Collaboration (CES15056(b))  
 Item on OBL: UU  
 Current Due Date: March 21, 2019  
 Proposed New Due Date: May 2, 2019
- (iii) Funding Requests from Agencies  
 Item on OBL: CCC  
 Current Due Date: February 7, 2019  
 Proposed New Due Date: March 21, 2019
- (iv) Senior's Increased Use of Food Banks  
 Item on OBL: LLL  
 Current Due Date: January 17, 2019  
 Proposed New Due Date: February 21, 2019
- (c) Items to be removed:
  - (i) Senior's Increased Use of Food Banks  
 Item 10.3 on today's agenda - Report HSC19012  
 Item on OBL: LLL

**Result: Motion CARRIED by a vote of 4 to 0, as follows:**

YES - Councillor Nrinder Nann  
 YES - Councillor Tom Jackson  
 YES - Councillor Esther Pauls  
 YES - Chair Sam Merulla  
 NOT PRESENT - Councillor Terry Whitehead  
 NOT PRESENT - Councillor Brad Clark

**(i) ADJOURNMENT (Item 15)**

**(Nann/Jackson)**

That there being no further business, the Emergency and Community Services Committee be adjourned at 4:33 p.m.

Respectfully submitted,

Councillor S. Merulla  
 Chair, Emergency and Community Services Committee

Alicia Davenport  
 Legislative Coordinator  
 Office of the City Clerk



March 20, 2019

To: Members of Emergency & Community Services Committee  
To: Alicia Davenport, Legislative Coordinator  
  
Re: Item 10.1 Tenant Defence Fund (HSC19011)

Dear Members of Emergency & Community Services Committee;

The concept of a TDF (Tenant Defence Fund) to fight AGIs (Above Guideline Increase), suggests there is something wrong with AGIs. It suggests tenants must “defend” themselves from the unwarranted hardship of a rental increase. An AGI is a legal fact-based application and may only be granted by the Landlord Tenant Board, and only for eligible, extraordinary capital or security expenditures. The applicant must show documentary evidence and prove to the adjudicator that the increase is justified. The adjudicators have strict rules and guidelines and they are trained to ensure that they only allow justified increases. Tribunal officers are appointed by government, which recruits individuals through an open, merit-based process.

It is essential for Hamilton to preserve its rental housing stock. If we do not encourage Companies to improve their buildings, they will continue to deteriorate and need to be demolished and replaced by condos. Despite constant ongoing maintenance and repair, even major structures like Hamilton City Hall have required substantial capital expenditures to keep them viable for the future. Investment protects the scarce supply of rental stock in Hamilton, even if some tenants would prefer paying lower rent to having a safer, better quality building. The owner must act in compliance with the law and in the interests of all current and future tenants. The Landlord and Tenant Board will not grant an increase for any expenditure that is not necessary or is primarily cosmetic. Replacing dirty or torn flooring after 20 years of wear is important both for tenant safety and ensuring a quality place to live. Companies that choose to improve their older buildings need capital and the only source of income is from rents. Contrary to popular opinion, there is no pool of extra money from rents for large scale improvements when the cost of providing rental housing is rising at 4 or 5% a year, compared to the guideline increase of 1.8%.





We understand that many people in Hamilton have an income issue; it is well recognised and documented and needs to be addressed by ALL of society. These tenants have insufficient income and are vulnerable to any increases in their living costs, whether for rent, food, utilities, transportation costs, or anything else. We also understand that tenants feel powerless against unexpected increases to their monthly expenditures, especially when many are on a fixed income with no ability to increase it. We feel the same way when mortgage rates go up, when gas, electricity, water, heat, hydro and taxes go up, not to mention the threat of licencing adding to our monthly expenditures, with one source of revenue to work with. We understand that we don't have the same fear of losing our home because of unexpected expenses, we do however have the fear of losing our livelihood. If that happens it will put an even larger strain on renters. If a tenant can't pay a \$30 rent increase because he or she is on a fixed income, it is far cheaper to provide that cash support directly to the tenant, rather than say the landlord should not invest in improvements and recover part of the cost in rent. That will only lead to deterioration of the building, harming everyone.

The truth is, housing providers and tenants depend on each other and creating a fund that encourages disputes is only benefiting those who benefit from tenants and housing providers being at odds. Professional agitators are paid to go into a building and encourage illegal actions like rent strikes and harassing building staff & owners. We are against any public funds that would assist any tenant, paralegal or organization who in any way promote and/or organize any illegal activity such as a rent strike. We hope there are steps to ensure the tenant defence fund does not promote or condone this type of behaviour.

Rental housing providers feel threatened and under attack on many fronts recently, as it seems to be acceptable to compare us to the Oil and Tobacco Industry to prove housing providers only care about the bottom line. We want everyone to have a safe, affordable place to call home -just like all Canadians should have access to health care and basic education. The difference being that society looks to housing providers to shoulder the cost alone. If we followed that logic, doctors and teachers should be paying for our treatment and education. We do not ask gas stations to supply gas at 50 cents/litre to people with low incomes or the grocery store to drop all their prices because some people can't afford to pay, but somehow it seems acceptable to ask rental housing providers to provide housing at below market rents.



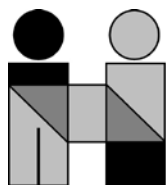
Creating a Tenant Defence Fund to help tenants fight a rental increase is misdirected. The \$50,000 the City is looking at spending could be better spent on some form of shelter allowance. It could give 40 families, (approximately 100 people) a shelter allowance of \$100 per month for a year, a real benefit to people in poverty who struggle with their rent. Another alternative the City could consider is putting the money towards a reduction in the Multi-Res tax rate. The current tax rate is unconscionable and if the taxes are reduced by 2.5% or more it will reduce rents across the City and help all residents of multi residential properties.

The problem with creating a fund like this is that there will be demands to raise it every year. The return on the money put into this endeavour will be close to zero. Tenants do not face higher AGI's due to not having legal representation, and it is highly unlikely to prevent or reduce increases granted. All it will achieve is more delays at the Landlord Tenant Board. There is a risk that a fund like this will cause some RHPs to put off work that needs to be done and will cause a deterioration in the housing stock. As pointed out the number of AGI applications has increased which reinforces the fact that Hamilton desperately needed to improve the rental housing stock. We applaud those companies taking the initiative to improve living conditions in Hamilton.

In closing HDAA cautions the City that there could be a negative impact from creating this fund and it will not achieve the desired results. We implore you to look at alternate ways of spending \$50,000 that could help those in need such as the afore mentioned shelter allowances or a reduction of the multi residential tax rate. The best protection for tenants is healthy competition and choice, creating policies that will increase rental housing supply for all levels of affordability and incomes. This is a better solution than creating a program that encourages division.

## **HDAA**

Hamilton and District Apartment Association



## Hamilton Community Legal Clinic Clinique juridique communautaire de Hamilton

100 Main Street East, Suite 203  
Hamilton ON L8N 3W4  
Phone: (905) 527-4572 Fax: (905) 523-7282  
[www.hamiltonjustice.ca](http://www.hamiltonjustice.ca)

100, rue Main est. Suite 203  
Hamilton (Ontario) L8N 3W4  
Téléphone : (905) 527-4572 Télécopieur : (905) 523-7282  
[www.hamiltonjustice.ca](http://www.hamiltonjustice.ca)

March 20, 2019

ATT: Alicia Davenport, City of Hamilton  
RE: TENANT DEFENSE FUND

A proposal to the Emergency and Community Services Committee is being put forward to establish a "Tenant Defense Fund" that would help tenant committees with \$1000 for the cost of a legal representative at the Landlord Tenant Board (LTB) to respond to Above Guideline [Rent] Increase applications and group applications.

Community development workers, lawyers, paralegals and social workers at the Hamilton Community Legal Clinic are first hand witnesses as to the effects of the rental climate in Hamilton: Displacement due to above guideline rent increases, as well as "renovictions", and disrepair in rental units. Many Landlords have been resorting to any tactics available to displace low-income tenants in order to take advantage of the opportunities to charge higher rents.

Many tenants, especially those in larger rental buildings who organize as a group (tenant committees) face, among others, financial barriers. They cannot match the legal resources of their landlords, who are often huge financial corporations.

The City of Hamilton can help level the playing field somewhat by establishing a fund for Tenants' Associations. Rather than being seen to prefer tenants over landlords, the City will demonstrate its commitment to making sure that both sides are adequately heard at the Landlord and Tenant Board.

The Hamilton Community Legal Clinic continues to support tenants as best it can in housing-related legal matters, focusing on low income people. We welcome the proposal that would add much-needed assistance in what can be complicated legal matters.

We wholeheartedly support this proposal as it will support tenants in their plea for justice and fairness

Yours Truly,

Maria Antelo  
Community Development Coordinator



Hamilton Community Legal Clinic  
Clinique juridique communautaire de Hamilton

Ph: (905) 527-4572 x23  
Fax: (905) 523-7282  
[m\\_antelo@lao.on.ca](mailto:m_antelo@lao.on.ca)  
[www.hamiltonjustice.ca](http://www.hamiltonjustice.ca)

## Added Item 5.3

---

**Subject:** RE: Allocation Policy for Field Diamonds and Arenas

**From:** Joe Seroski [mailto: [REDACTED]]

**Sent:** Monday, March 18, 2019 11:09 AM

**To:** 'Sevor, Steve'

**Cc:** Megan Connolly - Sports Specialist - Facility Booking; Councillor Esther Pauls; Councillor John Paul Danko; Councillor Brenda Johnson; Councilor Tom Jackson; Linda Seroski; Karen Iles; Nancy McRae

**Subject:** RE: Allocation Policy for Field Diamonds and Arenas

Hello Steve,

Thank you for returning my call and the conversation we had last week. I understand the policy you wish to submit to Community Service Committee. With a weeks notice, I am finding it hard to make myself available for the meeting due to my work commitment. I want to attend so I would appreciate this meeting be rescheduled with enough notice allotted to make arrangements for all to attend (user groups) and to express our concerns with the Community Service Committee.

From our conversation, I was understanding that the diamond time for the WAMSL program was not going to change this year and that the meeting for March 21 with the Community Service Committee was the first step to retain the assets (adult diamonds, ice facilities, soccer, etc) because we all believe (user groups) that our diamond time from the meetings held (Bennetto Community Centre) is grandfathered to our programs. I asked for additional diamond time as I have each year for Tuesday & Wednesdays. My request for diamonds does not only have to be for Turner Field, I will gladly except diamonds around the city if available and it meets our safety standards. I received an email from Megan to let me know I can extend the time at two diamonds to 11 pm. I explained that our program does not like playing until 11 pm as we have allot of single parents. The ladies feel uncomfortable leaving the park that late at night. We all have to go to work the next day, so finishing earlier is better for all our members. I called and talked to Megan on Friday and from my conversation she was going to talk to you with regards to our conversation. Facility Booking would like or is taking away two diamonds with lights at Turner from our program because they need to accommodate another adult user group and replace these diamonds for our program with unlit diamonds.

Steve, over the last 39 years we have built the WAMSL program. The WAMSL program has been removed from Gage Park, Montgomery Park, Woodlands Park, Olympic Park, Inch Park, etc for the youth programs and we at WAMSL lead by good examples for the community and did not complain. Furthermore, at one time we had the upper diamond at Victoria Park and I believe it was 10 years ago and the city remodeled this diamond with new fencing, players benches, shrubs with my understanding to the tune of \$25,000.00 from Parks management. The Councilor for Ward 1 decided a couple of years later to take out the diamonds and put in a community garden. Again another diamond gone from our program. At one time we had Globe Park and this park had 6 adult diamonds, 4 inside and 2 outside. Councilor Geraldine Copsps received complaints from the neighbors about parking and we lost the 2 outside diamonds to a youth program. Again 2 diamonds removed from the WAMSL program. Then the waste water treatment plant was built at Globe Park and the park is now gone and we were moved to Turner Field and the Red Hill Bowl. My point is WAMSL has made numerous concessions over the years and has lead by good examples. No other adult user groups should be given diamond time from another adult user group. Once these diamonds are taken or removed from the WAMSL program, we will never get them back as you can see from my examples. The City is only putting a band aid on the problem and the solution is to add/build more diamonds.

I have met with Councilor Pauls and another meeting is set up for April 25 with Councilor's Danko, Johnson and Jackson as you are aware and also with Kara Bunn (Parks & Cemetery) to discuss these issues. The attachment, is my email reaching out to Councilor Johnson to my discussion with Councilor Pauls. Before your call last week, I discussed with the councilor what the WAMSL program was all about and I included my concerns about our time slots at Turner Field.

Steve, During my meeting with Councilor Pauls, we discussed the following:

- A.) The possibility of additional adult baseball diamonds at the south west corner, south of the cemetery,
- B.) Paving the parking lot, and
- C.) Paving the walkways from the main washroom to the upper diamonds.

I believe these improvements/upgrades will attract additional revenue through higher caliber National tournaments, better quality of experience for residents who utilize the park for exercise (Walking/running/biking) and overall safer environment to control traffic of parking vehicles. Currently, vehicles are parked haphazardly with the lack of allocated parking spots. Further, the current condition creates an excessive amount of dust and debris and does not promote an inclusive accessible environment for those with issues such as such as wheelchairs, walkers, crutches and scooters.

Steve, I am hoping at the April 25th meeting you can support my agenda. If you or Megan would like to meet with me prior to the April 25th, to discuss this issue, please do not hesitate contacting me.

Regards,

Joe Seroski

**Wentworth Adult Mixed Slo-Pitch League**

[www.wamsl.com](http://www.wamsl.com)



**STATEMENT OF CONFIDENTIALITY** The information contained in this email message and any attachments may be confidential and legally privileged and is intended for the use of the addressee(s) only. If you are not an intended recipient, please: (1) notify me immediately by replying to this message; (2) do not use, disseminate, distribute or reproduce any part of the message or any attachment; and (3) destroy all copies of this message and any attachments.

---

**From:** Sevor, Steve [<mailto:Steve.Sevor@hamilton.ca>]  
**Sent:** Wednesday, March 13, 2019 4:09 PM  
**Cc:** Sevor, Steve  
**Subject:** Allocation Policy for Field Diamonds and Arenas

Good afternoon everyone,

After several months of planning, various meetings and workshops, the Allocation Policy and Report will be presented to the members of the Emergency and Community Services Committee on Thursday March 21, 2019. The meeting is scheduled to start 1:30pm. The link to the agenda is attached below and is on the City Website.

<https://pub-hamilton.escribemeetings.com/Meeting.aspx?Id=f983f6f2-5afd-46de-a5c9-12db8cfa547b&Agenda=Agenda&lang=English&Item=20>

There are many items on the committee agenda, there is no set time for this agenda item to appear. I have attached the report, the respective appendices and the presentation for this report.

Should you or your organization wish to make a delegation (presentation) on the matter, please refer to the process and application form listed below:

<https://www.hamilton.ca/council-committee/council-committee-meetings/request-speak-committee-council>

I would appreciate it if you can let me know if you are thinking about sending a delegation or if someone in your organization plans to attend the meeting.

My apologies if I have missed key individuals in your organization; please share this email with them if this is the case. Thank you for your work and support over the last 18 months.

Steve

~~~~~  
**Steve Sevor**

Manager, Sport Services

City of Hamilton

Recreation Division | Healthy and Safe Communities Department

Tel: 905-546-2424 ext. 4645 | Email: [steve.sevor@hamilton.ca](mailto:steve.sevor@hamilton.ca)

**Mailing Address:**

City of Hamilton

Recreation Division

Healthy and Safe

Communities Department

Lister Block: P.O. Box 2040

Hamilton, ON L8P 4Y5

**In Person/Courier:**

Lister Block Building

28 James Street North, 3<sup>rd</sup> Floor

Hamilton, ON L8R 2K1

(Note: different postal code from

P.O. Box

~~~~~



## INFORMATION REPORT

<b>TO:</b>	Chair and Members Emergency and Community Services Committee
<b>COMMITTEE DATE:</b>	March 21, 2019
<b>SUBJECT/REPORT NO:</b>	Fire Apparatus Conference/Trade Show Showcase (HSC19016) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Helen Klumpp (905) 546-2424 Ext. 3508
<b>SUBMITTED BY:</b>	David Cunliffe Chief, Hamilton Fire Department Healthy and Safe Communities Department
<b>SIGNATURE:</b>	

### COUNCIL DIRECTION

Not applicable

### INFORMATION

Over the past year, the Hamilton Fire Department (HFD) staff have been working with our fire apparatus vender/dealer Kovatech Mobile Equipment Corp (KME) and Metz Fire & Rescue (Metz) on an extensive continuous improvement project to enhance the functionality, manoeuvrability and operational effectiveness of our front-line fire apparatus. Given the positive results from this project, KME/Metz have asked the City to showcase two of our updated apparatus in their booth at two upcoming fire service specific trade shows.

