



**City of Hamilton**  
**EMERGENCY & COMMUNITY SERVICES COMMITTEE**

**Meeting #:** 19-007  
**Date:** June 20, 2019  
**Time:** 1:30 p.m.  
**Location:** Council Chambers, Hamilton City Hall  
71 Main Street West

Tamara Bates, Legislative Coordinator (905) 546-2424 ext. 4102

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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 June 6, 2019
5. **COMMUNICATIONS**
6. **DELEGATION REQUESTS**
7. **CONSENT ITEMS**
  - 7.1 Heat Response Plan Initiative (HSC19020) (City Wide) (Outstanding Business List Item)
  - 7.2 Group Purchasing of Electric Beds (HSC19028) (Wards 7 and 13)
  - 7.3 Encampment Response (HSC19029) (City Wide)
8. **PUBLIC HEARINGS / DELEGATIONS**

**9. STAFF PRESENTATIONS**

9.1 Hamilton Urban Indigenous Strategy (HSC19030) (City Wide)

**10. DISCUSSION ITEMS**

10.1 Affordable Housing Demonstration Project (HSC19034) (Ward 4)

**11. MOTIONS**

**12. NOTICES OF MOTION**

**13. GENERAL INFORMATION / OTHER BUSINESS**

**14. PRIVATE AND CONFIDENTIAL**

**15. ADJOURNMENT**



## EMERGENCY & COMMUNITY SERVICES COMMITTEE MINUTES 19-006

1:30 p.m.

Thursday, June 6, 2019

Council Chambers

Hamilton City Hall

71 Main Street West

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

**Absent with**

**Regrets:** Councillor T. Whitehead (City Business)

**Also Present:** Councillors M. Pearson and A. VanderBeek

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

1. **Addiction Services Initiative (HSC19027) (City Wide) (Item 7.1)**

**(Jackson/Nann)**

That Report HSC19027, respecting the Addiction Services Initiative, be received. **CARRIED**

**(Jackson/Pauls)**

That the Emergency and Community Services Committee support the application for the three-month extension offered by the Province of Ontario to provide continued support to help transition current participants in the Addiction Services Initiative.

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

YES - Councillor N. Nann

YES - Councillor Tom Jackson

YES - Councillor Esther Pauls

YES - Chair Sam Merulla

NOT PRESENT - Councillor Terry Whitehead

YES - Councillor Brad Clark

- 2. Youth with Developmental Disabilities Turning 18, Being Discharged and Cut from Services and Funding from our Province, Requesting for the City of Hamilton's Support, in Noah and Gregory's Bill "Insuring that Supports Continue with No Gap in Services upon a Child's 18th Birthday." (Item 8.2)**

**(Clark/Nann)**

That staff be directed to draft a letter in support of Noah and Gregory's Bill;

- (a) To ask for hearings at the Legislative Assembly Standing Committee; and
- (b) To encourage the Ontario Government to provide transitional funding for Autism Services for persons over 18 years of age.

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

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

- 3. Hamilton Fire Department Service Delivery Plan (2019-2028) (HSC19026) (City Wide) (Item 9.1)**

**(Jackson/Nann)**

- (a) That the Hamilton Fire Department Service Delivery Plan (2019 - 2028) attached as Appendix A to Report HSC19026, with no financial impact to the 2019 budget, be approved; and,
- (b) That staff be directed to submit capital and/or operating budget requirements, to support the Hamilton Fire Department Service Delivery Plan (2019-2028) to the appropriate budget process(es) for consideration, as required.

**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  
 NOT PRESENT - Councillor Terry Whitehead  
 YES - Councillor Brad Clark

**4. Poverty Reduction Investment Plan Update (CES16043(c)) (City Wide) (Item 10.1)**

**(Clark/Pauls)**

That Report CES16043(c), respecting the Poverty Reduction Investment Plan Update, be received.

**CARRIED**

**5. Installation of Fencing Around CityHousing Hamilton Waste Bins at 44 Montcalm Drive, Hamilton (Ward 8) (Item 11.1)**

**(Pauls/Jackson)**

WHEREAS, residents of CityHousing Hamilton properties deserve dignified and safe, affordable housing; and,

WHEREAS, improvements to the exteriors of CityHousing Hamilton are needed to store and improve waste collection;

THEREFORE, BE IT RESOLVED:

- (a) That \$3,150 be provided to CityHousing Hamilton to help fence waste bins from the Ward 8 Area Rating Reserve 108058; 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  
 NOT PRESENT - Councillor Terry Whitehead  
 YES - Councillor Brad Clark

**6. Pride Hamilton Funding (Added Item 11.2)**

**(Nann/Jackson)**

That the annual Pride celebration at Gage Park be funded from the Ward 3 Cellular Tower Revenue (3301609603) in the amount of \$3,000.00 to help with the cost of the large event and to celebrate the lives of 2SLGBTQIA residents in Hamilton.

**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  
 NOT PRESENT - Councillor Terry Whitehead  
 YES - 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 (Item 6)**

6.1. Sheryl Green, Hamilton Regional Indian Centre, respecting Housing First for Youth Project at the Hamilton Regional Indian Centre (for a future meeting)

**2. NOTICES OF MOTION (Item 12)**

12.1 Pride Hamilton Funding

**(Nann/Pauls)**

That the agenda for the June 6, 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  
 NOT PRESENT - Councillor Terry Whitehead  
 YES - 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) May 16, 2019 (Item 4.1)****(Clark/Jackson)**

That the Minutes of the May 16, 2019 meeting of the Emergency and Community Services 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  
NOT PRESENT - Councillor Terry Whitehead  
YES - Councillor Brad Clark

**(d) DELEGATION REQUESTS (Item 6)****(i) Sheryl Green, Hamilton Regional Indian Centre, respecting Housing First for Youth Project at the Hamilton Regional Indian Centre (for a future meeting) (Added Item 6.1)****(Nann/Clark)**

That the delegation request, submitted by Sheryl Green, Hamilton Regional Indian Centre, respecting Housing First for Youth Project at the Hamilton Regional Indian Centre, 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  
NOT PRESENT - Councillor Terry Whitehead  
YES - Councillor Brad Clark

**(e) PUBLIC HEARINGS/DELEGATIONS (Item 8)****(i) Ruth Greenspan, John Howard Society of Hamilton, Burlington & Area, respecting the Hamilton Restorative Justice Collaboration Initiative (Item 8.1)**

Ruth Greenspan addressed the Committee respecting the Hamilton Restorative Justice Collaboration Initiative, with the aid of a handout.

**(Jackson/Nann)**

That the presentation from Ruth Greenspan and respecting the Hamilton Restorative Justice Collaboration Initiative, be received.

**CARRIED**

The handout is available at [www.hamilton.ca](http://www.hamilton.ca) and through the Office of the City Clerk.