Having our apparatus displayed at the following two trade shows provides an excellent opportunity to showcase the tremendous talents and accomplishments of our staff, to members of the fire service from across North America and Europe:

1. The Fire Department Instructors Conference (FDIC) and Trade Show will be held at Indiana Convention Centre & Lucas Oil Stadium in Indianapolis, Indiana on Monday April 8 through to Saturday April 13, 2019. KME/Metz will be showcasing our new Rural Tanker design at this largest trade show held in North America. This

---

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

**SUBJECT: Fire Apparatus Conference/Trade Show Showcase (HSC19016) (City Wide) - Page 2 of 2**

---

will be the first time Hamilton Fire apparatus will be showcased at this prestigious show.

2. The Ontario Association of Fire Chiefs (O AFC) Conference and Trade Show held at the International Centre, 6900 Airport Road in Mississauga on Friday May 3 and Saturday May 4, 2019. O AFC Trade Show is the largest gathering of fire service manufacturers and suppliers in Canada. KME/Metz will be showcasing our new Rural Tanker design and our new Aerial Ladder design at this largest trade show held in Canada.

HFD has consulted with Legal and Risk Management Services, Corporate Services to ensure all legal/insurance requirements have been addressed and satisfied. There are no costs to the City for the apparatus to be displayed at the two trade shows.

**APPENDICES AND SCHEDULES ATTACHED**

None

---

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.



# 7.2



Hamilton

## MINUTES HOUSING AND HOMELESSNESS ADVISORY COMMITTEE

Tuesday, October 2, 2018

6:00 p.m.

Room 264, 2<sup>nd</sup> Floor

Hamilton City Hall

71 Main Street West, Hamilton

James O'Brien, Senior Project Manager Housing & Homelessness  
905-546-2424 x 3728

---

**Present:** Julia Verbitsky, Lance Dingman, Sandy Leyland, Thomas Mobley, Elske de Visch Eybergen, Michael Slusarenko, Eileen Campbell, Marie Raftis

**Absent with Regrets:** Chelsea MacDonald, Yim Chung, Councillor Green, Councillor Collins, Obaid Shah Councillor VanderBeek, Trevor Jaundoo

---

### 1. CHANGES TO THE AGENDA

No changes to the agenda.

**(Leyland/Raftis)**

That the agenda for the October 2, 2018 meeting of the Housing and Homelessness Advisory Committee be approved, as presented.

**CARRIED**

### 2. DECLARATIONS OF INTEREST

There were no declarations of interest.

**3. APPROVAL OF MINUTES OF PREVIOUS MEETING****3.1 June 2, 2018****(Leyland/Dingman)**

That the Minutes of the June 2, 2018 meeting of the Housing and Homelessness Advisory Committee be approved, as presented.

**CARRIED****4. PRESENTATIONS****4.1 Advisory Committee for Persons with Disabilities and Seniors  
Housing Handbook**

Guide highlighting the work of joint subcommittee to produce a document directed at the unique housing needs for persons with disabilities and seniors. Focus of handbook on:

- General information
- Personal responsibilities
- Types of housing
- Conditions and special needs
- Decision making
- Respite care
- Safety Features to check

Committee members informed the HHAC of the collaborative process, timelines and key features of the document.

Discussion centred around working group deliverables for the HHAC for the next term of committee.

**5. DISCUSSION ITEMS****5.1 National Housing Day Update with Motion**

Update on the November 29<sup>th</sup> event, hosted at Michelangelo's by the City of Hamilton, Alectra Utilities, Union Gas Limited, CMHC, and the Realtor's Association of Hamilton Burlington. The event will focus on Strategy 2.6 of the Housing and Homelessness Action Plan – Reduce the burden of growing utility costs on low income tenants and homeowners.

**(de Visch Eybergen/Leyland)**

Be it resolved that the Housing and Homelessness Advisory Committee commits up to \$150 towards bus tickets for the National Housing Day event on Nov 29<sup>th</sup>.

**CARRIED****5.2 HHAC, End of Term and Next Term of Council**

Committee members are encouraged to reapply to membership on the HHAC for next term of Council. There will be publicly posted information in November of the recruitment/selection process.

Staff liaison will share detailed information with the committee once it is released from the Clerks office.

**5.3 Action Plan Review**

An overview of the data that is informing the Action Plan review looking at the key areas including:

- Housing and Poverty (15.3% of Hamiltonians living in Poverty)
- Indigenous Housing issues (60.9% of Indigenous households are in rental situations)
- Major Trends (Rising housing prices, up 22% from 2016 and rising rents seeing an annual average increase of 4.1%)
- Hamilton's Housing need (Core Housing need in Hamilton is 15%)
- In Hamilton a living wage in 2017 for a family of four was \$62,250 (after tax)
- Current Housing stock (increase in the number of single detached homes being rented from 2006 to 2016 – 10.4% to 13.5%)

Committee members highlighted some positives as part of the last five years including innovative service providers who are building new affordable housing. The Housing First approach is a positive development and providing increased services.

Ongoing challenges include the difficulty of finding affordable rental accommodations in the market. Rapid increases have made it harder than ever to find affordable units. A concern they have with the Housing First approach is possible encouragement of people getting worse in order to raise acuity scores to receive help. A way to address this is programs directed at prevention.

**Housing and Homelessness Advisory Committee  
Minutes**

**October 2, 2018  
Page 4 of 4**

Additional costs for adequate housing were raised, many people focus on utilities but other items like renal insurance is a challenge for low to moderate income renters.

**6. NOTICES OF MOTION**

**7. GENERAL INFORMATION / OTHER BUSINESS**

**8. ADJOURNMENT**

**(Dingman/Leyland)**

That, there being no further business, the Housing & Homelessness Advisory Committee be adjourned at 7:47 p.m.

**CARRIED**

Respectfully submitted,  
Julia Verbitsky  
Chair, Housing and  
Homelessness Advisory  
Committee

James O'Brien  
Senior Project Manager  
Housing Services Division



**CITY OF HAMILTON**  
**HEALTHY AND SAFE COMMUNITIES DEPARTMENT**  
**Recreation Division**

<b>TO:</b>	Chair and Members Emergency and Community Services Committee
<b>COMMITTEE DATE:</b>	March 21, 2019
<b>SUBJECT/REPORT NO:</b>	Allocation Policy for Sport Fields, Diamonds and Arenas (HSC19013) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Steve Sevor (905) 546-2424 Ext. 4645
<b>SUBMITTED BY:</b>	Chris Herstek Director, Recreation Division Healthy and Safe Communities Department
<b>SIGNATURE:</b>	

### RECOMMENDATION(S)

That the Allocation Policy for Fields, Diamonds, and Arenas attached as Appendix “A” to Report HSC19013, and the Procedure Documents for Fields and Diamonds as well as Arenas respectively attached as Appendix “B” and “C” to Report HSC19013, be approved and in force effective April 1, 2019.

### EXECUTIVE SUMMARY

Currently, access to arenas owned and operated by the City of Hamilton is allocated in accordance with the historical Ice Allocation Principles (Report CS13040) and the Affiliation Policy for Hamilton Minor Sports Organizations (Report CS09039). While allocation practices within ice surfaces have been implemented since 2003, there have been no such allocation principles developed for outdoor sport assets. The current method of allocation in any environment has not accounted for the growth and decline of registration within organizations, thus creating a situation where many organizations are being allocated time based on data that is years out-of-date. The recommended policy incorporates the calculation of formulas that utilize current user data to allocate space for each Affiliated Minor Sport Organization’s core program. Core programming is defined as programming at the competitive or house league level and accounts for registration at one organizational entry point per athlete.

The objectives for the proposed policy include the following components:

---

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

**SUBJECT: Allocation Policy for Sport Fields, Diamonds and Arenas (HSC19013)  
(City Wide) - Page 2 of 7**

---

- Guide decisions made when assigning fields and diamonds and their usage, based on need and sustainability for the season;
- Provide allocation procedures that will be transparent and uniformly applied;
- Align with the City's strategic priorities;
- Assist in monitoring need and space demands for future facility planning;
- Support the maintenance schedules of outdoor assets; and,
- Ensure consistency with other Divisional allocation policies and principles.

The recommended policy will align with the City's Corporate Culture Pillars and Strategic Plan, as well as the principles of Long-Term Athlete Development (LTAD) all which contribute to the maintenance and improvement of a vibrant sport community.

The Policy includes formulas for most sports that currently have affiliated organizations (baseball, football, hockey, lacrosse, ringette, rugby, soccer, softball, and speed skating), as well as a listing of priority booking order based upon the Affiliation Policy for Hamilton Minor Sport Organizations, overall considerations for allocation, and the internal allocation process to be followed by City staff. In addition, an allocation guideline for figure skating is included, although the individual nature of this sport does not lend itself to the strict application of a formula. In general, the development of the formulas has been an inclusive process that has incorporated input with the sport organizations. While there is consensus in this direction, there may be individuals that are associated with an organization that may not agree with the approach that has been supported by their organization. The important aspect to note is that the application of the formula is a first intervention and not the only opportunity for Sport Services staff to work with the sport organizations.

It is the expectation of Sport Services staff that the application of the formulas outlined in the Allocation Policy for Fields, Diamonds, and Arenas in addition to the Procedures documents will enable City staff to allocate municipal recreation assets in a more equitable and transparent manner than current practices.

**Alternatives for Consideration – Not Applicable**

**FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

**Financial:** The proposed policy presumes to correct the issue of allocation in which some organizations are being given more than their program needs for core programming thus limits the programs of other associations that would want to grow. The redistribution of hours would lead to equitable allocation but would not result in any significant impact on revenue.

It is anticipated that it will take one to three seasons to fine-tune formulas for affiliated minor sport organizations, after which time a more accurate assessment of potential financial impacts from booking adjustments can be undertaken. It is expected, however,

---

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

**SUBJECT: Allocation Policy for Sport Fields, Diamonds and Arenas (HSC19013)  
(City Wide) - Page 3 of 7**

---

that while there may be a reduction in hours booked by affiliated groups, non-affiliated sport organizations may book additional time at higher rates. This may result in a net increase in revenue from field, diamond, and arena rentals, but this likely will not be seen in the initial years of policy implementation.

**Staffing:** There are no staffing implications associated with Report HSC19013.

**Legal:** There are no legal implications associated with Report HSC19013.

**HISTORICAL BACKGROUND**

In 2003, the Ice Allocation Policy was approved by Council following a review of ice allocation within pre-amalgamated centres and the policy was again reviewed in 2013 to make needed changes to Ontario Hockey Association junior level teams.

The City's existing Ice User Rates & Allocation Principles (Report CS13040) was drafted at a time when there was great demand for ice in municipal arenas. In the early 2000's, the City experienced a steady decrease in the number of hours of ice being rented which correlated with a decrease in membership being experienced by many ice user clubs and associations. The policy is now out-of-date and has not been applied uniformly since its inception.

The allocation of fields and diamonds has never been represented in a formal policy; rather staff has provided user groups with access to facilities based on historical allocations. In 2011, the Outdoor Recreation Facilities & Sports Field Provision Plan (Report CS11064) was presented to Council. There were over 150 individual recommendations delivered in the study; however, an important philosophical component came out in the recommendation to establish a Field Allocation Policy that is fair, equitable, and transparent for user groups.

As Recreation staff began the investigation of developing a new policy, the feedback from clients and other corporate staff was numerous. There were concerns regarding the misuse of assets (block booking and subleasing of fields/diamonds, both of which are not permitted), different sport demands for each outdoor sport, insufficient support for maintenance and renewal of assets and fluctuation of registration numbers that did not match the requested or booked hours.

**POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

Approval of Report HSC19013 would affect the current Ice Allocation Policy; however, through the working groups, staff is extremely confident that the proposed policy addresses the current realities and needs of the sport user groups in all environments.

---

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

**SUBJECT: Allocation Policy for Sport Fields, Diamonds and Arenas (HSC19013)  
(City Wide) - Page 4 of 7**

---

**RELEVANT CONSULTATION**

Engagement of user groups has been crucial to the process of Policy creation, including one-on-one interviews, small group discussions by sport, large group working sessions with a variety of organizations that use the same asset type (e.g., ice, fields, diamonds), and feedback sessions with both affiliated and non-affiliated organizations. Arenas were added during the policy development process as it became evident that ice users could also benefit from the transparency and consistency provided by the recommended formula and associated principles and procedures. A detailed account of stakeholder input is attached as Appendix “D” to Report HSC19013.

In addition to the stakeholders, Public Works Department, Parks Maintenance staff attended all working group meetings with field and diamond users, which presented opportunities for users and staff to discuss issues of facility quality, access, maintenance, and booking. They are in support of this proposed policy.

Allocation policies from approximately 13 municipalities across Canada were reviewed, including follow-up phone calls to discuss process and implementation and features from their policies, of which, some have been incorporated into the City of Hamilton’s Allocation Policy for Fields, Diamonds, and Arenas.

**ANALYSIS AND RATIONALE FOR RECOMMENDATION(S)****Guiding Factors:**

Long Term Athlete Development (LTAD) is a guiding model that is supported in the sport community. It is a primary component of the Canadian Sport for Life (CS4L) movement, identifies the ideal types of training and coaching for each age group to promote the development of physical literacy and maintain involvement in sport and physical activity over one’s entire lifetime. More specifically, it outlines the allotment of time needed to be devoted to sport specific skill development.

Allocation formulas have been drafted based upon LTAD recommendations, user group consultation, and City staff input for most sports which had an affiliated organization. The formulas will be applied annually to registration numbers collected from organizations in the months leading up to their season to allocate for each organization’s core program. If registration numbers are not yet available, the previous season’s numbers will be used.

The Affiliation Policy for Hamilton Minor Sport Organizations aims to ensure that opportunities exist for children and youth to participate in organized and safe minor sports to the level of their interest and ability and that all youth have an equal level of municipal financial support. This priority listing is reaffirmed in the proposed policy and the City will continue to support youth access to municipal facilities.

---

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.



**SUBJECT: Allocation Policy for Sport Fields, Diamonds and Arenas (HSC19013)  
(City Wide) - Page 5 of 7**

---

The formulas are not the only component of the allocation process. The application of each allocation formula by Sport Services staff will provide a starting point that ensures all Affiliated Minor Sport Organizations receive adequate booking time to satisfy their core programming needs. Further consultation with Affiliated Minor Sport Organizations will be undertaken annually to fine-tune formulas.

The following factors have been identified by the policy working groups and are incorporated into the formula for each sport and for both house league and competitive Affiliated Minor Sport Organization teams:

- LTAD stage/age categories;
- Base number of players per team within each development stage; and,
- Number and length of practices and games per week.

The variable factors that will depend upon the annual application of registration and other data (e.g., season length prescribed by provincial organizations, etc.) include:

- Number of players registered by an organization within each stage (organizations will be asked to provide the most up-to-date registration numbers as possible in the months leading up to the start of their seasons);
- Number of weeks per season;
- Calculated number of teams based upon the base number of players per team;
- Calculated number of hours for practices and games per week;
- Total allocated hours per week by development stage; and,
- Total allocated hours per season by development stage.

Where appropriate, non-City bookings will be considered in the application of the formula, particularly if the City has limited assets that are suitable to satisfy a request (e.g., fields with football and rugby uprights, Olympic sized ice, etc.).

#### Benefits of the Allocation Policy

- **Satisfy Core Programming** - The application of the formulas in the new Policy will ensure that all Affiliated Minor Sport Organizations have their core programs (house league and competitive) satisfied prior to any additional allocations. Although formulas were developed for ice users in Report CS13040, those formulas were only applied to affiliated ice organizations in full at that time and were not adjusted in subsequent seasons regardless of fluctuating registration numbers. Over time, many organizations added bookings, but continue to express concern over releasing substantial amounts of time for fear of losing it for the next season.
- **Limit Blanket Booking** - Many organizations have a sense of ownership over the facilities at which they book time, particularly if there is no competition for their

---

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

**SUBJECT: Allocation Policy for Sport Fields, Diamonds and Arenas (HSC19013)  
(City Wide) - Page 6 of 7**

---

diamond, field, or arena. The low cost of renting fields and diamonds results in some organizations renting parks for the entire season to maintain 'squatter's rights' on the asset and ensure that they maintain the booking for the following season. In some parks that have multiple requests for an asset, blanket booking results in animosity amongst users as one group sees a field they requested and were denied sitting empty. Additionally, blanket booking prevents City Parks, Recreation, and Facilities staff to be able to effectively plan maintenance and upkeep activities. The application of the new policy will ensure that all organizations are allocated only the time that they need to run their core programs based upon a user-driven formula. The policy does not preclude organizations from booking additional time, but this time will only be made available once all clubs receive their core bookings.

- Focus on Youth - Although City staff recognize the importance of providing opportunities for adults, youth use continues to be the priority. Should the application of the Policy to our affiliated organizations prove to free up sufficient non-prime time on assets, there may be the potential to consider standardizing allocation for non-affiliated organizations.
- Geographical Considerations - Historically, each community (Ancaster, Dundas, Flamborough, Glanbrook, Hamilton, and Stoney Creek) that now makes up the City of Hamilton had its own sport associations, many of which are still in existence today. This leads to ongoing strong connections to organizations, and competition for local players and facilities. The allocation procedures laid out within the proposed policy respect a certain amount of historical use, particularly regarding geographical location of facilities allocated to house league play. In general, it is expected that a certain amount of travel is associated with competitive sport, but every effort will be made to allocate local facilities to each organization wherever possible and appropriate.
- Subleasing - Unfortunately, in past practice, several organizations have subleased time on fields, diamonds, and ice to other organizations, both Affiliated and Non-Affiliated. This is unacceptable due to insurance liability and is a breach of the contract signed by each booking organization. Since the new policy will only allocate the hours based on core program needs, it eliminates excess hours for groups and reduces the possibility of subleasing.

The policy has met the initial objectives listed in Report HSC19013, but it also allows for the following:

- Provides Recreation staff with objective measures to ensure that affiliated minor sport organizations are allocated resources that equitably satisfy core programming;
- Allows Recreation staff to allocate recreation assets based on established priority;
- Rationalizes allocation based on researched LTAD standards;

---

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

**SUBJECT: Allocation Policy for Sport Fields, Diamonds and Arenas (HSC19013)  
(City Wide) - Page 7 of 7**

---

- Provides stakeholder input to the allocation process as a measure of transparency and accountability; and
- Reinforces the role of the municipality as a facility owner to allocate resources in an effective manner.

In consultation with the sport stakeholders and staff in Parks and Recreation, the formulas that have been developed represent realistic opportunities to improve allocation. Those organizations that have historically benefitted from over allocation may voice concern over their future allocation; however, it provides Sport Services staff with an opportunity to further dialogue with local sport organization to better understand their needs. Sport Services staff are confident that there have been numerous opportunities for sport organizations to provide input to this process and do not foresee challenges. The changes do not drastically change the ability for an organization to effectively plan their program and such can be implemented before the start of their respective 2019 playing seasons.

Stakeholders will continue to be involved in the workgroups on an annual basis and organizations will contribute to the documentation that supports allocation.

**ALTERNATIVES FOR CONSIDERATION**

Not applicable.

**ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN**

**Community Engagement and Participation**

Hamilton has an open, transparent and accessible approach to City government that engages with and empowers all citizens to be involved in their community.

**Healthy and Safe Communities**

Hamilton is a safe and supportive City where people are active, healthy, and have a high quality of life.

**APPENDICES AND SCHEDULES ATTACHED**

Appendix “A” to Report HSC19013:	Allocation Policy for Fields, Diamonds, and Arenas
Appendix “B” to Report HSC19013:	Procedure Document – Fields and Diamonds
Appendix “C” to Report HSC19013:	Procedure Document – Arenas
Appendix “D” to Report HSC19013:	Consultation Summary

---

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

## Appendix "A" to Report HSC19013

Page 1 of 6

<b>Corporate Human Resources Policy</b>	 Hamilton	Content Updated: 2019-03-21
<<Category Name Insert Here>>		Supersedes Policy: <<if applicable>>
Policy No: <<Insert Here>>		
Page 1 of 6		Approval: YEAR-MM-DD

**Allocation Policy for Fields, Diamonds, and Arenas**

<b>POLICY STATEMENT</b>	The City of Hamilton is committed to ensuring that the process of allocating municipal recreation assets is transparent and provides sufficient access to these parks and facilities for local Affiliated Minor Sport Organizations.
<b>PURPOSE</b>	<p>The promotion of lifelong participation in sport and physical activity aligns with the City of Hamilton's Healthy and Safe Communities priority within the Strategic Plan, which envisions Hamilton as a "safe and supportive city where people are active, healthy, and have a high quality of life."</p> <p>The purpose of this Policy is to provide Sport Services staff within the Recreation Division of the Healthy and Safe Communities Department with objective measures (formula) to ensure that all Affiliated Minor Sport Organizations are allocated sufficient fields, diamonds, or arenas to satisfy their core programming. The enforcement of this Policy could create opportunities for both Affiliated and Non-Affiliated Sport Organizations to benefit from the use of municipal recreation assets.</p>
<b>SCOPE</b>	<p>This Policy will be implemented by the Healthy and Safe Communities Department Recreation Division's Sport Services and Arenas staff as well as Parks staff within the Environmental Services Division of the Public Works Department, as primary allocators and maintainers of the City's recreation assets.</p> <p>The provisions and standards in this Policy should be followed to ensure that each Affiliated Minor Sport Organization is given the opportunity to rent appropriate facilities to allow the operation of the core program (e.g., practices and games for house league and competitive athletes, as well as pre-season training and tryouts for competitive athletes).</p> <p>One driving force of the work undertaken during the creation of this Policy is the application of Long-Term Athlete Development (LTAD) models for each sport. These models are founded in extensive research and outline appropriate training and competition activities for each developmental stage of athletes across the entire lifespan.</p>

**Appendix “A” to Report HSC19013****Page 2 of 6**

	<p>The use of LTAD practice, game, team size, and facility type recommendations as the basis for the creation of the formula offers an objective guideline that compares ‘apples to apples’ and provides a more representative breakdown of appropriate use for appropriate ages and competition levels.</p> <p>While the focus of the formulas included within the attached Procedure documents is the Affiliated Minor Sport Organizations that rent municipal fields, diamonds, and arenas, the City of Hamilton recognizes that all residents should have access to high quality facilities.</p> <p>In addition, the anticipated reduction in blanket booking will provide the Public Works’, Environmental Services Division’s Parks staff with more accurate usage schedules that will allow more predictable access to assets for maintenance purposes.</p> <p>This Policy only applies to structured seasonal rentals and does not apply to one-time or short-term rentals (e.g., tournaments, parties, special events, etc.).</p> <p>This Policy does not establish nor alter fees associated with the rental of municipal recreation assets.</p>
<b>ALLOCATION PRIORITIES</b>	<p>The City of Hamilton allocates recreation assets (including sports fields, diamonds, and arenas) based upon an established priority list of organization type, including (in order):</p> <ol style="list-style-type: none"> <li>1. Special events;</li> <li>2. Annual tournaments;</li> <li>3. City of Hamilton programs;</li> <li>4. Affiliated Minor Sport Organizations;</li> <li>5. District School Boards;</li> <li>6. Non-affiliated sport organizations; and</li> <li>7. New requests (following above priority order).</li> </ol> <p>Additional factors will also be considered as required, including:</p> <ul style="list-style-type: none"> <li>• Available inventory of assets for a given season;</li> <li>• Geographic catchment areas for organizations;</li> <li>• Historic use patterns;</li> <li>• Discussions with user groups; and</li> <li>• Other factors deemed appropriate for consideration on a case-by-case basis.</li> </ul>
<b>DEFINITIONS</b>	
<b>Affiliated Minor Sport Organization</b>	A sport organization that:

**Appendix “A” to Report HSC19013**  
**Page 3 of 6**

	<ul style="list-style-type: none"> <li>• Provide sport opportunities to youth ages 18 and under;</li> <li>• Governs members by a constitution and/or bylaws and is democratically run;</li> <li>• Holds elections to select Executive members;</li> <li>• Is comprised of 95% Hamilton residents;</li> <li>• Submits satisfactory financial statements and Executive contact information annually;</li> <li>• Conducts police screening for all eligible volunteers; and</li> <li>• Provides a valid certificate of insurance (or purchases same through the City) that names ‘all City of Hamilton facilities’ and the City of Hamilton as an additional insured party.</li> </ul>
<b>Allocation</b>	The process by which field, diamond, and arena time is distributed amongst user groups. This process is conducted by Sport Specialists, in cooperation with the user groups, and utilizes registration numbers collected prior to the season wherever possible. If no registration numbers are given, the previous season’s final numbers will be used.
<b>City Public Program</b>	Program that is provided by the City and is advertised through the Recreation Guide.
<b>Core Program</b>	Athletes will be offered one access point (e.g., house league or competitive level) to an organization, aside from figure skating, which is an individual sport that provides learn-to-skate programs that serve as an entry point for all ice sports. The core program will include only practices and games for teams in each age category at house league and competitive levels where applicable. The number of practices and games will vary based on level of play, age, and sport.
<b>Long-Term Athlete Development (LTAD)</b>	<p>Describes the training activities that athletes should be doing at specific ages and stages of development. As a condition to official recognition status, each individual sport governing body in Canada is required to follow LTAD. The stages of LTAD include:</p> <ul style="list-style-type: none"> <li>• Active Start;</li> <li>• FUNdamentals;</li> <li>• Learn to Train;</li> <li>• Train to Train;</li> <li>• Train to Compete;</li> <li>• Train to Win; and</li> <li>• Active for Life.</li> </ul>
<b>Non-Affiliated Sport Organization</b>	Organization that does not meet the requirements to be an Affiliated Minor Sport Organization, including commercial businesses and adult sport clubs.

**Appendix “A” to Report HSC19013**  
**Page 4 of 6**

<b>Special Event</b>	Sport event that holds regional, provincial, or national significance and is hosted in City parks and/or facilities. This may also refer to events such as festivals, which may affect the availability of City facilities for rental by sport organizations.
<b>PRINCIPLES (if applicable)</b>	<p>The City of Hamilton supports the following principles of sport participation and allocation:</p> <ol style="list-style-type: none"> <li>1. All residents are encouraged to participate in sport and physical activity, with particular attention paid to providing opportunities to youth age 18 and under.</li> <li>2. Fair allocation of resources for all City of Hamilton residents while adhering to best practices and policies is valued.</li> <li>3. The principles of LTAD are considered as a guideline for the calculation and application of allocated hours.</li> <li>4. User group input into the allocation process is crucial to the creation of this Policy and should be considered as part of an ongoing review process.</li> <li>5. The objective measure of a formula provides a transparent and predictable method by which core programming is satisfied, allowing for case-by-case assessment of additional requests.</li> </ol>
<b>TERMS &amp; CONDITIONS</b>	<p>The following terms and conditions apply to this Policy:</p> <ol style="list-style-type: none"> <li>1. Organizations that meet requirements (including the provision of sport opportunities for youth ages 18 and under, 95% residency rate for membership, democratic organizational structure, non-profit, governed by a constitution and/or bylaws, and transparent financial practices) of the Affiliation Policy for Minor Sports Groups are given priority status, following major events and City programs.</li> <li>2. Municipal recreation assets (e.g., sports fields, diamonds, arenas, etc.) for recreational programming should be allocated based on local geography where possible and that the philosophy of community-based programming should be inherent within this Policy.</li> <li>3. Sport in Hamilton is best served when operated and coordinated by volunteers within self-contained, open, and accountable organizations.</li> </ol>

**Appendix “A” to Report HSC19013  
Page 5 of 6**

	<p>4. Any organization that books time on a City owned or operated recreation asset will not sublease that time to another organization. Unwanted bookings are to be returned through Facility Booking staff and will be made available to other organizations wherever possible.</p>
<p><b>RESPONSIBILITIES (if applicable)</b></p>	<p>The following positions and/or departments are responsible for fulfilling the responsibilities detailed in this Policy as follows:</p> <ol style="list-style-type: none"> <li>1. Recreation Division <ol style="list-style-type: none"> <li>a. Director of Recreation</li> <li>b. Manager of Sports Services</li> <li>c. Manager of Arena Operations</li> <li>d. Sport Specialists</li> <li>e. Facility Booking Clerks</li> </ol> </li> <li>2. Public Works Division <ol style="list-style-type: none"> <li>a. Manager of Parks</li> <li>b. Manager of Facilities</li> <li>c. Parks Superintendents</li> <li>d. Parks Operations Staff</li> </ol> </li> </ol>
<p><b>COMPLIANCE</b></p>	<p>Failure to comply with this Policy and its associated Procedures will result in the potential loss of rental access to City of Hamilton recreation facilities.</p>
<p><b>RELATED</b></p>	<p>The following related documents are referenced in this Policy:</p> <ol style="list-style-type: none"> <li>1. City of Hamilton Policies <ol style="list-style-type: none"> <li>a. Affiliation Policy for Hamilton Minor Sports Organizations (Report CS09039)</li> <li>b. Hamilton Ice User Rates &amp; Allocation Principles (Report CS13040)</li> <li>c. Council Approved User Fees and Charges (annual)</li> </ol> </li> <li>2. LTAD Planning Documents as found on individual National Sport Organization’s websites.</li> </ol>
<p><b>HISTORY</b></p>	<p>The following stakeholders were consulted in the creation or revisions made to this Policy:</p> <ol style="list-style-type: none"> <li>1. Affiliated and Non-Affiliated Sport Organizations;</li> <li>2. Working groups comprised of representatives from Affiliated Minor Sport Organizations;</li> <li>3. Sport Services staff and Recreation Division management; and</li> <li>4. Parks staff and management.</li> </ol> <p>This policy replaces the former policy named Hamilton Ice User Rates &amp; Allocation Principles (Report CS13040) dated September 9, 2013.</p>



The City of Hamilton’s Recreation Division is committed to ensuring the inclusion of individuals with disabilities. If you require part of this publication in an accessible format, please contact [accessiblerec@hamilton.ca](mailto:accessiblerec@hamilton.ca).

## Allocation Policy for Sports Fields, Diamonds, and Arenas Procedure Document – Fields and Diamonds

### Overall Considerations

- The City of Hamilton reserves the right to make a final determination on the allocation of all municipally owned and/or operated facilities in consideration of geography, type of use, allocation formula, affiliate status, etc.;
- Sport Services staff within the Recreation Division of the Healthy and Safe Communities Department may contact the appropriate governing body to confirm registration numbers at any time;
- Historical usage does not guarantee future bookings;
- Each athlete will be counted once, either at the house league or competitive level. Select or other secondary registrations (e.g., skill development programs, clinics, etc.) will not be included in the allocation formula;
- Sport Services staff will endeavour to allocate the appropriate sports field or diamond size for each stage wherever possible;
- Every effort should be made to limit use on 'class A' sports fields to allow more rest time to improve the quality over time;
- Park conditions, maintenance activities, inclement weather, and construction projects may cause adjustments to allocated bookings; and,
- Tournaments are not included in the allocation formula.

### Formulas

This Procedure document includes an allocation formula for all field and diamond sports that had Affiliated Minor Sport Organizations at the time of the creation of this Allocation Policy for Fields, Diamonds, and Arenas. It will determine total weekly and seasonal entitlement for each organization by competition level, and Long-Term Athlete Development (LTAD) stage. These formulas are based upon research into LTAD, best practices in other municipalities, and extensive input from our user groups. Working groups for sports fields and diamonds users met several times to provide input and refine their respective formula, with City staff making the final determination on the formulas to ensure alignment with LTAD and City requirements. In addition to existing needs, it is expected that each formula will undergo adjustments based upon annual consultation with user groups to ensure that a reserve of available sports fields and diamonds are available to provide opportunities for growth, support new requests, and respond to demand by adult users. The goal of lifelong participation within LTAD supports the need for access to municipal recreation assets by athletes of all ages and abilities; however, Affiliated Minor Sport Organizations are the priority group for this iteration of the Policy.

The formulas are not the only component of the allocation process. The application of each allocation formula by Sport Services staff will provide a starting point that ensures all Affiliated Minor Sport Organization receives adequate booking time to satisfy their core programming needs. Further consultation with Affiliated Minor Sport Organizations will be undertaken annually to fine-tune formulas.

**Appendix “B” to Report HSC19013**  
**Page 2 of 6**

The following factors have been identified by the Policy working groups and are incorporated into the formula for each sport and for both house league and competitive Affiliated Minor Sport Organization teams:

- LTAD stage/age categories;
- Base number of players per team within each stage; and,
- Number and length of practices and games per week.