- (ii) Angela Pugliese, respecting Youth with Developmental Disabilities Turning 18, Being Discharged and Cut from Services and Funding from our Province, Requesting for the City of Hamilton's Support, in Noah and Gregory's Bill "Insuring that Supports Continue with No Gap in Services upon a Child's 18th Birthday" (Item 8.2)**

Angela Pugliese addressed the Committee respecting Youth with Developmental Disabilities Turning 18, Being Discharged and Cut from Services and Funding from our Province, Requesting for the City of Hamilton's Support, in Noah and Gregory's Bill "Insuring that Supports Continue with No Gap in Services upon a Child's 18th Birthday."

**(Clark/Nann)**

That the presentation from Angela Pugliese respecting Youth with Developmental Disabilities Turning 18, Being Discharged and Cut from Services and Funding from our Province, Requesting for the City of Hamilton's Support, in Noah and Gregory's Bill "Insuring that Supports Continue with No Gap in Services upon a Child's 18th Birthday," be received.

**CARRIED**

For further disposition of this matter, refer to Item 2.

**(f) STAFF PRESENTATIONS**

- (i) Hamilton Fire Department Service Delivery Plan (2019-2028) (HSC19026) (City Wide) (Item 9.1)**

David Cunliffe presented the report to the Committee with the aid of a presentation.

**(Jackson/Pauls)**

That the presentation, respecting the Hamilton Fire Department Service Delivery Plan (2019-2028), be received.

**CARRIED**

The presentation is available at [www.hamilton.ca](http://www.hamilton.ca) and through the Office of the City Clerk.

For further disposition of this matter, refer to Item 3.



**(g) NOTICES OF MOTION (Item 12)****(i) Pride Hamilton Funding (Item 12.1)**

Councillor Nann introduced a Notice of Motion respecting Pride Hamilton Funding.

**(Nann/Jackson)**

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

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

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

For further disposition of this matter, refer to Item 6.

**(h) GENERAL INFORMATION/OTHER BUSINESS (Item 13)****(i) Amendments to the Outstanding Business List (Item 13.1)****(Jackson/Nann)**

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

- (a) Items Requiring a New Due Date:
- (i) Fire Services 10-Year Plan/Hazard Identification and Risk Assessment  
Item on OBL: C  
Current Due Date: May 2, 2019  
Proposed New Due Date: June 6, 2019
  - (ii) Heat Responsive Plan Initiative  
Item on OBL: E  
Current Due Date: May 2, 2019  
Proposed New Due Date: June 20, 2019
  - (iii) Hamilton Youth Engagement Collaboration (CES15056(b))  
Item on OBL: G  
Current Due Date: May 2, 2019  
Proposed New Due Date: December 5, 2019

**Emergency & Community Services Committee  
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- (iv) Home for Good (CES17042(a))  
Item on OBL: H  
Current Due Date: December 5, 2019  
Proposed New Due Date: June 20, 2019
- (v) Funding Requests from Agencies  
Item on OBL: I  
Current Due Date: March 21, 2019  
Proposed New Due Date: September 5, 2019
- (vi) Opportunities and Flexibility of Existing Housing Programs  
Item on OBL: K  
Current Due Date: April 4, 2019  
Proposed New Due Date: September 6, 2019
- (vii) Hamilton Housing Benefits  
Item on OBL: L  
Current Due Date: June 6, 2019  
Proposed New Due Date: September 5, 2019
- (viii) All Seasons Soccer Facility  
Item on OBL: M  
Current Due Date: May 2, 2019  
Proposed New Due Date: August 15, 2019
- (ix) Establishing a Gender and Equity Lens on Housing Services  
Item on OBL: N  
Current Due Date: None  
Proposed New Due Date: June 20, 2019
- (x) Hamilton Housing Summit  
Item on OBL: O  
Current Due Date: None  
Proposed New Due Date: August 15, 2019
- (xi) Expanding Housing and Support Services for Women  
Item on OBL: P  
Current Due Date: None  
Proposed New Due Date: August 15, 2019
- (xii) Community Hub Proposal/Multi-Sport Indoor Facility  
Development  
Item on OBL: Q  
Current Due Date: None  
Proposed New Due Date: October 3, 2019

- (b) Items considered complete and needing to be removed:
  - (i) Fire Services 10-Year Plan/Hazard Identification and Risk Assessment  
Addressed as Item 10.1 on today's agenda – Report HSC19026  
Item on OBL: C

**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
- NOT PRESENT - Councillor Terry Whitehead
- YES - Councillor Brad Clark

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

**(Clark/Nann)**

That there being no further business, the Emergency and Community Services Committee be adjourned at 4:30 p.m.

**CARRIED**

Respectfully submitted,


Councillor S. Merulla  
Chair, Emergency and Community Services  
Committee

Tamara Bates  
Legislative Coordinator  
Office of the City Clerk



Hamilton

## INFORMATION REPORT

<b>TO:</b>	Chair and Members Emergency and Community Services Committee
<b>COMMITTEE DATE:</b>	June 20, 2019
<b>SUBJECT/REPORT NO:</b>	Heat Response Plan Initiative (HSC19020) (City Wide) <b>(Outstanding Business List Item)</b>
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Meredith Mandryk-Kelly (905) 546-2424 Ext. 2182
<b>SUBMITTED BY:</b>	Bonnie Elder Director, Ontario Works Division Healthy and Safe Communities Department
<b>SIGNATURE:</b>	

### COUNCIL DIRECTION

On May 24, 2017, Council approved the following motion:

“That staff in Community and Emergency Services, in consultation with Public Health Services, be directed to investigate the feasibility and evidence associated with providing identified low-income citizens in the City of Hamilton with air-conditioners and report back to the Emergency & Community Services Committee detailing the implications of such an initiative”.

### INFORMATION

The City of Hamilton's Public Health Services, along with partner municipal and provincial health agencies, have identified extreme heat as a health problem. Those most at risk include very young children, the elderly and individuals with illnesses or taking certain prescription medications. Individuals experiencing low incomes are at a higher risk of heat impacts, often due to poorer quality housing, limited access to air-conditioning and the increased likelihood that they suffer from pre-existing illness.

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**SUBJECT: Heat Response Plan Initiative (HSC19020) (City Wide) - Page 2 of 5**

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**Community Heat Response Plan**

The City of Hamilton, in consultation with community partners, coordinates the Community Heat Response Plan to help individuals cope with intense heat events. The plan alerts the public that hot weather conditions are imminent or occurring, and outlines services that will be provided to citizens to help them cope with the hot weather.

The plan includes seasonal monitoring with three escalating levels of response from May to September. Weather forecasts are monitored, including humidex, for conditions that can increase health risks. A chart outlining Hamilton's heat events from 2013 to 2018 is attached as Appendix "A" to Report HSC19020.

The goals of the plan are to provide support and information for those most at-risk of heat related illness, and rally community agencies and neighbours to check on vulnerable individuals during intense heat events.

**Resources for Residents to Cool Off**

In accordance with the Community Heat Response Plan, the City utilizes cool places as locations in the community where the public can find short-term relief from the heat. Depending on the level and duration of the event, the sites and hours may vary. While many of these cool places are City facilities, many are also operated by community partners.