The variable factors that will depend upon the annual application of registration data include:

- Number of players registered by an organization within each stage (organizations will be asked to provide the most up-to-date registration numbers as possible in the early Spring);
- Number of weeks per season;
- Calculated number of teams based upon the base number of players per team;
- Calculated number of hours for practices and games per week;
- Total allocated hours per week by stage; and,
- Total allocated hours per season by stage.

City staff will collect user registration data annually in the winter to ensure the most up-to-date data is used for allocation. Summer sport organizations generally do not complete registration until shortly before the season or after the season has already begun so organizations will be encouraged to complete registration earlier in the winter. Allocation must be completed in the winter to allow for City staff and sport organizations to plan their seasons.

The formulas are not meant to prescribe how sport organizations manage their time internally, but rather, are intended to serve as a standardized method by which hours can be allocated based upon an objective measure of number of athletes per LTAD stage and number of weeks per season. This enables a transparent and equitable process of allocation.

Classification criteria for City fields and diamonds include but are not limited to:

- Class A – fenced, lit, irrigated, field house, bleachers, regulation size;
- Class B – some amenities, lit, irrigated, regulation to intermediate size; and,
- Class C – no lights, no spectator seating, and no change rooms.

### **Affiliate Status**

Affiliated Minor Sport Organizations will continue to receive priority booking access to City sports fields and diamonds, if they are in compliance with the City's Affiliation Policy for Minor Sport Groups.

**Appendix “B” to Report HSC19013**  
**Page 3 of 6**

The following criteria must be satisfied annually to qualify for Affiliate status:

- Govern members by a constitution and/or bylaws;
- Provide sport opportunities to youth ages 18 and under;
- Hold elections to select Executive members;
- Be comprised of 95% Hamilton residents;
- Submit satisfactory financial statements and Executive contact information annually;
- Conduct police screening for all eligible volunteers; and,
- Provide a valid certificate of insurance (or purchase through the City at the time of booking) that names ‘all City of Hamilton facilities’ as the location, and the City of Hamilton as an additional insured party.

### **Internal Allocation Process**

Sport Services staff will review all sports field and diamond requests in the following priority order:

1. Special outdoor events;
2. Annual tournaments;
3. City of Hamilton programs;
4. Affiliated Minor Sport Organizations;
5. District School Boards;
6. Non-affiliated sport organizations; and,
7. New requests (following priority order).

The following procedure will be followed by Sport Services staff for the submission, assessment, and communication of facility booking applications and approvals:

1. Affiliation applications are sent out to all Affiliated Minor Sport Organizations from the previous season and any new organizations requesting Affiliate status for the current season, approximately 4 months prior to the start of their season. The affiliation application form includes a request for the final registration numbers from the previous season by LTAD stage and house league/competitive divisions, which will be used to apply the formula if necessary.
2. Sport Services staff confirms the list of available sports fields and diamonds and open and closure dates with Parks staff. Any extended closures for maintenance should be posted on the City of Hamilton website and communicated to users of the asset in the past season to assist with decision-making prior to the due date for facility applications.
3. Sport Development staff send out facility application forms (to each affiliated and non-affiliated organization that booked a sports field or diamond in the previous season) that are due to be returned approximately three months prior to the start of their season.

**Appendix “B” to Report HSC19013**  
**Page 4 of 6**

4. Affiliation applications are reviewed, and all organizations are informed of their affiliate status for the upcoming season. This status is used to determine whether an organization is eligible for priority booking and formula application.
5. Current registration numbers are requested to be used for formula application. If this data is not provided, the previous season data submitted with the affiliation application will be used.
6. Tournament bookings and annual events are entered into Recreation’s booking Software, Legend by Facility Booking staff following approval by a Sport Specialist, according to priority order listed above, but are not included in the allocation formula.
7. Once the facility application forms have been received and reviewed, Sport Services staff will use the registration numbers provided by each Affiliated Minor Sport Organization to apply the allocation formula for its sport (baseball, football, lacrosse, soccer, or softball).
8. Sport Development staff will review the applied allocation formula with organizations as required and discuss any requests for additional facility bookings that were not included in the original submission. These will only be considered once all core programs for Affiliated Minor Sport Organizations have been addressed.
9. Draft allocation will be sent to Affiliated Minor Sport Organizations for review prior to initial payment, which is due before the organization’s first booking of the season.
10. Facility Booking staff will enter all approved core program bookings for Affiliated Minor Sport Organizations into Legend.
11. Sport Services staff will review facility requests for Non-Affiliated Organizations and new requests from all organizations (in priority order).
12. Facility Booking staff will enter all approved bookings for Non-Affiliated Organizations into the appropriate booking software and send draft allocation to organizations for review prior to initial payment, which is due before the organization’s first booking of the season.
13. Following organizational review and amendments by Facility Booking staff, final permits will be issued to each organization and must be carried by all teams at all bookings.

### **Cancellations and Subleasing**

Upon receipt of the final permit, the user group is responsible for satisfying all requirements therein, including:

**Appendix “B” to Report HSC19013**  
**Page 5 of 6**

- Cancellations must be received in writing by email, fax, or letter. Phone calls or voice messages will not be accepted;
- If for any reason the applicant wishes to cancel their contract and/or any dates, they are required to give Facility Booking staff not less than 14 calendar days written notification either by letter, email or fax; and,
- If cancellation occurs in less than 14 calendar days, the renter will be responsible for all applicable rental rates and fees.

This time frame gives the City the opportunity to redistribute the time and ensure that Parks staff is provided with enough notice for the cancellation of a shift associated with the booking if necessary. If any booking is returned to the City, the sports field or diamond time will be made available for booking by other organizations and the initial booking organization shall cease to maintain any control over the booking. Should the initial booking organization wish to request the relinquished time in subsequent seasons, they may do so, but historical use will not guarantee access.

Booked sports fields and diamonds are intended to be used by the permit holder and any transfer, trading, or subleasing of these assets is strictly prohibited. It is recognized that permit changes may be required at the last minute due to unforeseen circumstances, but the City must be notified as soon as possible and administer any changes. Failure to follow proper protocol for cancelling a booking may result in termination of an organization's permit.

Should an organization no longer need a sports field or diamond they have booked but are aware of another user group that is interested in renting the time, the original booking must be returned to the City and may only be booked by the interested user group directly through Facility Booking staff.

**Long-Term Sports Field and Diamond Closures**

If City staff determines that a sports field or diamond must be removed from the inventory for a season or longer, Sport Services staff will work with the affected Affiliated Minor Sport Organization(s) to find an alternate site(s) for use during the closure if possible. City staff will endeavour to find alternates that are located within a reasonable geographic distance to the closed facility.

**Rain Out Policy**

Poor field/diamond conditions or weather conditions leading to cancellations by Parks staff, league administrators, and/or game officials will result in a credit on the permit holder's account. The credit will accumulate throughout the season and will be applied to the following season's contract. Facility Booking staff will endeavour to contact permit holders via e-mail, phone or fax of City cancellations received during office hours, as well as posting closures on the City of Hamilton website ([www.hamilton.ca/rec](http://www.hamilton.ca/rec)).

If Parks staff closes a sports field or diamond after business hours or on weekends, they will contact Facility Booking staff by 10 a.m. the following business day so that permit holder's accounts can be adjusted accordingly.

The Rain Out Policy is available at <https://www.hamilton.ca/parks-recreation/recreation/sports-fields-rain-out-policy>.

### **Misuse of Booked Sports Fields and Diamonds**

The City of Hamilton has hundreds of sports fields and diamonds, many of which are not at fully staffed parks. As such, all organizations will be responsible for following posted closures and adhering to the bookings they have made with the City of Hamilton. Should an organization book a sports field or diamond and either play when these assets have been closed by City Parks staff for any reason (including inclement weather, maintenance, and construction) or repeatedly neglect to utilize the space when booked, the City will apply the following process to track usage and impose penalties:

- Upon receipt of the first notification of misuse or a field sitting empty when booked, City staff will notify the organization of the complaint;
- Upon receipt of the second notification, City staff will issue a warning of loss of bookings on that asset for the remainder of the season. Further evidence of misuse will have increased sanctions; and,
- Upon receipt of the third notification, the organization may be informed that their bookings on that asset will be cancelled for the remainder of the season and the organization will be responsible for all associated costs.

### **Emergent Sports**

Should there be requests to accommodate emerging sports and/or new organizations in existing sports in the future, City staff will review each request on a case-by-case basis to determine the feasibility of providing sports field or diamond time. New requests (from both new organizations and existing) are only considered once all core programming requirements for Affiliated Minor Sport Organizations have been satisfied based upon the application of the appropriate formula. The City will endeavour to utilize fields and diamonds that have not been allocated to existing organizations prior to undertaking any redistribution of assets.

### **Policy Review**

The Allocation Policy for Sports Fields, Diamonds, and Arenas will undergo an extensive annual review following playing seasons for the first five years, including feedback meetings with Policy Working Groups that helped draft the Policy, and debriefing Sport Services and Parks staff on their experiences with the process. This input will be considered for potential improvements to the Policy. Specific consideration for adding measures for Non-Affiliated Sport Organizations will be considered following the application and fine-tuning of allocation formulas to Affiliated Minor Sport Organizations.

### **SCHEDULE(S) ATTACHED**

Schedule 1: Allocation Formulas for Fields and Diamonds

HOUSE LEAGUE BASEBALL																
TEMPLATE																
AGE	LTAD STAGE	# of players registered	Base # of players per team	Calculated # of teams	# of practices per team per week	Length of practice (hours)	# of teams per diamond	Calculated length of practice (hours)	# of hours for practices per team per week	# of games per team per week	Length of game (hours)	Calculated # of hours for games per team per week	TOTAL entitled hours per team per week	TOTAL allocated hours per week per LTAD stage	# of weeks in season	TOTAL HOURS ALLOCATED FOR THE SEASON
0-6	Active Start		6	0.0	1	1	2	0.5	0.5	1	1	0.5	1.0	0.0		0
7-9	FUNDamentals		12	0.0	1	2	1	2	2	1	2	1	3.0	0.0		0
10-11	Learn to Train		12	0.0	1	2	1	2	2	1	2	1	3.0	0.0		0
12-13	Learn to Train		12	0.0	1	2	1	2	2	1	2	1	3.0	0.0		0
14-15	Train to Train		12	0.0	1	2	1	2	2	1	2.5	1.25	3.3	0.0		0
16-18	Train to Compete		12	0.0	1	2	1	2	2	2	2.5	2.5	4.5	0.0		0
Total Number of Calculated Teams													Total allocated hours for organization FOR THE SEASON		0	
Reported Number of Teams													Total allocated hours for organization PER WEEK		0	



COMPETITIVE BASEBALL																
TEMPLATE																
AGE	LTAD STAGE	# of players registered	Base # of players per team	Calculated # of teams	# of practices per team per week	Length of practice (hours)	# of teams per diamond	Calculated length of practice (hours)	# of hours for practices per team per week	# of games per team per week	Length of game (hours)	Calculated # of hours for games per team per week	TOTAL Entitled hours per team per week	TOTAL allocated hours per week per LTAD stage	# of weeks in season	TOTAL HOURS ALLOCATED FOR THE SEASON
7-9	FUNDamentals		12	0.0	3	2	1	2	6	1	2	1	7.0	0.0		0
10-11	Learn to Train		12	0.0	3	2	1	2	6	1	2	1	7.0	0.0		0
12-13	Learn to Train		12	0.0	3	2	1	2	6	1	2.5	1.25	7.3	0.0		0
14-15	Train to Train		12	0.0	3	2.5	1	2.5	7.5	1	2.5	1.25	8.8	0.0		0
16-18	Train to Compete		12	0.0	3	2.5	1	2.5	7.5	1	3	1.5	9.0	0.0		0
Total Number of Calculated Teams													Total allocated hours for organization THE SEASON		FOR	0
Reported Number of Teams													Total allocated hours for organization PER WEEK		PER	0

HOUSE LEAGUE FOOTBALL																
TEMPLATE																
AGE	LTAD STAGE	# of players registered	Base # of players per team	Calculated # of teams	# of practices per team per week	length of practice (hours)	# of teams per field	Calculated length of practice (hours)	# of hours for practices per team per week	# of games per team per week	length of game (hours)	Calculated # of hours for games per team per week	TOTAL entitled hours per team per week	TOTAL allocated hours per week per LTAD stage	# of weeks in season	TOTAL HOURS ALLOCATED FOR THE SEASON
0-6	Active Start		12	0.00	1	1	2	0.5	0.5	1	1	0.5	1.00	0.0		0
7-9	FUNDamentals		12	0.00	1	2	2	1	1	1	2	1	2.00	0.0		0
10-11	Learn to Train		18	0.00	1	2	1	2	2	1	2	1	3.00	0.0		0
12-14	Train to Train		24	0.00	1	2	1	2	2	1	2	1	3.00	0.0		0
15-18	Train to Compete		24	0.00	1	2	1	2	2	1	2	1	3.00	0.0		0
Total Number of Calculated Teams													Total allocated hours for organization FOR THE SEASON			0
Reported Number of Teams																

# COMPETITIVE RUGBY

## TEMPLATE

AGE	LTAD STAGE	# of players registered	Base # of players per team	Calculated # of teams	# of practices per team per week	length of practice (hours)	# of teams per field	Calculated length of practice (hours)	Calculated # of hours for practices per team per week	# of games per team per week	length of game (hours)	Calculated # of hours for games per team per week	TOTAL hours per team per week	TOTAL allocated hours per week per LTAD stage	# of weeks in season	TOTAL HOURS ALLOCATED FOR THE SEASON
7-9	FUNDAMENTALS		15	0.00	1	1	2	0.5	0.5	0	0	0	0.50	0.0		0
10-11	Learn to Train		15	0.00	2	2	2	1	2	1	1	0.5	2.50	0.0		0
12-14	Train to Train		15	0.00	2	3	2	1.5	3	1	2	1	4.00	0.0		0
15-18	Train to Compete		15	0.00	2	3	2	1.5	3	1	2	1	4.00	0.0		0
<b>Total Number of Calculated Teams</b>														<b>FOR THE SEASON</b>		<b>0</b>
<b>Reported Number of Teams</b>														<b>PER WEEK</b>		<b>0</b>

HOUSE LEAGUE SOCCER																
TEMPLATE																
AGE	LTAD STAGE	# of players registered	Base # of players per team	Calculated # of teams	# of practices per team per week	Length of practice (hours)	# of teams per field	Calculated length of practice (hours)	Calculated # of hours for practices per team per week	# of games per team per week	Length of game (hours)	Calculated # of hours for games per team per week	TOTAL entitled hours per team per week	TOTAL allocated hours per week per LTAD stage	# of weeks in season	TOTAL HOURS ALLOCATED FOR THE SEASON
0-6	Micro		9	0.00	1	1.5	4	0.375	0.375	0	0	0	0.38	0.0		0
7-8	5v5		10	0.00	1	1.5	2	0.75	0.75	1	1.25	0.625	1.38	0.0		0
9-10	7v7		12	0.00	1	1.5	2	0.75	0.75	1	1.25	0.625	1.38	0.0		0
11-12	9v9		15	0.00	1	1.5	2	0.75	0.75	1	1.5	0.75	1.50	0.0		0
13-18	11v11		17	0.00	1	1.5	2	0.75	0.75	1	2	1	1.75	0.0		0
Total Number of Calculated Teams													Total allocated hours for organization FOR THE SEASON			0
Reported Number of Teams													Total allocated hours for organization PER WEEK			#DIV/0!

# COMPETITIVE SOCCER

## TEMPLATE

AGE	LTAD STAGE	# of players registered	Base # of players per team	Calculated # of teams	# of practices per team per week	Length of practice (hours)	# of teams per field	Calculated length of practice (hours)	Calculated # of hours for practices per team per week	# of games per team per week	Length of game (hours)	# of hours for games per team per week	TOTAL entitled hours per team per week	TOTAL allocated hours per week per LTAD stage	# of weeks in season	TOTAL HOURS ALLOCATED FOR THE SEASON
U8	5v5		10	0.00	2	0.75	2	0.375	0.75	1	1	0.5	1.25	0.0		0
9-10	7v7		12	0.00	2	1.5	1	1.5	3	1	1.5	0.75	3.75	0.0		0
11-12	9v9		16	0.00	2	1.5	1	1.5	3	1	2	1	4	0.0		0
13-18	11v11		17	0.00	2	1.5	1	1.5	3	1	2	1	4	0.0		0
Total allocated hours for organization FOR THE SEASON																
0																

Total allocated hours for organization PER WEEK	#DIV/0!
---	---------

Total Number of Calculated Teams	0.00
Reported Number of Teams	

SOFTBALL																
TEMPLATE																
AGE	LTAD STAGE	# of players registered	Base # of players per team	Calculated # of teams	# of practices per team per week	Length of practice (hours)	# of teams per diamond	Calculated length of practice (hours)	# of hours for practices per team per week	# of games per team per week	Length of game (hours)	Calculated # of hours for games per team per week	TOTAL entitled hours per team per week	TOTAL allocated hours per week per LTAD stage	# of weeks in season	TOTAL HOURS ALLOCATED FOR THE SEASON
0-6	Active Start		6	0.0	1	0.75	2	0.375	0.375	1	1	0.5	0.9	0.0		0
7-9	FUNDamentals		12	0.0	1	0.75	1	0.75	0.75	1	1.5	0.75	1.5	0.0		0
10-11	Learn to Train		12	0.0	1	0.75	1	0.75	0.75	1	2	1	1.8	0.0		0
12-13	Learn to Train		12	0.0	1	0.75	1	0.75	0.75	1	2	1	1.8	0.0		0
14-15	Train to Train		12	0.0	1	1	1	1	1	1	2	1	2.0	0.0		0
16-18	Train to Compete		12	0.0	1	1.5	1	1.5	1.5	1	2	1	2.5	0.0		0
Total Number of Calculated Teams													Total allocated hours for organization FOR THE SEASON			0
Reported Number of Teams													Total allocated hours for organization PER WEEK			#DIV/0!

# HOUSE LEAGUE LACROSSE

## TEMPLATE

AGE	LTAD STAGE	# of players registered	Base # of players per team	Calculated # of teams	# of practices per team per week	length of practice (hours)	# of teams per field	Calculated length of practice (hours)	# of hours for practices per team per week	# of games per team per week	Length of game (hours)	Calculated # of hours for games per team per week	TOTAL entitled hours per team per week	TOTAL allocated hours per week per LTAD stage	# of weeks in season	TOTAL HOURS ALLOCATED FOR THE SEASON
0-6	Active Start		12	0.00	1	1	2	0.5	0.5	0	0	0	0.50	0.0		0
7-8	FUNDamentals 1		15	0.00	1	1	2	0.5	0.5	0	0	0	0.50	0.0		0
9-10	FUNDamentals 2		15	0.00	1	1	2	0.5	0.5	1	1	0.5	1.00	0.0		0
11-12	Learning to Train		18	0.00	1	1	2	0.5	0.5	1	1.5	0.75	1.25	0.0		0
13-14	Training to Train 1		18	0.00	1	1	2	0.5	0.5	1	1.5	0.75	1.25	0.0		0
15-16	Training to Train 2		18	0.00	1	1	2	0.5	0.5	1	2	1	1.50	0.0		0
17-18	Learning to Compete		23	0.00	1	1	2	0.5	0.5	1	2	1	1.50	0.0		0
<b>Total Number of Calculated Teams</b>														<b>Total allocated hours for organization FOR THE SEASON</b>		<b>0</b>

Reported Number of Teams

Total allocated hours for organization PER WEEK	0
---	---

# COMPETITIVE LACROSSE

## TEMPLATE

AGE	LTAD STAGE	# of players registered	Base # of players per team	Calculated # of teams	# of practices per team per week	length of practice (hours)	# of teams per field	Calculated length of practice (hours)	# of hours for practices per team per week	# of games per team per week	length of game (hours)	Calculated # of hours for games per team per week	TOTAL entitled hours per team per week	TOTAL allocated hours per week LTAD stage	# of weeks in season	TOTAL HOURS ALLOCATED FOR THE SEASON
7-8	FUNDamentals 1		15	0.00	2	1	2	0.5	1	0	0	0	1.00	0.0		0
9-10	FUNDamentals 2		15	0.00	2	1	2	0.5	1	1	1	0.5	1.50	0.0		0
11-12	Learning to Train		18	0.00	2	1	2	0.5	1	1	1.5	0.75	1.75	0.0		0
13-14	Training to Train 1		18	0.00	2	1	1	1	2	1	1.5	0.75	2.75	0.0		0
15-16	Training to Train 2		18	0.00	3	1	1	1	3	1	2	1	4.00	0.0		0
17-18	Learning to Compete		23	0.00	3	1	1	1	3	1	2	1	4.00	0.0		0
<b>Total Number of Calculated Teams</b>													<b>Total allocated hours for organization FOR THE SEASON</b>		<b>0</b>	

Reported Number of Teams

Total allocated hours for organization PER WEEK	0
---	---



## Allocation Policy for Sports Fields, Diamonds, and Arenas Procedure Document – Arenas

### Overall Considerations

- The City of Hamilton reserves the right to make a final determination on the allocation of all municipally owned and/or operated facilities in consideration of geography, type of use, allocation formula, affiliate status, etc.;
- Sport Services staff within the Recreation Division of the Healthy and Safe Communities Department may contact the appropriate governing body to confirm registration numbers at any time;
- Historical usage does not guarantee future bookings;
- Each athlete will be counted once, either at the house league or competitive level. Select or other secondary registrations (e.g., skill development programs, clinics, etc.) will not be included in the allocation formula;
- Maintenance activities, inclement weather, and construction projects may cause adjustments to allocated bookings; and,
- Tournaments are not included in the allocation formula.

### Formulas

This Procedure document includes an allocation formula for most sports that had Affiliated Minor Sport Organizations at the time of the creation of this Allocation Policy for Fields, Diamonds, and Arenas. It will determine total weekly and seasonal entitlement for each organization, competition level, and Long-Term Athlete Development (LTAD) stage. These formulas are based upon research into LTAD, best practices in other municipalities, and extensive input from our user groups. Working groups, best practices in other municipalities, and input from City staff, were used in conjunction with LTAD guidelines to finalize formulas for each ice sport (aside from figure skating, which is an individual sport that provides learn-to-skate programs that serve as an entry point for all ice sports). These draft formulas were then presented to both affiliated and non-affiliated ice users with opportunity for comment, with City staff making the final determination to ensure alignment with LTAD and City requirements. In addition to existing needs, it is expected that each formula will undergo adjustments based upon annual consultation with user groups to ensure that a reserve of available time is available to provide opportunities for growth, support new requests, and respond to demand by adult users. The goal of lifelong participation within LTAD supports the need for access to municipal recreation assets by athletes of all ages and abilities; however, Affiliated Minor Sport Organizations are the priority group for this iteration of the Policy.

The formulas are not the only component of the allocation process. The application of each allocation formula by Sport Services staff will provide a starting point that ensures all Affiliated Minor Sport Organizations receive adequate booking time to satisfy their core programming needs. Further consultation with Affiliated Minor Sport Organizations will be undertaken annually to fine-tune formulas.

**Appendix “C” to Report HSC19013**  
**Page 2 of 6**

The following factors have been identified by the Policy working groups and are incorporated into the formula for each sport and for both house league and competitive Affiliated Minor Sport Organization teams:

- LTAD stage/age categories;
- Base number of players per team within each stage; and,
- Number and length of practices and games per week.

The variable factors that will depend upon the annual application of registration data include:

- Number of players registered by an organization within each stage (organizations will be asked to provide the most up-to-date registration numbers as possible in the late summer);
- Number of weeks per season;
- Calculated number of teams based upon the base number of players per team;
- Calculated number of hours for practices and games per week;
- Total allocated hours per week by stage; and,
- Total allocated hours per season by stage.

City staff will collect user registration data annually in the summer to ensure the most up-to-date data is used for allocation. Ice user groups generally do not complete registration until shortly before the season or after the season has already begun so organizations will be encouraged to complete registration earlier in the summer. Allocation must be completed in the summer to allow for City staff to plan their arena staffing and sport organizations to plan their seasons.

The formulas are not meant to prescribe how sport organizations manage their time internally, but rather, are intended to serve as a standardized method by which hours can be allocated based upon an objective measure of number of athletes per LTAD stage and number of weeks per season. This enables a transparent and equitable process of allocation.

### **Affiliate Status**

Affiliated Minor Sport Organizations will continue to receive priority booking access to City arenas, provided that they are in compliance with the City’s Affiliation Policy for Minor Sport Groups.

The following criteria must be met annually to qualify for Affiliate status:

- Govern members by a constitution and/or bylaws;
- Provide sport opportunities to youth ages 18 and under;
- Hold elections to select Executive members;
- Be comprised of 95% Hamilton residents;

**Appendix “C” to Report HSC19013**  
**Page 3 of 6**

- Submit satisfactory financial statements and Executive contact information annually;
- Conduct police screening for all eligible volunteers; and,
- Provide a valid certificate of insurance (or purchase through the City at the time of booking) that names ‘all City of Hamilton facilities’ as the location, and the City of Hamilton as an additional insured party.

### **Internal Allocation Process**

Sport Services staff will review all arena requests in the following priority order:

1. Major tournaments and special events;
2. City of Hamilton programs;
3. Affiliated Minor Sport Organizations;
4. District School Boards;
5. Non-Affiliated Sport Organizations;
6. Commercial organizations; and,
7. New requests (following priority order).

### **Seasonal Ice Allotment (Previously Plan G Ice)**

The seasonal booking of arenas has historically been separated into three distinct time periods: Planned Primary Use Ice (October through April, previously referred to as Plan G ice), Spring Ice (April - May), and Pre-Season Ice (September). The following procedure applies only to Planned Primary Use Ice and will be followed for the submission, assessment, and communication of facility booking applications and approvals. Procedures for Pre-Season and Summer Ice follow in separate subsections of this document.

1. Affiliation applications are sent out to all Affiliated Minor Sport Organizations from the previous season and any new organizations requesting affiliate status for the current season, approximately four months prior to the start of their season. The affiliation application form includes a request for the final registration numbers from the previous season by LTAD stage and house league/competitive divisions.
2. Sport Services staff confirms the list of available arenas with Arena Operations staff. Any extended closures for maintenance should be posted on the City of Hamilton website and communicated to users of the asset in the past season to assist with decision-making prior to the due date for facility applications.
3. Sport Services staff send out facility application forms (to each affiliated and non-affiliated organization that booked an arena in the previous season) that are due to be returned approximately three months prior to the start of their season.
4. Affiliation applications are reviewed, and all organizations are informed of their affiliate status for the upcoming season. This status is used to determine whether an organization is eligible for priority booking and formula application.

**Appendix "C" to Report HSC19013**  
**Page 4 of 6**

5. Current registration numbers are requested to be used for formula application. If this data is not provided, the previous season data submitted with the affiliation application will be used.
6. Tournament bookings and annual events are entered into Legend by Facility Booking staff following approval by a Sport Specialist, according to priority order listed above, but are not included in the allocation formula.
7. Once the facility application forms have been received and reviewed, Sport Services staff will use the registration numbers provided by each Affiliated Minor Sport Organization to apply the allocation formula for its sport (hockey, sledge/para hockey, ringette, figure skating, speed skating).
8. Sport Services staff will review the applied allocation formula with organizations as required and discuss any requests for additional facility bookings that were not included in the original submission. These will only be considered once all core programs for Affiliated Minor Sport Organizations have been addressed.
9. Draft allocation will be sent to Affiliated Minor Sport Organizations for review prior to initial payment, which is due before the organization's first booking of the season.
10. Facility Booking staff will enter all approved core program bookings for Affiliated Minor Sport Organizations into Legend.
11. Sport Services staff will review facility requests for Non-Affiliated Organizations and new requests from all organizations (according to priority order).
12. Facility Booking staff will enter all approved bookings for Non-Affiliated Organizations into the appropriate booking software and send draft allocation to organizations for review prior to initial payment, which is due prior to the organization's first booking of the season.
13. Following organizational review and amendments by Facility Booking staff, final permits will be issued to each organization and should be carried by all teams at all bookings.

### **Spring and Pre-Season Ice**

Spring Ice has not historically been requested by all organizations and is generally used for tryouts for the following season or to complete playoffs. As such, ice booked in the months of April through August inclusive is not allocated through the formulas and is available on a first come, first served basis. As with other rentals, Sport Services and Facility Booking staff will endeavour to accommodate geographical, time of day, and day of the week requests wherever possible.

**Appendix "C" to Report HSC19013**  
**Page 5 of 6**

Similarly, the purpose of Pre-Season Ice has been to provide competitive programs the opportunity to hold additional practices prior to the start of the season. However, in the recent past, some Affiliated Minor Sport Organizations have commenced their regular seasons in September although Plan G Ice (including reduced rates) was due to begin in October. Spring and Summer Ice use will be tracked over the first three years of implementing this Allocation Policy for Fields, Diamonds, and Arenas, and analyzed to ensure that organizations are only using time for its intended purpose of tryouts and playoffs. Organizations found utilizing Spring and Summer Ice to run their seasons may be deemed ineligible for future rental of this time.

### **Cancellations and Subleasing**

Upon receipt of the final permit, the user group is responsible for satisfying all requirements therein, including:

- Cancellations must be documented in writing. Phone calls or voice messages will not be accepted;
- Seasonal allocated ice that will not be required by an organization must be returned by September 20 in order to allow for redistribution of ice time;
- Tournament and special event rental cancellations must be received 30 calendar days prior to the date of the rental or the renter will be financially responsible for all applicable rates and fees, even if the ice is unused; and,
- Booked arenas are intended to be used by the permit holder and any transfer, trading, or subleasing of these assets is strictly prohibited.

This time frame gives the City the opportunity to redistribute the bookings and ensure that Arena Operations staff is provided with enough notice for the cancellation of a shift associated with the booking if necessary. If any booking is returned to the City, the arena time will be made available for booking by other organizations and the initial booking organization shall cease to maintain any control over the booking. Should the initial booking organization wish to request the relinquished time in subsequent seasons, they may do so, but historical use will not guarantee access.

It is recognized that permit changes may be required at the last minute due to unforeseen circumstances, but the City must be notified as soon as possible and administer any changes. Failure to follow proper protocol for cancelling a booking may result in termination of an organization's permit.

Should an organization no longer need an arena they have booked but are aware of another user group that is interested in renting the time, the original booking must be returned to the City and may then be booked by the interested user group directly through Facility Booking staff.

### **Long-Term Arena Closures**

If City staff determines that an arena must be removed from the inventory for a season or longer, Sport Services staff will work with the affected organization(s) to find an

**Appendix “C” to Report HSC19013****Page 6 of 6**

alternate site(s) for use during the closure if possible. City staff will endeavour to find alternates that are located within a reasonable geographic distance to the closed facility.

**Misuse of Booked Arenas**

Should an organization book an arena and misuse or repeatedly neglect to utilize the space when booked without notice, the City will apply the following process to track usage and impose penalties:

- Upon receipt of the first notification of an arena sitting empty when booked, City staff will notify the organization of the complaint;
- Upon receipt of the second notification, City staff will issue a warning of loss of bookings on that asset for the remainder of the season. Further evidence of misuse or unused asset will have increased sanctions; and,
- Upon receipt of the third notification, the organization may be informed that their bookings on that asset will be cancelled for the remainder of the season and the organization will be responsible for all associated costs.

**Emergent Sports**

Should there be requests to accommodate emerging sports and/or new organizations in existing sports in the future, City staff will review each request on a case-by-case basis to determine the feasibility of providing arena time. New requests (from both new organizations and existing) are only considered once all core programming requirements for Affiliated Minor Sport Organizations have been satisfied based upon the application of the appropriate formula. City staff will endeavour to utilize arenas that have not been allocated to existing organizations prior to undertaking any redistribution of assets.

**Policy Review**

The Allocation Policy for Sports Fields, Diamonds, and Arenas will undergo an extensive annual review following playing seasons for the first five years, including feedback meetings with Policy Working Groups that helped draft the Policy, and debriefing Sport Services and Parks staff on their experiences with the process. This input will be considered for potential improvements to the Policy. Specific consideration for adding measures for Non-Affiliated Sport Organizations may be considered following the application and fine-tuning of allocation formulas to Affiliated Minor Sport Organizations.