Cool places can include recreational centres; indoor and outdoor pools; spray pads; wading pools; public libraries; Municipal Service Centres; other municipal office locations and community sites such as health centres, senior centres and ministries. Cool places are available in every ward within the City of Hamilton.

Free bottled water is distributed by The Salvation Army in Gore Park during heat events.

**Ontario Works Special Supports**

The Special Supports program in the Ontario Works Division of the Healthy and Safe Communities Department administers funding for a variety of benefits, including an air-conditioner benefit. This benefit is a discretionary, one-time benefit, issued to recipients of Ontario Works (OW) and the Ontario Disability Support Program (ODSP) who live independently within the community, to aid with providing relief from the heat and/or humid weather conditions. The intent of the program is to assist eligible individuals who have a severe medical condition and where, without an air-conditioner, the symptoms of the medical condition are likely to deteriorate, increase, become episodic or cause hospitalization.

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**SUBJECT: Heat Response Plan Initiative (HSC19020) (City Wide) - Page 3 of 5**

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The current air-conditioner program is funded under the discretionary benefits program, which is a capped Ministry of Children, Community and Social Services funding envelope for OW and ODSP recipients. The assistance provided covers the cost of the air-conditioner and does not allow for additional related costs such as hydro, installation and storage. Special Supports does not cover the cost of air-conditioners for low-income residents, including seniors, unless they are in receipt of OW or ODSP.

Program data indicates that an average of 54 air-conditioners per year have been provided to eligible individuals on OW and ODSP over the past five years. Most of the air-conditioners have been provided to residents in Wards 2 through 5 with the majority assisting residents in Wards 2 and 3. A summary of the number of air-conditioners provided by Ward is attached as Appendix "B" to Report HSC19020.

**Heat Vulnerability Mapping Project**

Public Health Services is currently undertaking a heat vulnerability mapping project with the objective of creating awareness and facilitating program decision-making. The mapping project includes multiple sources of information to help spatially understand heat vulnerability in the City of Hamilton and the placement of resources to help those most impacted by heat.

**Social Housing**

Funding for new affordable rental construction projects involving the assignment and awarding of federal and provincial money is typically awarded through a Request For Proposals (RFP) process. A number of environmental considerations pertaining to heating and cooling systems such as energy efficiency, utility costs, environmental quality and comfort for the occupants, are built into the RFP process related to new builds and are important evaluation criteria. In recent projects, all of these factors have been dramatically improved through passive house construction. Future RFP's will require that these new standards be met.

**Landlord Obligations and Rental Units**

Although landlords everywhere in the Province of Ontario must provide working heating equipment, there are currently no specific rules about cooling. Usually a tenant is entitled to air-conditioning only if their rental agreement includes it.

**Ontario Building Code**

While it is noted that the installation of air-conditioning systems is not a mandatory requirement in the Ontario Building Code (OBC) it is noted that for multiple dwellings considered Part 3 buildings (i.e. buildings with an area over 600 m<sup>2</sup> or more than 4-storeys), Part 6 of the OBC applies. Under these circumstances, the ventilation shall be

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**SUBJECT: Heat Response Plan Initiative (HSC19020) (City Wide) - Page 4 of 5**

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provided by means of mechanical ventilation according to Sentence 6.2.2.2. (1) of Part 6. Further, self-contained mechanical ventilation systems serving an individual dwelling unit are permitted and shall conform to the mechanical ventilation requirement in OBC Part 6 or Subsection 9.32.3. As such, it is considered that under current building code requirements, sufficient ventilation and air circulation will more effectively deal with rising summer temperatures for newly constructed residential buildings.

**Ontario Renovates**

Ontario Renovates is a program administered by the City of Hamilton as part of the federally and provincially funded new Ontario Priorities Housing Program, as well as its predecessor, the Investment in Affordable Housing Program-Extension and its predecessor programs. It funds basic health and safety repairs to the homes of low-income homeowners and to affordable rental units. Current Ontario Renovates guidelines allow for the funding to support 'heating systems' but not 'heating/cooling systems'.

**FEASIBILITY OF PROVIDING ADDITIONAL AIR-CONDITIONING SUPPORTS****Cost Analysis**

Costs to purchase an air-conditioning unit vary based on the style and capacity of the unit. Typically, the air-conditioning units provided through the Special Supports program have been horizontal window units with an 8,000 BTU capacity. An 8,000 BTU unit is sufficient to cool up to 350 square feet; or a space approximately 17 feet x 20 feet in size. The amount approved for the cost of an air-conditioning unit in 2018 through the Special Supports program was \$350.00. This represents current pricing in the Hamilton area for this type of unit.

Additional costs for installation, liability insurance, operating costs (i.e. hydro) and storage fees are not included in the existing program, however, it should be noted that individuals will incur additional ongoing costs as the result of being assisted with the one-time purchase price of an air-conditioning unit.

The following table represents the estimated number of individuals and estimated cost of providing one-time air-conditioners for each sub-population in the City of Hamilton and does not include additional costs.

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**SUBJECT: Heat Response Plan Initiative (HSC19020) (City Wide) - Page 5 of 5**

<b>Population (Hamilton)</b>	<b>Number of Households</b>	<b>Estimated Cost of Benefit</b>
Low-income households	39,370	\$13,779,500
Low-income households with members age 0-17	22,175	\$7,761,250
Low-income households with members age 18-64	48,630	\$17,020,500
Low-income households with members age 65+	10,110	\$3,538,500
Low-income households with a member aged 35+ diagnosed with Chronic Obstructive Pulmonary Disease	4,753	\$1,663,550
Low-income households with a member aged 12+ diagnosed with Asthma	9,455	\$3,309,250
Low-income households with a member aged 12+ diagnosed with Heart Disease	4,890	\$1,711,500

Number of low-income Hamiltonians (LIM-AT measure), 2016 census

Low-income defined as:

1-person household = <\$23,023; 2-person household = <\$32,560; 3-person household = <\$39,877; 4-person household = <\$46,046

The costs associated with providing air conditioners to low-income individuals, other than individuals on OW or ODSP, would require the reduction or elimination of existing low-income benefits or would require additional net levy funding as Special Supports low-income budget is 100% net levy dollars. Benefits available to low-income individuals include items such as: funerals and burials/cremations, vision care for adults, mobility aids and repairs, emergency adult dental services, dentures, orthotics, bath equipment, hospital beds, incontinence/ostomy/colostomy supplies, transportation assistance and hearing aids.

## **APPENDICES AND SCHEDULES ATTACHED**

Appendix "A" to Report HSC19020: Hamilton Heat Events 2013 to 2018

Appendix "B" to Report HSC19020: Summary of Air Conditioners Provided 2013 to 2018

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### Hamilton Heat Events 2013 to 2018

Year	Total # of Heat Events	Total # of Heat Event Days	Heat Event Days
2013	2	9	July 15 to 20; September 10 to 12
2014	3	3	July 1; August 26; September 5
2015*	4	17	July 17 to 20; July 27 to 30; August 16 to 18; September 4 to 9
2016	8	26	June 19 to 21; July 5 to 8; July 12 to 15; July 21 to 24; August 4 to 6; August 9 to 14; August 25; September 5
2017	2	8	June 11 to 13; September 23 to 27
2018	6	27	June 16 to 19; June 29 to July 6; July 15 to 17; August 5 to 7; August 27 to 30; September 2 to 6

\*Note: Triggers changed by the Province for Pan Am Games in 2015

The data that Public Health Services collects for heat events appears, at first glance, to have a significant increase in 2015. However, Public Health Services adopted the provincial standard adopted by most public health agencies and triggered by the Pan Am games.

**Heat Advisory:**

- **One day** with a forecasted temperature greater than or equal to 31°C **and** humidex of 40°C or greater.

**Heat Warnings:**

- **Two or more consecutive days** forecasted with daytime highs greater than or equal to 31°C and night time lows greater than or equal to 21°C, or a humidex of 40°C or greater.

**Extended Heat Warnings:**

- Three or more consecutive days observed with daytime highs greater than or equal to 31°C and night time lows greater than or equal to 20°C, or a humidex of 40°C or greater.


Summary of Air Conditioners Provided 2013 to 2018

Year	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	Ward 6	Ward 7	Ward 8	Ward 9	Ward 10	Ward 11	Ward 12	Ward 13	Ward 14	Ward 15	Total by Year
2013	11	20	21	11	14	7	3	2		1		1				91
2014	2	16	8	6	8		2	1	1							44
2015	4	15	8	9		2		1	1			2	1		1	44
2016	5	20	15	7	11		3	2	1			1				65
2017	1	9	12	4	2	4	3		1				1	1		38
2018	4	20	21	9	7	1	9	3			1			2		77
<b>Total by Ward</b>	<b>27</b>	<b>100</b>	<b>85</b>	<b>46</b>	<b>42</b>	<b>14</b>	<b>20</b>	<b>9</b>	<b>4</b>	<b>1</b>	<b>1</b>	<b>4</b>	<b>2</b>	<b>3</b>	<b>1</b>	



Hamilton

**CITY OF HAMILTON**  
**HEALTHY AND SAFE COMMUNITIES DEPARTMENT**  
**Long Term Care**

<b>TO:</b>	Chair and Members Emergency and Community Services Committee
<b>COMMITTEE DATE:</b>	June 20, 2019
<b>SUBJECT/REPORT NO:</b>	Group Purchasing of Electric Beds (HSC19028) (Wards 7 and 13)
<b>WARD(S) AFFECTED:</b>	Wards 7 and 13
<b>PREPARED BY:</b>	Holly Odoardi (905) 546-2424 Ext. 1906
<b>SUBMITTED BY:</b>	Paul Johnson General Manager Healthy and Safe Communities Department
<b>SIGNATURE:</b>	

**RECOMMENDATION(S)**

- (a) That Complete Purchasing Services Inc. be approved as the single source purchasing agent for group purchasing services for electric beds, replacement parts and accessories manufactured by Span Medical Products Canada Incorporated for use at Macassa and Wentworth Lodges for a period of five years; and,
- (b) That the General Manager, Healthy and Safe Communities Department or his designate be authorized to negotiate, enter into and execute any required contract and any ancillary documents required to give effect thereto with Complete Purchasing Services or Span Medical Products Canada Incorporated., in a form satisfactory to the City Solicitor.

**EXECUTIVE SUMMARY**

Macassa and Wentworth Lodges have satisfactorily been using Complete Purchasing Services Inc., a group purchasing service, to procure food and supplies for their food services departments over the past eighteen years. In addition to food and related services, more recently, the Healthy and Safe Communities Department's Lodges Building Services, Recreation Division and Children's Services and Neighbourhood Development Division - Red Hill Family Centre, also began to procure items through

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**SUBJECT: Group Purchasing of Electric Beds (HSC19028) (Wards 7 and 13) -  
Page 2 of 4**

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Complete Purchasing Services Inc. This has been a cost effective and efficient arrangement for the City of Hamilton. Complete Purchasing Services Inc. has a Canada-wide purchasing power of over \$850 million dollars which benefits the Lodges in obtaining competitive pricing. Value-added services that are provided at no cost include a risk management program, electronic ordering and inventory systems, and a variety of educational resources for staff training.

Complete Purchasing Services Inc. is the endorsed purchasing group of AdvantAge Ontario, formerly Ontario Association of Non-Profit Homes and Services for Seniors and is used by 63% (136 sites) of its municipal members.

Staff recommends leveraging the Canada wide purchasing power of Complete Purchasing Services Inc. as the single source purchasing agent for procuring the electric beds, replacements parts and accessories for Macassa and Wentworth Lodges for the next five years as this would be a cost effective and efficient strategy.

**Alternatives for Consideration – Not Applicable**

**FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

**Financial:** Funding is available through both the Lodge Reserve and the operational budget. Complete Purchasing Inc. has waived the membership fees for the Lodges.

**Staffing:** There are no staffing implications associated with Report HSC19028.

**Legal:** All contracts and ancillary documents required to give effect thereto with Complete Purchasing Services will be in a form satisfactory to the City Solicitor

**HISTORICAL BACKGROUND**

In 2018, a considerable amount of work was invested to determine the electric bed frame and accessories that the Lodges would choose to invest in for the safety and quality of life for our residents. The items inclusive of high low electric beds, mattresses and accessories were researched. Staff had recommended the standardization of Span Medical electric beds to maintain consistency in bed inventory, to ensure user familiarity of all staff that work at both Lodges, and to reduce risk to both residents and staff.

Electric bed systems, inclusive of accessory items such as bed rails and mattresses, should be Span Medical Canada Incorporated manufactured. It was noted that this company had a proven track record of dedicated efforts to resolve MOHLTC driven concerns (e.g. wound care, falls management, bed entrapment, bed rails, etc.), and was a recognized leader in healthcare and safety.

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**SUBJECT: Group Purchasing of Electric Beds (HSC19028) (Wards 7 and 13) -  
Page 3 of 4**

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In June 2018, Council approved the Standardization of Resident Electric Beds (Lodges) Report HSC18027. During the process of finalizing the RFP and going out to competitive process, it was discovered that only one company is now selling the electric bed that was approved in that Report, therefore, the Lodges are no longer able to proceed with a competitive process.

### **POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

The recommendations in Report HSC19028 comply with the City of Hamilton's Procurement Policy, Policy #14 Standardization and the recommended beds comply with relevant Ministry of Health and Long-Term Care standards.

### **RELEVANT CONSULTATION**

Staff consulted with the Procurement Section in the Corporate Services Department for which they have supported the recommendation.

### **ANALYSIS AND RATIONALE FOR RECOMMENDATION(S)**

Staff recommends leveraging the Canada wide purchasing power of Complete Purchasing Services Inc. (CPS) as the single source purchasing agent for procuring the electric beds, replacements parts and accessories for Macassa and Wentworth Lodges for the next five years as this would be a cost effective and efficient strategy.