**SCHEDULE(S) ATTACHED**

Schedule 1: Allocation Formulas for Arenas

# HOUSE LEAGUE HOCKEY

## TEMPLATE

AGE	LTAD STAGE	Divisions	# of players registered	Base # of players per team	Calculated # of teams	# of practices per team per week	Length of practice (hours)	# of teams per ice surface	Calculated length of practice (hours)	Calculated # of hours for practices per team per week	# of games per team per week	Length of game (hours)	Calculated # of hours for games per team per week	TOTAL entitled hours per team per week	TOTAL allocated hours per week per LTAD stage	# of weeks in season	TOTAL HOURS ALLOCATED FOR THE SEASON
0-6	Active Start	IP		15	0.00	2	1	2	0.5	1	1	1	0.5	1.50	0.0		0
7-8	FUNDAMENTAL	Tyke		15	0.00	1	1	2	0.5	0.5	1	1	0.5	1.00	0.0		0
9-10	FUNDAMENTAL	Novice		15	0.00	1	1	2	0.5	0.5	1	1	0.5	1.00	0.0		0
10-11	Learn to Train	Atom		15	0.00	1	1	2	0.5	0.5	1	1	0.5	1.00	0.0		0
12-14	Train to Train	Peewee		15	0.00	1	1	2	0.5	0.5	1	1	0.5	1.00	0.0		0
15-16	Train to Compete	Bantam		15	0.00	1	1	2	0.5	0.5	1	1	0.5	1.00	0.0		0
17-18	Train to Compete	Midget/Juvenile		15	0.00	1	1	2	0.5	0.5	2	1	1	1.50	0.0		0
Total allocated hours for organization FOR THE SEASON														0		0	

Total allocated hours for organization PER WEEK	0
---	---

# COMPETITIVE HOCKEY

## TEMPLATE

AGE	LTAD STAGE	Divisions	# of players registered	Base # of players per team	Calculated # of teams	# of practices per team per week	Length of practice (hours)	# of teams per ice surface	Calculated length of practice (hours)	Calculated # of hours for practices per team per week	# of games per team per week	Length of game (hours)	Calculated # of hours for games per team per week	TOTAL entitled hours per team per week	TOTAL allocated hours per week per LTAD stage	# of weeks in season	TOTAL HOURS ALLOCATED FOR THE SEASON
7-8	FUNDAMENTAL	Tyke		17	0.00	3	1	1	1	3	1	1	0.5	3.50	0.0		0
9-10	FUNDAMENTAL	Novice		17	0.00	2	1	1	1	2	1	1.5	0.75	2.75	0.0		0
10-11	Learn to Train	Atom		17	0.00	2	1	1	1	2	1	1.5	0.75	2.75	0.0		0
12-14	Train to Train	Peewee		17	0.00	2	1	1	1	2	1	1.5	0.75	2.75	0.0		0
15-16	Train to Compete	Bantam		17	0.00	2	1	1	1	2	1	1.75	0.875	2.88	0.0		0
17-18	Train to Compete	Midget/Juvenile		17	0.00	2	1	1	1	2	1	2	1	3.00	0.0		0
<b>Total allocated hours for organization FOR THE SEASON</b>														0		0	

Total allocated hours for organization PER WEEK	0
---	---

Total Number of Calculated Teams	0.00
Reported Number of Teams	



# HOUSE LEAGUE LACROSSE

## TEMPLATE

AGE	LTAD STAGE	# of players registered	Base # of players per team	Calculated # of teams	# of practices per team per week	length of practice (hours)	# of teams per field	Calculated length of practice (hours)	# of hours for practices per team per week	# of games per team per week	Length of game (hours)	Calculated # of hours for games per team per week	TOTAL entitled hours per team per week	TOTAL allocated hours per week per LTAD stage	# of weeks in season	TOTAL HOURS ALLOCATED FOR THE SEASON
0-6	Active Start		12	0.00	1	1	2	0.5	0.5	0	0	0	0.50	0.0		0
7-8	FUNDamentals 1		15	0.00	1	1	2	0.5	0.5	0	0	0	0.50	0.0		0
9-10	FUNDamentals 2		15	0.00	1	1	2	0.5	0.5	1	1	0.5	1.00	0.0		0
11-12	Learning to Train		18	0.00	1	1	2	0.5	0.5	1	1.5	0.75	1.25	0.0		0
13-14	Training to Train 1		18	0.00	1	1	2	0.5	0.5	1	1.5	0.75	1.25	0.0		0
15-16	Training to Train 2		18	0.00	1	1	2	0.5	0.5	1	2	1	1.50	0.0		0
17-18	Learning to Compete		23	0.00	1	1	2	0.5	0.5	1	2	1	1.50	0.0		0
<b>Total Number of Calculated Teams</b>														<b>Total allocated hours for organization FOR THE SEASON</b>		<b>0</b>

Reported Number of Teams

Total allocated hours for organization PER WEEK	0
---	---

# COMPETITIVE LACROSSE

## TEMPLATE

AGE	LTAD STAGE	# of players registered	Base # of players per team	Calculated # of teams	# of practices per team per week	length of practice (hours)	# of teams per field	Calculated length of practice (hours)	# of hours for practices per team per week	# of games per team per week	length of game (hours)	Calculated # of hours for games per team per week	TOTAL entitled hours per team per week	TOTAL allocated hours per week LTAD stage	# of weeks in season	TOTAL HOURS ALLOCATED FOR THE SEASON
7-8	FUNDamentals 1		15	0.00	2	1	2	0.5	1	0	0	0	1.00	0.0		0
9-10	FUNDamentals 2		15	0.00	2	1	2	0.5	1	1	1	0.5	1.50	0.0		0
11-12	Learning to Train		18	0.00	2	1	2	0.5	1	1	1.5	0.75	1.75	0.0		0
13-14	Training to Train 1		18	0.00	2	1	1	1	2	1	1.5	0.75	2.75	0.0		0
15-16	Training to Train 2		18	0.00	3	1	1	1	3	1	2	1	4.00	0.0		0
17-18	Learning to Compete		23	0.00	3	1	1	1	3	1	2	1	4.00	0.0		0
<b>Total Number of Calculated Teams</b>														<b>Total allocated hours for organization FOR THE SEASON</b>		<b>0</b>

Reported Number of Teams

Total allocated hours for organization PER WEEK	<b>0</b>
---	----------

# RINGETTE

## TEMPLATE

AGE	LTAD STAGE	# of athletes registered	Base # of athletes per age group	Calculated # of teams	# of sessions per team per week	Length of session (hours)	# of teams per ice surface	Calculated length of session (hours)	TOTAL entitled hours per team per week	TOTAL allocated hours per week per LTAD stage	# of weeks in season	TOTAL HOURS ALLOCATED FOR THE SEASON
0-6	Active Start		15	0.00	1	1	2	0.5	0.50	0.00		0
7-9	FUNDAMENTALS		15	0.00	2	1	2	0.5	1.00	0.00		0
10-12	Learning to Train		15	0.00	2	1.5	2	0.75	2.25	0.00		0
13-16	Training to Train		15	0.00	3	1.5	1	1.5	6.75	0.00		0
17-18	Learning to Compete		15	0.00	3	1.5	1	1.5	6.75	0.00		0
<b>Total Number of Calculated Teams</b>										<b>Total allocated hours for organization FOR THE SEASON</b>		<b>0</b>

<b>Total allocated hours for organization PER WEEK</b>	<b>0</b>
--	----------

<b>SPEED SKATING</b>									
<b>TEMPLATE</b>									
AGE	LTAD STAGE	# of athletes registered	Base # of athletes per age group	Calculated # of teams	# of sessions per team per week	Length of session (hours)	TOTAL Entitled hours per athlete per week	# of weeks in season	TOTAL HOURS ALLOCATED FOR THE SEASON
0-6	Active Start		18	0.00	1	0.75	0.75		0
7-8	FUNDamentals		18	0.00	2	0.75	1.50		0
9-12	Learning to Train		18	0.00	2	1	2.00		0
13-15	Training to Train		18	0.00	3	1.25	3.75		0
16-18	Learning to Compete		18	0.00	4	1.25	5.00		0
<b>Total allocated hours for organization FOR THE SEASON</b>									<b>0</b>
<b>Total allocated hours for organization PER WEEK</b>									<b>6</b>

**Appendix “D” to Report HSC19013**  
**Page 1 of 4**

**CONSULTATION SUMMARY FOR ALLOCATION POLICY  
FOR FIELD DIAMONDS AND ARENAS**

Consultation was conducted with all Affiliated Minor Sport Organizations through a variety of methods. In addition, an initial meeting and feedback sessions were held specifically for non-affiliated organizations, to ensure that they were involved in the process.

Type of Consultation	Number of Organizations	Arenas	Diamonds	Fields
Interviews	27	0	9	18
Sport-specific Group Meetings	53	30	11	12
Working Group Meetings	16	0	8	8
Feedback Sessions (Affiliated)	18	4	8	6
Feedback Session (Non-Affiliated)	17	2	12	3

### Interviews

Interviews were conducted with schedulers and/or executive members from 27 Affiliated Minor Sport Organizations, including 9 diamond users and 18 field users. These interviews were held to gather background information about allocation methods utilized internally by organizations, as well as to discuss information sharing and organizational strategies for addressing growth and attrition. The primary themes that emerged were as follows:

- Partnerships, both formal and informal, already exist between organizations that generally compete for players and facilities;
- Coordination of information sharing is challenging for organizations, as they often have to provide field or diamond availability to their leagues and other partners within specific timelines which may not align with City timelines;
- Facility quality concerns were raised, but are not the focus of this Policy;
- Centralization of bookings to one or two facilities or sites is desired by many organizations;
- Complaints about blanket booking and misuse of City facilities were made by organizations about other clubs in the City;
- Concern about accessing additional fields and diamonds in areas of the City that are growing;
- Boundaries imposed upon organizations by their parent associations and leagues can impede their ability to meet the City’s affiliation requirements;
- LTAD is utilized by some organizations, but there is hesitation by others to formally adopt the guidelines (although some are employing practices that align with LTAD); and,
- Organizations made a number of suggestions, including an offer to serve as a pilot for a new policy, booking games for all organizations first to ensure programs are satisfied, elimination of subletting, and honouring historical bookings.

## **Sport-specific Meetings**

Once interviews were completed, City staff hosted three separate meetings with Affiliated Minor Sport Organizations (ball, soccer, and other field sports) to ensure that the concerns of all sports were heard, particularly those that are less common and historically have had fewer hours booked. These meetings were attended by a total of 23 organizations. Once the need for including ice allocation in the policy was identified, a meeting was held at which all affiliated minor hockey organizations were represented and another with all affiliated figure skating clubs. At these meetings, City staff presented the draft formulas, a summary of the primary policy components, and a summary of the consultation and research done to date. No major concerns were brought forward by hockey users.

The primary findings from the field and diamond meetings included:

- Concerns regarding field and diamond quality;
- The need for differentiation between hardball and softball diamonds;
- Interest in opening some diamonds early for tryouts and some fields for sports other than soccer;
- Consistency of bookings;
- Interest in more hours on turf fields;
- Consideration should be given to lower affiliation requirements regarding residency; and,
- Concerns about losing bookings held historically by organizations.

The primary findings from the figure skating meeting included:

- General satisfaction with existing allocation;
- The majority of ice is for practice rather than competition;
- Skaters move between competition levels throughout the season;
- Registration numbers are relatively consistent from year to year;
- Fear of not getting time back if given back to the City; and,
- There are not defined teams, which makes a formula difficult to apply.

There were no preliminary findings raised from hockey. They agreed with the process and policy.

## **Working Group Meetings**

Working groups were created for diamond users and field users to provide opportunities for organizations to play a more active role in the actual crafting of the policy. The primary task of these groups was to assist in the creation of the formulas for each sport that uses that asset, as well as providing overall input into the process, policy content, and issues for future consideration. Two meetings were held with the diamond users and three were held with field users. The working group members were also invited to feedback sessions once the policy had been drafted.

**Appendix “D” to Report HSC19013**  
**Page 3 of 4**

Primary points of discussion for field users included:

- Concerns regarding field quality as there are a variety of sports that use the same assets, which can lead to wear patterns and lining issues;
- Possibility of booking space rather than fields to allow for configuration based on need;
- Game fields could be booked first, followed by practice fields for all organizations;
- Different needs for house league and competitive leagues; and,
- Public Works Department Parks Division should get priority to book maintenance time prior to booking being opened up to organizations.

Primary points of discussion for diamond users included:

- Diamond type (e.g., softball or hardball) must be considered when allocating time;
- Consider growth within formulas;
- Formula works for organizations;
- Concerns regarding data collection timing in order to allocate accurately;
- Interest in adding rainout percentage to bookings;
- Select program allocation (perhaps weekends);
- Prime time hours are in high demand; and,
- Interest in a district-specific rainout policy.

### **Feedback Meetings**

Following the drafting of the Allocation Policy for Fields, Diamonds, and Arenas, three separate feedback meetings were held for the following groups: affiliated field and diamond users, affiliated ice users, and non-affiliated organizations (ice, field, and diamond). A total of 18 affiliated organizations and 17 non-affiliated organizations attended these feedback meetings, at which the draft policy was presented, including key policy components, a review of contributing research, a summary of consultation efforts, and an example formula.

Primary points of discussion from the affiliated organizations included:

- Overall support for formulas;
- Concern regarding girls hockey requirements differing from boys hockey;
- Competitive program registrations are completed long before the season, but house league registration continues up to opening day and sometimes into the season;
- Inquiries regarding timelines for implementation; and,
- Opportunities for better communication from the City to organizations through the website.

Primary points of discussion from the non-affiliated organizations included:

- Need for new ice pads in growing areas of the City;

**Appendix “D” to Report HSC19013**

**Page 4 of 4**

- Timing of bookings on diamonds by some organizations limits others from booking back-to-back games, which is the norm in adult softball;
- Suggested a post-season review by City staff to discuss organizational needs;
- Concerns that the policy does not address non-affiliated adult users directly; and,
- Potential for data collection from district or provincial organizations to facilitate allocation similar to affiliated organizations.





# ALLOCATION POLICY FOR FIELD, DIAMOND AND ARENAS

March 21, 2019

# Past Allocation Practices

- Purely based on historical usage without objective measure
- Additional time picked up through discussions with allocation staff if it is available
- Limited monitoring of usage (particularly at non-staffed parks), leading to blanket booking
- Field and diamond use audits from 2013 through 2016, and 2018
- Clubs are generally allocated time at facilities within their geographic area

# Current Situation

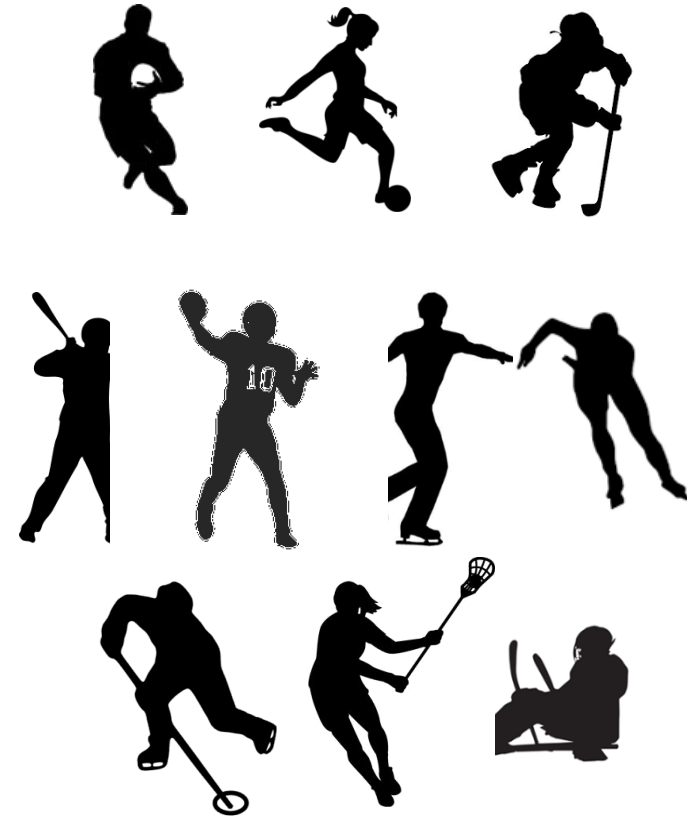
- Over 70 Affiliated Minor Sport Organizations
  - Baseball, basketball, figure skating, football, hockey, lacrosse, para-hockey, ringette, rugby, soccer, softball, speed skating
  
- Approximately 160 non-affiliated Sport Organizations
  
- Approximately 460 bookable fields and diamonds
  
- 23 City-owned and operated ice pads

# Current Situation

- Total of approximately 275,000 prime time field and diamond hours available each season (May – Aug) and 30,000 hours of prime time ice per season (Oct – March)
- Most organizations want to book Monday through Thursday from 5-10pm
- Blanket booking due to low costs and fear of losing time and not being able to get it back

# Why do we need an Allocation Policy?

- Sport demands
- Field and diamond classifications
- Renewal and maintenance
- Misuse of facilities
- Fluctuating registration
- New policies and standards
- Conditions of diamonds and fields
- Similar City and user group concerns
- Existing ice policy is outdated