The Lodges have an obligation under both health and safety legislation and the *Long-Term Care Homes Act 2007 (2010)* to ensure the safety of residents and staff. Where risk can be clearly identified, all reasonable mitigation must be applied in order to reduce liability should an injury occur as the result of an error.

The Homes are required to provide equipment to meet legislated standards. Beds and mattresses need to be compatible to reduce the risk of entrapment. Consistency of a fleet of equipment helps the Homes to maintain the equipment, establish training programs and meet compliance.

### **ALTERNATIVES FOR CONSIDERATION**

None

**SUBJECT: Group Purchasing of Electric Beds (HSC19028) (Wards 7 and 13) -  
Page 4 of 4**

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

**Healthy and Safe Communities**

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

**Our People and Performance**

Hamiltonians have a high level of trust and confidence in their City government.

**APPENDICES AND SCHEDULES ATTACHED**

None


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Hamilton

## INFORMATION REPORT

<b>TO:</b>	Chair and Members Emergency and Community Services Committee
<b>COMMITTEE DATE:</b>	June 20, 2019
<b>SUBJECT/REPORT NO:</b>	Encampment Response (HSC19029) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Rob Mastroianni (905) 546-2424 Ext. 8035
<b>SUBMITTED BY:</b>	Edward John Director, Housing Services Division Healthy & Safe Communities Department
<b>SIGNATURE:</b>	

### COUNCIL DIRECTION

Not Applicable

### INFORMATION

Encampments of street involved or homeless individuals have been increasingly visible in the community over the past several months. Encampments are a complex issue, with multiple factors contributing to individuals staying outdoors. On an ongoing basis, City and homelessness serving agency staff work to engage with individuals experiencing outdoor homelessness in order to refer and make connections to support and appropriate resources.

In order to respond through an integrated and collaborative approach, representatives from various City departments have been meeting on a regular basis since June 2018. This group is co-chaired by Housing Services Division and Public Health Services and includes representatives from Municipal Law Enforcement, Hamilton Paramedic Service, Hamilton Police Service (including Social Navigation Program), Waste Collections, and Parks & Cemeteries. The group also ensures collaboration and connection to community agencies which provide direct housing, emergency response, social, and mental health supports to those experiencing outdoor homelessness.

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**SUBJECT: Encampment Response (HSC19029) (City Wide) - Page 2 of 2**

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The goal of this ongoing group is to ensure active encampment sites are known in a timely manner, allowing for person-centred engagement opportunities and individualized housing plans. This also provides an opportunity to identify gaps in response efforts and assess risk level of the encampment to determine steps that may need to be taken based on City of Hamilton By-Laws.

If Councillors or the internal City departments noted above become aware of someone they believe is homeless and requires assistance, they can send an e-mail to [MHSOP@hamilton.ca](mailto:MHSOP@hamilton.ca). The general public can also be directed to call Intensive Case Management Access Coordination (IntAc) at 905-528-0683. All reports will be followed up on, however due to the complexity and needs of individuals, it often takes time and multiple engagement efforts to determine appropriate options.

**APPENDICES AND SCHEDULES ATTACHED**


None





Hamilton

## INFORMATION REPORT

<b>TO:</b>	Chair and Members Emergency and Community Services Committee
<b>COMMITTEE DATE:</b>	June 6, 2019
<b>SUBJECT/REPORT NO:</b>	Hamilton Urban Indigenous Strategy (HSC19030) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Nicole Jones (905) 546-2424 Ext. 7552 Jessica Chase (905) 546-2424 Ext. 1234
<b>SUBMITTED BY:</b>	Grace Mater Director, Children's Services and Neighbourhood Development Division Healthy and Safe Communities Department
<b>SIGNATURE:</b>	

### COUNCIL DIRECTION

On March 30, 2015, Council approved the following:

That the City of Hamilton initiate an Indigenous Justice Strategy, consisting of:

- (i) A commitment by the Mayor, the City Manager, available senior staff, and any available Councillors to meet on an occasional basis with Hamilton area Indigenous leaders, at least twice per year, to discuss topics of concern to Indigenous people, with appropriate follow-up by City staff based on what is heard;
- (ii) Arrangements for training that creates awareness of the unique issues and circumstance faced by Indigenous persons be provided to City public servants who occasionally interact with Indigenous citizens;
- (iii) An official, symbolic commemoration by Council of the coming of the Witness Blanket to Hamilton;
- (iv) A letter sent by the Mayor of Hamilton to the Office of the Prime Minister, expressing Hamilton Council's desire that the Prime Minister take significant

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**SUBJECT: Hamilton Urban Indigenous Strategy (HSC19030) (City Wide) - Page 2 of 6**

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action on the issue of missing and murdered Indigenous girls and women, so as to create greater justice and protection for Indigenous girls and women in Hamilton and across Canada; and,

- (v) That up to \$5,000 be provided to bring the Witness Blanket to Hamilton Central Library to be funded from the Tax Stabilization Reserve.

**INFORMATION**

In December 2016, the City of Hamilton began work on developing the Urban Indigenous Strategy to identify actions and strengthen the City's relationship with the Indigenous community. The strategy is also intended to demonstrate respect for Indigenous knowledge and cultures and promote a better understanding among all residents about Indigenous histories, cultures, experiences and contributions.

The key objectives of the Hamilton Urban Indigenous Strategy (attached as Appendix "A" to Report HSC19030) include:

- Identify actions within municipal jurisdiction and capacity arising from the 2015 Truth and Reconciliation Commission (TRC) of Canada's Final Report.
- Celebrate and honour Indigenous people, cultures and traditions.
- Promote a greater understanding among all Hamiltonians through public education on the histories and contributions of Indigenous peoples.
- Create opportunities for education and internal collaboration among city staff to strengthen the relationship with the Indigenous community and service providers.

The strategy was developed in three phases:

1. **"Plant the strategy"**: focused on establishing the governance structure, guiding principles, and raising awareness of this new work with both the Indigenous community and all Hamilton residents
2. **"Cultivate the strategy"**: focused on engaging Indigenous and non-Indigenous residents in a variety of ways about the needs and priorities for the strategy
3. **"Harvest the strategy"**: involved finalizing and sharing the findings and recommendations

The development of the strategy was guided by two collaborative Circles.

1. The **Coordinating Circle** was created to lead the strategy with membership comprised of Indigenous community partners and City staff. It has acted as a planning table and has carried out its work based on principles that honour the Seven Grandfather Teachers of the Anishinaabek and Haudenosaunee teachings of Ga nigohi:yo.

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**SUBJECT: Hamilton Urban Indigenous Strategy (HSC19030) (City Wide) - Page 3 of 6**

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2. An internal **Staff Circle on Indigenous Relations** was also established and is comprised of management from all City departments. Its purpose is to champion relationship building, share information and best practices, and identify opportunities for improved engagement with Indigenous peoples.

**Community Engagement**

Over 500 Indigenous and non-Indigenous residents were consulted and engaged in the development of the strategy through a variety of mechanisms including:

- Community outreach through participation and partnership on a variety of community events
- The Urban Indigenous Strategy Survey
- Community conversation events
- Youth workshops and participation in youth conferences
- Information fairs
- Research conducted in partnership with McMaster University

The community consultations not only informed the strategic themes and actions, but also provided a snapshot of the negative experiences and frequency of discrimination that many Indigenous community members have had when accessing City services or in the broader community. Community engagement has shown that community members are seeking concrete actions that the City can take to contribute to eliminating discrimination and increasing respect for Indigenous peoples.

**Strategic Themes and Actions**

The Urban Indigenous Strategy uses the strategic themes of Land, People and Spirit to understand how the identified actions connect to an Indigenous understanding of the relationships people have to land, to each other, and to spirituality.

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**SUBJECT: Hamilton Urban Indigenous Strategy (HSC19030) (City Wide) - Page 4 of 6**

Strategic Theme	Key Directions
Land	<ul style="list-style-type: none"> <li>• The City should adopt the United Nations Declaration on the Rights of Indigenous Peoples ('UNDRIP') as the framework to move forward with reconciliation</li> <li>• Indigenous peoples must be involved in decision-making in municipal activities that affect them.</li> <li>• Consultation with urban Indigenous peoples and with local First Nations communities must be meaningful.</li> <li>• Urban Indigenous peoples need a space outdoors for gathering, practicing sacred ceremonies and sharing teachings.</li> <li>• Care for the environment, including the land and water, are important. Respecting Indigenous ecological knowledge will benefit environmental restoration and preservation in Hamilton.</li> <li>• Acknowledgement of traditional Indigenous territory in Hamilton should be practised across the city. The city needs to demonstrate this acknowledgement beyond words.</li> </ul>
Spirit	<ul style="list-style-type: none"> <li>• The City of Hamilton can do more to visually represent the historic and continuing presence of Indigenous peoples.</li> <li>• Indigenous art in public spaces is needed to honour historic and contemporary contributions.</li> <li>• Increase support for Indigenous artists and art programming.</li> <li>• Indigenous cultures and traditions need to be respected and seen as more than a performance.</li> <li>• Indigenous stories and languages need to be seen as part of Hamilton's heritage.</li> <li>• More can be done to celebrate National Indigenous History Month in Hamilton.</li> </ul>
People	<ul style="list-style-type: none"> <li>• Use public education to increase understanding and break down stereotypes and racism.</li> <li>• The City of Hamilton should become a leader for other corporations and institutions in increasing employment opportunities for Indigenous people.</li> <li>• City employees should be mandated to have a cultural understanding.</li> <li>• Be creative about how to deliver mainstream services to Indigenous peoples in culturally appropriate ways.</li> </ul>

Each strategic theme also includes specific actions. In total, there are 40 strategic actions grouped into the three themes. Examples of these actions include:

**SUBJECT: Hamilton Urban Indigenous Strategy (HSC19030) (City Wide) - Page 5  
of 6**

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- Work with the Indigenous community to establish and maintain a piece of land that the community can use for ceremonial, spiritual and other activities.
- Establish an Indigenous Cultural Centre that offers interpretive programming, provides a gathering space for Indigenous peoples to practice their ceremonies and hold cultural events.
- Raise local Indigenous flags permanently at City Hall.
- Expand the promotion and celebration of Indigenous History Month at City Hall and across Hamilton.
- Bring together partners to offer public education to all residents about the history of Indigenous peoples and current topics that will contribute to reconciliation. This public education program should include highlighting local Indigenous resources and museums and promote awareness of national holidays such as National Indigenous Peoples Day and the National Day for Truth and Reconciliation.
- Provide education to all city staff about Indigenous peoples, Indigenous-settler history, treaties, the United Nations Declaration on the Rights of Indigenous Peoples. This education should also cover the urban Indigenous community in Hamilton and the history of traditional territory in the Hamilton area.
- Increase the number of Indigenous employees at the City and support networking and mentorship opportunities for Indigenous staff.

### **Key Accomplishments**

Over the past three years, significant progress has been made to begin to strengthen the relationship between the City and Indigenous residents. Examples of key accomplishments include:

- Development of a revised traditional land acknowledgement statement that acknowledges the traditional Indigenous territory in Hamilton that has been cared for by many nations. The new statement attached as Appendix “B” to Report HSC19030 will replace the former statement effective July 1, 2019. It has been developed in consultation with both Six Nations Elected Council and Mississaugas of the Credit First Nation.
- Development of a Use of Indigenous Medicines Policy and Procedure, one of the first such policies for a Canadian municipality. This policy confirms the City’s commitment to supporting Indigenous peoples to use sacred medicines in ceremonies such as smudging or prayer pipe ceremonies in municipal facilities.
- Hosting a KAIROS Blanket Exercise for over 100 participants which built awareness and engaged residents in a conversation on reconciliation.
- Launch of an Indigenous Cultural Competency Training pilot for 50 city staff, which will inform the roll-out of corporate-wide training for all staff.

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**SUBJECT: Hamilton Urban Indigenous Strategy (HSC19030) (City Wide) - Page 6 of 6**

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- “Bringing the City to the Community” Information Fair which brought over 20 different City of Hamilton programs and initiatives to Indigenous community members.
- Launch of two lunch and learn documentary series viewings for City staff to build awareness and engage in conversations about reconciliation.
- Celebration of National Indigenous History Month, which included panel displays and Indigenous artefacts being on display at City Hall for the month of June (2018 and 2019).
- Raising Indigenous flags at City Hall to commemorate National Indigenous History Month, with the intent of moving towards a permanent installation of the flags.

### **Next Steps**

The Urban Indigenous Strategy charts out the path to reconciliation and will require the ongoing commitment and engagement of City staff across the corporation. Staff will work across City departments to share the recommendations and develop an implementation plan which will be shared with the community and Council by the end of 2019. The implementation plan will identify timelines, roles, specific actions, and any budgetary impacts to address the recommendations of the Urban Indigenous Strategy. The Coordinating Circle and Staff Circle on Indigenous Relations will continue to guide and inform the implementation plan as we move forward.

The City is also committed to continuing to consult with the Indigenous community through a variety of mechanisms such as community presentations and talking circles. The City will be accountable to the community by measuring our progress along the way and providing annual updates.

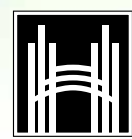
The City of Hamilton is committed to strengthening its relationship with the Indigenous community. Work has already begun on some of the recommendations in the Urban Indigenous Strategy; however, there is recognition that we are still early in a long journey towards reconciliation.