# Allocation Policy

- Guide decisions made when allocating sport fields, diamonds, and arenas
- Provide procedures that will be transparent and uniformly applied
- Align with the City's strategic priorities
- Assist in monitoring need and space demands
- Support the maintenance schedules of fields, diamonds, and arenas
- Provide opportunities for stakeholder input and collaboration

# Allocation Formula

- Formula takes into account recommendations from working group
- Formula will be used to guide staff in the allocation process and provides a level of transparency
- Sport Services staff will still be working with stakeholders to finalize allotment
- Sport Services staff have the flexibility to support minor changes to allocation on a case by case nature

# Formula Example – House League

<b>HOUSE LEAGUE SOCCER</b>																
<b>AVERAGE OF ALL SOCCER ORGANIZATIONS - HOUSE LEAGUE</b>																
AGE	LTAD STAGE	# of players registered	Base # of players per team	Calculated # of Teams	# of Practices per team per week	Length of practice (hours)	# of teams per practice field	Calculated length of practice	Calculated # of hours for practices per team per week	# of games per team per week	Length of game (hours)	Calculated # of hours for games per team per week	TOTAL Entitled hours per team per week	TOTAL allocated hours per team per week (for this LTAD stage)	# of weeks in season	TOTAL HOURS ALLOCATED FOR THE SEASON
0-6	Micro	258	9	28.67	1	1.5	2	0.75	0.75	0	0	0	0.75	22	17	366
7-8	5v5	117	10	11.70	1	1.5	2	0.75	0.75	1	1.25	1.25	2.00	23	17	398
9-10	7v7	85	12	7.08	1	1.5	2	0.75	0.75	1	1.25	1.25	2.00	14	17	241
11-12	9v9	75	15	5.00	1	1.5	2	0.75	0.75	1	1.5	1.5	2.25	11	17	191
13-18	11v11	131	17	7.71	1	1.5	2	0.75	0.75	1	2	2	2.75	21	17	360
Total Number of Calculated Teams				60.16									Total Allocated Hours For Organization for the season			3093
Reported Number of Teams																
													Total Allocated Hours for Organization PER WEEK			182



# Perceived Challenges

- Communication to individual coaches that have benefitted from over allocation
- Organizations that have counted athletes at multiples levels
- Larger organizations that have historically enjoyed access to multiple assets
- Geographical preference of facilities
- Unplanned special events that require adhoc allocation

# Overall Policy Considerations

- City as final decision maker
- Historical usage does not guarantee future bookings, but will be considered
- Each athlete will be counted at one entry point
- Appropriately sized facilities where possible
- Consideration will be given to geographic location where possible



THANK YOU



**CITY OF HAMILTON**  
**HEALTHY AND SAFE COMMUNITIES DEPARTMENT**  
**Housing Services Division**

<b>TO:</b>	Chair and Members Emergency and Community Services Committee
<b>COMMITTEE DATE:</b>	March 21, 2019
<b>SUBJECT/REPORT NO:</b>	Tenant Defence Fund (HSC19011) (City Wide) <b>(Outstanding Business List Item)</b>
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Marjorie Walker (905) 546-2424 Ext. 4837 Kirstin Maxwell (905) 546-2424 Ext. 3846 Jana Amos (905) 546-2424 Ext. 1554
<b>SUBMITTED BY:</b>	Edward John Director, Housing Services Healthy and Safe Communities Department
<b>SIGNATURE:</b>	

### RECOMMENDATION(S)

- (a) That the Tenant Defence Fund Pilot Program as outlined in the Tenant Defence Fund Program Guidelines attached as Appendix "A" to Report HSC19011 be approved;
- (b) That the General Manager of the Healthy and Safe Communities Department or his designate be delegated the authority to administer the Tenant Defence Fund Pilot Program and approve grant applications;
- (c) That the General Manager of the Healthy and Safe Communities Department or his designate be delegated the authority to revise the Tenant Defence Fund Program Guidelines as needed in accordance with current community needs and the funds available for the program; and,
- (d) That the Outstanding Business List items identified as Landlord and Tenant Board Decisions, and the Tenant Defence Fund, be removed from the OBL and considered complete.

### EXECUTIVE SUMMARY

On December 19, 2018, Council directed staff to establish a Tenant Defence Fund (TDF) to assist with Above Guideline Increase (AGI) applications at the Landlord and Tenant

---

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

## **SUBJECT: Tenant Defence Fund (HSC19011) (City Wide) - Page 2 of 11**

---

Board (LTB). This report proposes a Tenant Defence Fund Pilot Program (TDFPP) to provide financial and other support to assist eligible tenant groups prepare and present a defence against AGI applications.

The proposed TDFPP will provide a grant of up to \$1,000 to groups of tenants to defray the costs of hiring a paralegal/lawyer licensed by the Law Society of Ontario and the costs of case preparation to defend AGI applications at the Landlord Tenant Board.

Additional services may also be provided to the tenant group by the City of Hamilton Housing Services Tenant Relations Officer (“TRO”), prior to the group retaining a legal agent or if the tenant group chooses to represent themselves at the LTB hearing and requires administrative support or direction.

The recommendation to adopt the TDFPP does not suggest that AGI applications are not a legitimate means to offset exceptional necessary capital expenditures landlords may incur. The costs of some repairs are appropriately covered through fair rent increases and many AGIs meet the criteria in the *Residential Tenancies Act, 2006* (RTA). Rather, the intent of this pilot is to provide tenants, many of whom are vulnerable and lack resources, the financial assistance and support to defray the costs of participating in an AGI hearing, levelling the playing field in the legal forum of the Landlord and Tenant Board (LTB).

On December 19, 2018, Council also directed staff to investigate the staffing and timeliness of other types of decisions by the LTB, consult with the Ontario Ombudsman, and report back to the Healthy and Safe Communities Committee. This report includes information from the LTB on their response standards.

### **Alternatives for Consideration – Not Applicable**

### **FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

**Financial:** On December 19, 2018, Council directed staff to establish a Tenant Defence Fund in the amount of \$50,000 from the 2018 Housing Services Division year end positive variance to assist tenants opposing Above Guideline Increase applications at the Landlord and Tenant Board. Capital Project ID 673184801 has been set up for the Tenant Defence Fund with a balance of \$50,000. Any additional funds for the Tenant Defence Fund would require Council approval.

**Staffing:** Staffing to administer and support the TDFPP will be provided through existing Housing Services Division staff. During the pilot period the time required to administer the program will be monitored and those impacts will be reflected evaluation of the pilot.

**Legal:** There are no legal implications associated with Report HSC19011.

---

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

**SUBJECT: Tenant Defence Fund (HSC19011) (City Wide) - Page 3 of 11**

---

**HISTORICAL BACKGROUND**

On December 19, 2018, Council approved a motion establishing a TDF to assist tenants defend against Above Guideline Increase applications to the Landlord and Tenant Board as follows:

- (a) That \$50,000 be allocated to establish a Tenant Defence Fund in the City of Hamilton to assist with Above the Guidelines Increase applications at the Landlord and Tenant Board;
- (b) That Housing Services staff report back to the Healthy and Safe Communities Committee with a Terms of Reference that addresses the intake and granting process; and,
- (c) That the Tenant Defence Fund be funded from the existing Housing Services year end positive variance (estimated to be \$2.8M in 2018).

Additionally, on December 19, 2018, Council directed staff:

“to investigate the staffing and timeliness of Decisions by the Landlord and Tenant Board and consult with the Ontario Ombudsman, with a report back to the Healthy and Safe Communities Committee.”

This report includes information from the LTB with respect to their response standards.

**POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

There are no policy implications or legislated requirements associated with Report HSC19011.

**RELEVANT CONSULTATION**

Staff consulted with the following organizations and people in the preparation of the TDFPP and this report:

- City of Toronto, Shelter, Support and Housing Administration, Housing Stability Services provided information regarding the Toronto TDF program model which is outlined in the Analysis and Rationale Section as well as recent program changes and funding increases. Toronto staff noted the importance of the education and support components of the TDF program.
- Federation of Metro Tenants' Association provided information as to its role in the Toronto TDF program and emphasized the need for outreach and education to tenants.

---

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

## **SUBJECT: Tenant Defence Fund (HSC19011) (City Wide) - Page 4 of 11**

---

- Various tenants provided their experience and the challenges for tenants with the LTB process for AGI applications and emphasized the need for tenant groups to hire a legal agent.
- Hamilton Community Legal Clinic (HCLC) outlined their role in providing tenant support at the LTB and the gaps in support to tenants at the LTB. Due to their limited resources and the much larger volume of eviction cases compared to AGI cases, the HCLC does not provide representation for AGI cases, but provides summary or basic advice.
- The Landlord Engagement Specialist at the Hamilton Housing Help Centre provided comments on AGIs and the challenges Hamilton`s rapidly increasing rents create for tenants.
- Representatives from the Hamilton District Apartment Association provided a landlord perspective on the concept of a TDF and expressed concern about perceptions of bias on the part of the City in providing direct support to tenants in LTB disputes. They also noted that there are benefits to the landlord if tenant groups having legal representation. Landlord and Tenant Board provided data specific to Hamilton LTB cases, which is shown in Table 1 in the Analysis and Rationale Section of this report.
- City of Hamilton, Legal Services provided input on legal compliance and other program considerations for this report and the proposed TDFPP.
- City of Hamilton, Corporate Services, Financial Planning, Administration, and Policy reviewed and confirmed the financial aspects of this report.

### **ANALYSIS AND RATIONALE FOR RECOMMENDATIONS**

A quickly tightening rental market has reduced Hamilton`s supply of affordable rental housing with more renters now competing for fewer affordable units. Since 2012, city-wide rents have increased annually by an average of 4.1%, a pace twice the rate of inflation that far surpasses income increases. Pressure on Hamilton`s rental market will continue to increase as more and more households are priced out of the GTA. While Hamilton rents are high, they remain lower relative to rents in the GTA.

A TDF may help maintain housing affordability in Hamilton by enabling some tenants to oppose unreasonable AGIs. Providing support to enable tenants to avoid excessive rent increases may prevent evictions that increase pressure on housing programs and funding and can lead to homelessness.

Some of Hamilton`s rental housing needs major repair, without which tenant safety could be at risk. Much of Hamilton`s purpose-built rental housing stock is old and many buildings either require major systems replacements such as roofs, parking garages, balconies,

---

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

## **SUBJECT: Tenant Defence Fund (HSC19011) (City Wide) - Page 5 of 11**

---

elevators, etc., or have recently received such upgrades. Hamilton's Housing and Homelessness Action Plan recognizes the need to rehabilitate Hamilton's aging housing stock.

The cost of some repairs is appropriately covered through a fair rent increase and many AGIs meet the criteria in the RTA. The purpose of this report and the TDFPP are to address AGI applications that do not meet the RTA criteria and provide the opportunity for vulnerable tenants to participate in the legal forum of the LTB.

### Above Guideline Increase Applications to the LTB

The Rent Increase Guideline is the maximum amount rents are allowed to be increased for sitting tenants in Ontario in any given year. It is released annually by the Ontario Government and is based on the Ontario Consumer Price Index. The Rent Increase Guideline applies to all rental units covered by the RTA. In 2019 (and 2018) it is 1.8%.

Landlords may apply to the LTB to raise rents above the Rent Increase Guideline if:

- The complex's costs for municipal taxes or utilities have increased by an extraordinary amount;
- The landlord incurred eligible significant capital expenditures (renovations, repairs, replacements or additions); and,
- The landlord incurred additional operating costs related to security services or initiated security features.

Tenants, including groups of tenants, may dispute an AGI application they believe does not meet the RTA requirements, but are responsible to gather supporting documentation and make a case against the increase. This work must be completed in a short period of time and can be costly. Navigating the formal legal processes of the LTB and mounting a case is a significant challenge for many tenants who are not familiar with the LTB and/or have limited time or resources.

Details of the LTB process for AGI applications are outlined in the brochure "Information about Applications for a Rent Increase Above the Guideline" on the LTB website at <http://www.sjto.gov.on.ca/ltb/brochures/>.

### Hamilton Community Legal Clinic

The Hamilton Community Legal Clinic (HCLC) offers a range of legal services to the community for a variety of legal matters, including housing issues. More specifically, the HCLC provides information, consultation, legal advice, and, in some circumstances, representation to tenants in need. Tenants who have received a notice from a landlord under the RTA or need information about their rights and obligations as a tenant, may seek assistance from the HCLC. There is no fee for receiving summary legal advice and representation may be provided to tenants who meet financial eligibility requirements.

---

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.



## **SUBJECT: Tenant Defence Fund (HSC19011) (City Wide) - Page 6 of 11**

---

As requests for the services of the HCLC surpass its limited resources and capacity, the clinic must make difficult choices about who to serve. Thus, in AGI cases the HCLC does not represent tenants, but provides summary advice. Summary advice outlines the procedures of the hearing, the legislation, and the roles and responsibilities of both parties. The HCLC also provides guidance on which case documents tenants are entitled to receive and obtaining records to support the tenants' case. This means that tenants in need of legal representation for an AGI case are responsible for the costs themselves. The TDF is intended to fill this gap by providing legal representation and other supports to tenant groups facing AGIs.

AGI applications are frequently contested by tenants at the LTB, but this is challenging for tenants given their relative lack of support and resources when compared to landlords, particularly large landlords with the resources to hire professional legal experts.

### Toronto Tenant Defence Fund Program Model

In 1999, the City of Toronto established their Tenant Defence Fund Program with the following components:

Grants: (\$100,000/year as of 2019) grants are provided to tenant groups for the costs of a range of activities involved in disputing an AGI application. The grants are administered by the City of Toronto, and the levels are:

- 1) A Basic Grant of up to \$1,000 to:
  - Prepare and hire legal representation to dispute an AGI application; or
  - Prepare and submit a tenant application regarding maintenance issues.
- 2) An Additional Grant of up to \$5,000–\$10,000 to:
  - hire expert advice to significantly support the tenant group in an AGI dispute;
  - dispute a landlord's appeal of a Board Order; or
  - apply for a judicial review of a Board Order to divisional court.
- 3) An Additional Grant of up to \$15,000 to dispute an application before the Local Planning Appeal Tribunal to demolish rental homes or convert them to condominiums. Staff does not recommend this component of the Toronto program as rental unit demolition and conversion to condominium are Council decisions and beyond the scope of the council motion.

Outreach and Organizing: (\$199,216) hands-on support is provided to help tenants organize and prepare for the hearing, administered through a contract with the Federation of Metro Tenants' Association (FMTA).

Tenant Hotline: (\$205,800) information is provided to tenants over the phone. Administered through a contract with the FMTA.

---

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

## **SUBJECT: Tenant Defence Fund (HSC19011) (City Wide) - Page 7 of 11**

---

Toronto TDF eligibility criteria include:

- If there are fewer than 100 units in a complex, tenants from at least 25% of the affected units must sign on to the case; and,
- If there are 100 or more units, tenants of at least 25% of the affected units must sign, to a maximum of 30.

### Proposed Hamilton Tenant Defence Fund Pilot Program

Staff propose the Hamilton TDFPP, utilizing the \$50,000 suggested for this purpose. The proposed TDFPP would include two components:

- 1) A \$1,000 grant for the purpose of hiring legal support from a paralegal or lawyer;
- 2) In addition to the \$1,000 for legal representation, support services (up to a maximum value of \$250) provided by the Housing Services Division for photocopying, printing, postage, and meeting space rental, either prior to a tenant group retaining a legal agent, or if the tenant group chooses to represent themselves. Support may also include services such as securing meeting space, help preparing the grant application, or other relevant services that are pre-approved by the Tenant Relations Officer, Housing Services Division.

Staff recommend these components for the TDFPP to stay within the allocated funding envelope, and because the consultation revealed that, with respect to AGI cases, the lack of legal representation and the costs of preparing a defence are the primary gaps that disadvantage tenants relative to their landlords.

Details of the proposed program can be found in the TDFPP Guidelines attached as Appendix "A" to this Report.

While Council requested that the TDFPP include an income threshold eligibility criterion, staff does not recommend this approach. An income requirement would be administratively problematic for a group application and would not contribute to the purpose of the program.

### Advantages to hiring a legal agent:

Only lawyers or paralegals licensed by the Law Society of Ontario are proposed to be eligible to be paid by the TDFPP. Tenant groups may find it an advantage to hire a legal agent for several reasons:

- In defence against AGI applications, affected tenants can raise issues concerning outstanding repairs and maintenance orders. If there is an outstanding order, the AGI will not apply to that unit until the landlord complies with the order. A legal agent can more easily navigate this process than tenant groups.