### **APPENDICES AND SCHEDULES ATTACHED**

Appendix “A” to Report HSC19030: Hamilton Urban Indigenous Strategy

Appendix “B” to Report HSC19030: Traditional Land Acknowledgement for the City of Hamilton

# Hamilton **URBAN INDIGENOUS STRATEGY**



Hamilton

June 2019





## THE BEADS AND LEATHER STRAND

The beads and leather strand represents the journey of the Urban Indigenous Strategy. The strand represents the number of individuals who participated in the development of the Urban Indigenous Strategy through consultation and various events. The beads represent the connections that were made throughout the development of the strategy. The bead strand was brought to all Urban Indigenous Strategy events where participants had the opportunity to add on a bead. The strand will continue to grow as we continue with community consultation during the implementation phase.





# Hamilton **URBAN INDIGENOUS STRATEGY** Table of Contents

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**“Encourage everyone to understand the traditional territory on which they stand.”**



# WELCOME MESSAGE

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

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

The City of Hamilton together with Indigenous and non-Indigenous residents is embarking on a journey to reconciliation that will honour the history, knowledge, rights, languages and cultures of the First Peoples of Canada. The Urban Indigenous Strategy for the City of Hamilton responds to the Truth and Reconciliation Commission of Canada: Calls to Action (2015) and the voices of our community members.

The Urban Indigenous Strategy (UIS) was developed and informed through various events including community conversations, youth art projects and the UIS survey. Our journey to reconciliation must be forged together with Indigenous and non-Indigenous allies who can collectively champion the United Nations Declaration on the Rights of Indigenous Peoples as a framework for reconciliation.

We are hopeful that Hamilton's Urban Indigenous Strategy will inspire individuals, community agencies, companies and industries in Hamilton to reflect on their operations and delivery of service and how those activities intersect with the themes of land, people and spirit as outlined in the Strategy. Our success will be achieved by working together with many partners.

**We honour the UIS Coordinating Circle members who volunteered their time and shared their knowledge over the past three years:**

- Monique Lavallee,** President,  
*Hamilton Executive Directors Aboriginal Coalition*
- Josh Dockstator,** Former Vice-President,  
*Hamilton Executive Directors Aboriginal Coalition*
- Susan Barberstock,** Former Executive Director,  
*Hamilton Regional Indian Centre*
- Lyndon George,** Indigenous Justice Coordinator,  
*Hamilton Community Legal Clinic*
- Cat Cayuga,** Community Legal Worker,  
*Hamilton Community Legal Clinic*
- Marilyn Wright,** Chair, *Hamilton Aboriginal Advisory Committee*
- Micheal Forrest,** Youth Representative
- John Ariyo,** Manager, *Community Initiatives, City of Hamilton*
- Jessica Chase,** Manager, *Community Strategies, City of Hamilton*
- Shylo Elmayan,** Former Sr. Project Manager,  
*Urban Indigenous Strategy, City of Hamilton*
- Paul Johnson,** General Manager,  
*Healthy and Safe Communities Department,  
City of Hamilton*
- Nicole Jones,** Project Manager,  
*Indigenous Initiatives, City of Hamilton*
- Joe-Anne Priel,** Former General Manager,  
*Community and Emergency Services Department,  
City of Hamilton*

Miigwetch,

Monique Lavallee,  
First Speaker, Urban Indigenous Strategy Coordinating Circle

**“Help non-Indigenous people to understand the history of Canadian government actions and how it impacts the lives of Indigenous peoples.”**





**“We need land for ceremony,  
particularly a space that is  
protected, safe from racism.”**



# GUIDING PRINCIPLES

These guiding principles are presented as a foundation on which the City of Hamilton will carry out the actions of the Urban Indigenous Strategy. They will also guide the City during future projects and programs that have a great impact on Indigenous residents in Hamilton. The City commits to these principles and views them as important steps towards building trust and respectful relationships with First Nations, Métis and Inuit people in our City and beyond.

## COMMITMENT

The City of Hamilton is committed to having a trusting relationship with Indigenous communities where we communicate and work together appropriately to address the unique needs and issues of Indigenous people.

## ACCOUNTABILITY

The City of Hamilton will provide a clear picture of what goes on “behind the scenes” and answer for the decisions and actions that are taken.

## CONSULTATION

The City of Hamilton will consult Indigenous communities with integrity and in good faith. Meaningful consultation occurs when concerns are responded to and when there is clear communication that both parties understand.

## RECIPROCITY

Both the City of Hamilton and the Indigenous community have mutual responsibilities when partnering and collaborating with each other. Reciprocity is about mutual exchanges that honours what each other brings to the partnership.

## INCLUSION

First Nations, Métis and Inuit perspectives, protocols and traditions are appreciated and included. Indigenous people carry diverse knowledge which can inform and advise a wide range of programs and services.



## RECOGNITION

We recognize that Indigenous people have occupied this territory for many generations and continue to make many diverse, social and economic contributions to the whole community. We seek actions to show this recognition.

## COMMEMORATION

Commemoration means the City will support efforts to educate and reflect on the difficult parts of our shared history in Canada including the legacy of Indian residential schools and child welfare policies, and treatment in the criminal justice system. We should not forget and must learn to move forward together.

## ALLYSHIP

Being an ally is acknowledging the ongoing and historical oppression that Indigenous peoples encounter daily and take action on supporting Indigenous peoples rights and history. Acknowledging that Indigenous people face many unique barriers in health, poverty, justice, employment and intergenerational trauma, and acknowledging that Indigenous people have close relationships to the land and their traditional knowledge.

**“Help promote the language and this will strengthen the self-esteem of youth.”**



## LOGO

A logo was designed to reflect the lessons learned in the process of developing the Urban Indigenous Strategy. The logo includes a green braid that symbolizes a braid of sweetgrass. Sweetgrass is a sacred medicine among many Indigenous nations, including the Anishinaabek.

Sweetgrass carries many teachings but there is one that represents this work. One blade of grass can be easily broken; but when many are braided together, it is much harder to break. We cannot do this work alone and our partners and residents must be part of the braid.



**“Our city could learn a lot from Aboriginal teachings, from respect for Elders to honouring women and Mother Earth.”**



# BACKGROUND

In the spring of 2015, Hamilton City Council committed to develop an Urban Indigenous Strategy that would identify actions and strengthen the City's relationship with the Indigenous community. City staff began by reaching out to community partners to co-develop this strategy. Staff worked with Indigenous community partners and agreed to learn and follow principles that honour traditional knowledge, teachings and reciprocity. The key objectives of the Hamilton Urban Indigenous Strategy are to:

- Identify actions within municipal jurisdiction and capacity arising from the 2015 Truth and Reconciliation Commission (TRC) of Canada's Final Report.
- Celebrate and honour Indigenous people, cultures and traditions.
- Promote a greater understanding among all Hamiltonians through public education on the histories and contributions of Indigenous peoples.
- Create opportunities for education and internal collaboration among City staff to strengthen the relationship with the Indigenous community and service providers.