---

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

## **SUBJECT: Tenant Defence Fund (HSC19011) (City Wide) - Page 8 of 11**

---

- Tenants often feel a power imbalance when representing themselves against a corporate lawyer representing a landlord. While not all landlords have the resources to hire professional legal expertise, many, particularly large landlords, do. Even small landlords typically have more resources than tenants.
- A lawyer hired by a landlord may prefer negotiating or dealing with one legal agent rather than multiple tenants.
- Legal agents have greater experience and knowledge preparing cases against AGI applications, negotiating fair rent settlements, and appearing before the LTB.
- The Hamilton Community Legal Clinic (HCLC) only provides tenants facing AGI applications with summary advice and information on what to expect at the LTB. It does not represent tenants in AGI cases.

It has been determined that \$1,000 is sufficient to hire a legal agent to prepare an AGI case and represent a tenant group at a LTB hearing.

### Education and Outreach:

Education and outreach are integral to the success of a TDF Program and can empower tenants by helping them understand their rights and responsibilities and to shape their capacity in the future. The bulk of the funds allocated to the Toronto model are for education and outreach and these components are considered essential to the TDF process. With limited resources, there is an opportunity within the proposed Hamilton TDFPP to leverage an existing internal expertise using the Tenant Relations Officer in the Housing Services Division who can provide basic education, including LTB materials., help tenants organize to prepare for their defence, help tenants prepare the TDFPP grant application and build capacity to support groups of tenants to negotiate their rights with landlords long-term.

The HCLC provides summary advice about how to prepare and present a case against an unfair AGI application, and the TDFPP will enable tenant groups to hire a legal agent to provide legal expertise and representation. This approach ensures there is no duplication of existing services and funds are provided where most needed. The TDFPP will be reviewed after 18 months to determine whether this level of education and outreach is appropriate.

### Numbers of Landlord and Tenant Board Case Types in Hamilton:

Over 2016-2018, the LTB received a total of 15,401 applications in Hamilton, according to data provided by the LTB. This total includes landlord, tenant and co-op applications of all types, including AGIs, terminations and evictions, and maintenance issues.

Table 1 (below) shows that this overall Hamilton case volume has remained quite consistent year over year and that AGI cases comprise only a small portion of the

---

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

**SUBJECT: Tenant Defence Fund (HSC19011) (City Wide) - Page 9 of 11**

approximately 5,200 annual cases. While AGI cases are a very small portion of LTB cases, the number doubled from 2017 to 2018.

**Table 1: Hamilton Landlord and Tenant Board Applications by Year and Type**

LTB Case Types	2016		2017		2018	
	Cases	% of total	Cases	% of total	Cases	% of total
Above Guideline Increase	18	0.35%	16	0.31%	32	0.64%
Terminations & Evictions for Non-Payment of Rent	3,492	67%	3,478	67%	3,204	64%
Other (including termination & eviction for other reasons, sublets, maintenance)	1,692	32%	1,705	33%	1,764	35%
<b>Total</b>	5,202		5,199		5,000	

While the data shows that many more Hamiltonians are impacted by non-AGI than AGI applications, the TDFPP should apply only to AGIs because:

- The Hamilton Legal Clinic represents tenants for non-AGI cases and it would be inappropriate for the City to duplicate these services; and,
- Funding allocated for the TDFPP is limited to \$50,000. This funding is expected to last for a year if there is no significant increase in AGI cases in 2019. However, \$50,000 would be insufficient to provide representation for tenants for other types of LTB cases.

## Ontario Ombudsman

Although the Ombudsman is not an appeal body and cannot overturn LTB decisions, they review the fairness of the LTB processes. The LTB is required by law to have a code of conduct and a public complaints process. Complaints about the LTB are reviewed by the Ombudsman, and recommendations on processes are made when appropriate. Table 2 below shows the total number of complaints about the LTB made to the Ontario Ombudsman over the last three years. There are very few complaints to the Ombudsman about the LTB relative to the overall number of LTB cases. The Ombudsman does not track complaints by municipality.

**Table 2: Ontario-Wide Complaints to the Ombudsman about the LTB vs. Total Cases**

	2015-2016	2016-2017	2017-2018
Complaints about the LTB	131	128	149
Total LTB Cases	71,514	73,206	72,511

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

**SUBJECT: Tenant Defence Fund (HSC19011) (City Wide) - Page 10 of 11**

## Ontario LTB Service Standards

## Service Delays:

Recently the LTB website has noted a delay in service: “Over past months, parties have experienced service delays at the Landlord and Tenant Board (LTB). The LTB continues to work with the government to improve its services. A number of experienced adjudicators have recently been reappointed and recruitment is under way to fill other adjudicator vacancies. On January 1, 2019, the LTB became part of the newly created Tribunals Ontario organization. A review will be conducted of all tribunals, including the LTB, to identify areas for improvement to make services more streamlined, cost-effective and efficient”.

## LTB Service Standards:

In the last two years there has been a decrease in the number of LTB hearings and a modest increase in the time from application to hearing (see Table 3 below). The historical LTB service standard was to schedule hearings within 25 business days of the date of application and issue decisions within five days of end of the hearing, 80% of the time. In December 2017, the LTB introduced new service standards. The LTB will report on the new service standards starting in 2018-19.

Between 2015-16 and 2017-18, there was a significant reduction in the number of hearings held within the 25-day standard [(from 69% to 49%). The average length of time in excess of the standard was 4.7 days. The standard for decisions to be issued following a hearing is five days. This was exceeded for 22% of cases in 2016-17, but on average by only 0.2 days. There was improvement in decision time for 2017-18 (19% & 0.1 days).

**Table 3: Landlord and Tenant Board Performance**

Time to:	2015-2016		2016-2017		2017-2018	
	Average Time	Cases Meeting Service Standard	Average Time	Cases Meeting Service Standard	Average Time	Cases Meeting Service Standard
Hold Hearing (25-day standard)*	23.3 days	69%	26.6 days	52%	28 days	49%
Issue Decisions (5-day standard)*	4.6 days	83%	5.2 days	78%	5.1 days	81%

\*Service standard changed as of April 2018

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

**SUBJECT: Tenant Defence Fund (HSC19011) (City Wide) - Page 11 of 11**

---

The impacts of the LTB timelines are variable. For tenants facing eviction, a delay is of benefit, but to a landlord evicting a tenant, it is problematic. For an AGI, the effective date of an increase is the same regardless of the time to issue the decision.

The overall number of calls to the LTB Call Centre (all of Ontario) and the average length of calls have remained consistent over the past three years, but the average call wait time almost doubled, increasing from 5:06 to 9:04 minutes (see table 4 below).

**Table 4: Calls to the Ontario Landlord and Tenant Board Call Centre**

	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>
Number of Calls to the LTB	299,143	261,154	272,719
Average Length of Calls (Minutes)	4:45	5:19	4:57
Average Wait Time for Calls (Minutes)	5:06	9:46	9:04

It is hoped that the time efficiency of the LTB will improve as a result of the review of the LTB and the other provincial tribunals. Staff will continue to monitor Hamilton LTB cases and report back to the Emergency and Community Services Committee with any notable changes or issues.

**ALTERNATIVES FOR CONSIDERATION**

Not applicable

**ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN****Community Engagement and Participation**

Hamilton has an open, transparent and accessible approach to City government that engages with and empowers all citizens to be involved in their community.

**Healthy and Safe Communities**

Hamilton is a safe and supportive City where people are active, healthy, and have a high quality of life.

**APPENDICES AND SCHEDULES ATTACHED**

Appendix “A” to Report HSC19011: Tenant Defence Fund Pilot Program Guidelines

---

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

**TENANT DEFENCE FUND PILOT PROGRAM****Program Guidelines****1. Background**

The *Residential Tenancies Act, 2006* (RTA) came into effect on January 31, 2007, with the goals of protecting tenants, helping landlords and promoting investment in Ontario's rental housing market. It covers a number of issues faced by tenants and landlords including the ability for landlords to raise rents above the annual rent increase guideline (AGI) determined by the Province to recover some 'exceptional' expenses from tenants.

AGIs may be granted by the Landlord and Tenant Board (LTB) for eligible capital expenditures for extraordinary or significant renovations, repairs, replacements or new additions that have an expected benefit of at least five years. A capital expenditure is eligible if it:

- is necessary to protect or restore the physical integrity of the complex;
- is necessary to maintain health, safety or housing standards;
- is necessary to maintain plumbing, heating, mechanical, electrical, ventilation or air conditioning systems;
- provides access to persons with disabilities;
- promotes energy or water conservation; or,
- maintains or improves the security of the complex.

An AGI may not be granted for: routine or ordinary work, regular maintenance work, work that is considered substantially cosmetic in nature, work that is designed to enhance the level of prestige or luxury offered by the complex, or replacement of something that did not need replacing.

Tenants may oppose AGI applications to the LTB but are responsible for the costs of preparing for a hearing. The goal of the Tenant Defence Fund Pilot Program (TDFPP) is to help ensure that tenants have the resources and knowledge needed to review AGI applications by their landlords to ensure the claimed expenses meet the RTA criteria, and where they believe the AGI is not justified, prepare and put forward a case to the LTB. By enabling tenants to prepare their case, retain a legal agent to represent them, and/or defray expenses incurred during the LTB hearing, the TDFPP may help preserve affordability of rental housing.

It is not a goal of the TDFPP to stop landlords from obtaining fair AGIs that meet the criteria set out in the RTA, but to provide resources to vulnerable tenants who may not have the resources or abilities that are typically available to their landlords, so they can ensure that any AGI they are subject to meets the RTA.

## **The Above Guideline Increase Application Process**

Details of the AGI application and hearing process can be found in the AGI guide produced by the LTB, "Information about Applications for a Rent Increase Above the Guideline" on the LTB website at <http://www.sjto.gov.on.ca/lrb/brochures/>

### **2. Program Description**

The Tenant Defence Fund Pilot Program provides a grant of up to \$1,000 to groups of tenants to defray the costs of hiring a paralegal/lawyer licensed by the Law Society of Ontario and the costs of case preparation to defend AGI applications at the Landlord Tenant Board.

The goals of the TDFPP are to:

- Help tenants organize and ensure they have adequate representation before the LTB; and,
- Help preserve affordable rental stock in Hamilton.

### **3. Program Terms**

#### **3.1 Fund Availability**

There are limited funds available for the TDFPP. Approval is at the absolute and unfettered discretion of the City and subject to the availability of funds.

#### **3.2 Eligibility Criteria**

- A landlord must have filed an application for an above guideline rent increase (AGI).
- At least 20% of the units affected by the AGI application must oppose the application and sign a petition included in the grant application
- Only the first tenant group from any one residential complex to apply will be eligible.
- A 'group' of tenants consists of a minimum of four (4) households
- Monthly rents for each unit participating in the case must be at or below the following (current rent before the AGI application is submitted by the landlord):



**Appendix “A” to Report HSC19011**  
**Page 3 of 5**

<b>Unit Size</b>	<b>Maximum Qualifying Pre-Application Rent</b>
One-bedroom	\$972
Two-bedroom	\$1,181
Three-bedroom or larger	\$1,334

- At least 20% of the units affected by the AGI application must be currently rented at or below the applicable qualifying monthly rent of CMHC average market rent for the City + 15%.
- The tenant group must choose one tenant representative who will act as primary representative for the tenant group and who will be named on the grant application. An alternative tenant representative must also be appointed who will act for the tenant group if the primary representative on the application is no longer able to fulfill the role as primary representative.
- Signed acknowledgement by each affected tenant that the rent he or she currently pays to the landlord is at or below the eligible rent amount (no more than CMHC average market rent for the City + 15%)

### **3.3 Maximum Grant Amount**

Grants may be up to a total maximum of \$1,000, as determined by the Manager, Investment in Affordable Housing, to hire a paralegal/lawyer, licensed by the Ontario Law Society, to prepare a response to the Landlord’s AGI application and represent the tenant group at the LTB.

**Tenant Relations Officer Support Services:** Additional services of up to a maximum value of \$250 may be provided to the tenant group by the City of Hamilton Housing Services Tenant Relations Officer (“TRO”), prior to the group retaining a legal agent or if the tenant group chooses to represent themselves at the LTB hearing. Eligible support services include:

- photocopying the AGI application
- printing, postage and translation services
- meeting space rental
- additional services as required, pre-approved by the TRO
- facilitation services: organizing a meeting of affected tenants to determine the interest in a collective application (tenants will be required to appoint a representative or lead).

### **3.4 Repayment Terms**

Repayment of the grant is not required unless there is a violation of any program terms and conditions.

### **3.5 Tenant Defence Fund Process**

The tenant/tenant group may contact the Housing Services Division to inquire about the TDFPP and grant process. Inquiries should be directed to the Tenant Relations Officer (TRO) (Housing Services Division) who may assist the tenant(s) by:

- Providing the tenants with information produced by the LTB about AGI applications.
- Directing the tenants to the Hamilton Community Legal Clinic who will provide summary advice explaining what to expect at the LTB and documentation the tenants will need to dispute the AGI application.
- Assisting the tenants to complete the grant application.

These initial services are not considered part of the additional services outlined in 3.3 Maximum Grant Amount, which may be required to support a tenant group prior to hiring a legal agent or for those groups who represent themselves at the LTB.

#### **TDFPP Application:**

An application for a TDFPP grant must be accompanied by the following documentation:

- A petition in favour of collectively disputing the landlord application. The petition must be signed by at least 20% of affected units and include:
  - the name and signature of each tenant who wishes to be party to the dispute
  - the size and unit type of each tenant's rental unit
  - declaration by each tenant for one tenant in the group to represent the group, with a second tenant identified as an alternate representative in case the primary representative is unable to represent or act on behalf of the group for any reason
  - acknowledgement by each signing tenant that the rent he or she currently pays to the landlord is at or below the eligible rent amount (no more than CMHC average market rent for the City + 15%)
- A copy of the landlord's AGI application (the application only)
- A brief description of the tenant group's justification for disputing the landlord's application
- An estimate of the amount of eligible expenditures that the tenant group expects to incur in disputing the landlord application
- Evidence of the rent for each rental unit affected by the landlord application
- If or when the tenant group chooses to hire a legal agent, documentation that the legal agent has been retained by the tenant group, represents all of the tenants listed on the petition, and is a paralegal or lawyer licensed by the Law Society of Ontario

#### **Grant Application Approval:**

A grant application made by the tenant group is reviewed by the TRO who will confirm or deny approval to the tenant group within two to a maximum of five business days. If the tenant group meets all requirements and is determined to be eligible for funding, their

**Appendix "A" to Report HSC19011**  
**Page 5 of 5**

grant application is approved, and the tenant group will receive a grant approval letter from the City of Hamilton. The tenant group must agree to the terms and conditions of the grant as set out in the approval letter by having its representative (identified in the application) sign the approval letter and return the signed original letter to the City of Hamilton.

Applications shall be approved, and grants shall be approved in the order in which complete applications are received and subject to funds being available for this purpose. Once grant applications in the amount of the program limit of \$50,000 are approved, no further grant applications will be approved.

**If the Tenants Wish to Hire a Legal Agent:**

If the tenant group chooses to hire a legal agent, it is the responsibility of the tenant group to select and retain the agent, who must be a paralegal or lawyer licensed by the Law Society of Ontario and represent all of the tenants listed on the petition. The legal services must be provided before payment can be issued by the City. An invoice from the legal agent, made out to the tenant group representative, must be submitted to the City (TRO) within 5 business days of receipt. A cheque will be sent to the tenant group representative, made to the order of the legal agent and the tenant group representative.

**Submission of the LTB Order by the Tenant Group:**

Within three months of the Board's issuance of a decision on the case, the tenant group must submit the order issued by the LTB disposing of the AGI application, in which the eligible group is not noted in default, to the Housing Services Division.

**4. Documentation Required for Records**

The Housing Services Division is responsible for retaining the following documents seven years beyond the life of the program:

- Signed TDFPP grant application form, including all required accompanying documentation
- Letter of grant approval from City of Hamilton
- All invoices and internal journals for all eligible expenditures
- A copy of a Notice of Hearing with respect to the landlord application
- If the tenant group has chosen to hire legal representation, a letter from the paralegal or lawyer stating that they will represent the tenant group for the hearing
- Records of all payments and defaults
- If the tenant group has chosen to hire legal representation, the Notice of Direction authorizing the tenant group to make payment to the paralegal or lawyer
- If the tenant group has chosen to hire legal representation, completed form signed by the tenant group representative confirming that the paralegal or lawyer has performed the services of representing the tenant group
- A copy of the LTB order issued disposing of the AGI application