The strategy is the result of two years of working together on a process that went through three phases. **Phase One:** "plant the strategy" (December 2016–December 2017) was focused on establishing the governance structure, guiding principles, and raising awareness of this new work among the Indigenous community and all Hamilton residents. **Phase Two,** "cultivate the strategy" (January 2018–August 2018) focused on engaging Indigenous and non-Indigenous residents in a variety of ways about the needs and priorities for the strategy. **Phase Three:** "harvest the strategy" (September 2018–December 2018) involved finalizing and sharing the findings and recommendations from the first two phases.

## RESEARCH ON BEST PRACTICES

During Phase One of the strategy development, research was completed to see how reconciliation is happening locally and across Canada. How Canadian municipalities are responding to the Truth and Reconciliation Commission (TRC) Report and how they are developing their own urban Indigenous strategies was first researched. This research found that municipalities across Canada are engaged in a number of activities, such as: cultural awareness training for staff; youth employment initiatives; creating information guides for Indigenous residents; renaming of facilities and infrastructure in Indigenous languages; and, establishing awards for local efforts in reconciliation.

Additional research conducted by McMaster students looked at how Indigenous services providers in Hamilton are addressing the TRC Calls to Action. In this report, two main opportunities were identified. First, the Calls to Action can help direct the future growth of the Indigenous agencies of Hamilton. The Calls to Action provide a framework for supporting capacity-building within the Indigenous community as well as guiding the development of strategic partnerships and collaborative programming. The second opportunity identified that Hamilton's non-Indigenous agencies should take action to address discrimination and racism by providing their staff with cultural awareness and safety training. Training and education are seen as key to developing changes at the service level, and to assist agencies with better recruitment, service, and support for Indigenous clients and employees.

The research findings were backed up by the community engagement completed during Phase Two. The voices of residents reinforced the importance of collaboration, education, and helping Indigenous individuals and families to become healthy and feel respected.

## **CIRCLES TO DEVELOP THE STRATEGY**

The development of the Urban Indigenous Strategy was a collaboration involving City staff, elected officials and members of the Indigenous community. To keep the process informed and on track, two working groups were established.

A Coordinating Circle was created to lead the strategy with membership comprised of Indigenous community partners and City staff. The Coordinating Circle has acted as a planning table and carried out its work based on principles that honour traditional Indigenous knowledge and teachings including the Seven Grandfather Teachings of the Anishinaabek and Haudenosaunee teachings of *ga nigohi:yo*. One of its key tasks was to review the 94 Calls to Action from the 2015 Truth and Reconciliation Commission Report and identify those that will be addressed within the strategy.

An internal Staff Circle on Indigenous Relations was also established and is comprised of management from all City departments. Its mandate has been to champion relationship building, share information and best practices, and identify opportunities for improved engagement with Indigenous peoples.

## **TRUTH AND RECONCILIATION COMMISSION CALLS TO ACTION**

One objective of the Urban Indigenous Strategy is to identify municipal actions arising from the 2015 Truth and Reconciliation Commission (TRC) of Canada's Final Report. The Coordinating Circle spent time reviewing the Calls to Action to identify which of the 94 should be included. In all, 17 Calls to Action were identified and then explored through Phase Two of the strategy development. Although some of the 17 Calls to Action may be directed at another level of government, or another institution, the Coordinating Circle members agreed that there would be actions the City of Hamilton could take to align with the spirit of the Calls to Action.

The identified Calls to Action are: 12, 17, 22, 23, 43, 44, 47, 57, 75, 77, 78, 79, 80, 87, 88, 92, and 93. A full description of those Calls to Action grouped by themes is found in Appendix A.



# “Truly listen when working and consulting the Indigenous community.”



# COMMUNITY ENGAGEMENT

To develop the Urban Indigenous Strategy, the journey has been as important as the destination. It was critical to make sure that the community, including both Indigenous and non-Indigenous residents, feel that they have been part of the journey. Likewise, we hoped to help City staff to see how their work is connected to our objectives and know that they will be involved moving forward. The following summarizes the many ways that community members and City staff have come together.

## COMMUNITY PARTNERS AND COLLABORATION

Partnerships and collaboration were successful ways to raise awareness and establish a presence in the community. Collaboration was achieved in the following areas.

- **Community Outreach:**

Outreach and relationship building activities were conducted through participation and partnership on community events. Examples include a Haudenosaunee Legal Principles workshop, a photo exhibit, the 12th Annual Celebration of Growth, the Soaring Spirits Festival, and an Ally=Action event. Hundreds of Indigenous partners, residents and staff attended these events.

- **Staff Engagement:**

The Staff Circle on Indigenous Relations has sought out learning opportunities to increase knowledge about the Indigenous community in Hamilton and increase an understanding of what City staff need to learn before moving ahead with reconciliation. These opportunities included listening to residential school survivors at the Woodland Cultural Centre and getting together with the Professional Aboriginal Advocacy and Networking Group to listen to traditional teachings. The Corporate Leadership Team welcomed Amos Key Jr., Mohawk Nation,

Turtle Clan, to speak about the legacy of Indian residential schools. Additional learning opportunities for staff included a Summer Doc Series and tours of the Chedoke Collection of Inuit Art at the Art Gallery of Hamilton.

- **Policy Development:**

A separate staff working group also worked collaboratively to develop a Use of Indigenous Medicines Policy and Procedure. This policy is one the first such policies for a Canadian municipality.

## EVENTS

- **Indigenous Community Conversation:**

The Coordinating Circle held a community conversation on reconciliation with Indigenous community members on December 13, 2017 at the Hamilton Regional Indian Centre. 41 participants came and shared their experiences and views on what reconciliation means to them and what should happen in Hamilton. Educating City staff and the general public about Indigenous history and intergenerational trauma was a major recommendation.

- **Community Conversation featuring the KAIROS Blanket Exercise:**

The Coordinating Circle hosted a KAIROS Blanket Exercise on March 19, 2018 which invited residents and staff to build their awareness and become engaged in a conversation on reconciliation. Over 100 people participated in the exercise, and comments shared about their experience revealed the public good that comes from education.



- **“Bringing the City to the Community” Information Fair:**

Indigenous community members stated that the City of Hamilton needs to do better to get out in the community. Holding an Information Fair for the community provided the opportunity to learn through action. This one day event brought over 20 different City of Hamilton programs and initiatives to Indigenous community members. The key learnings from the event were the benefits of staff-community interaction in a relaxed environment; having multiple services and programs involved; and the importance of proactive engagement with the community.

## **YOUTH**

In order to fully address reconciliation now and into the future, it is important to listen to the voices of youth. The Urban Indigenous Strategy has engaged youth in all gatherings and events to share their feedback. During Phase Two, a workshop titled “Youth Shaping Spirit in Hamilton” brought young Indigenous people together to provide their thoughts on activities that support the strategic theme of Spirit (described on page 24).

In February 2018, the youth representatives of the Coordinating Circle, Nicole Jones and Micheal Forrest, attended the Canadian Roots Youth Reconciliation Conference in Sudbury, Ontario. The conference hosted over 250 youth participants, who aim to facilitate sharing between Indigenous and non-Indigenous youth, encourage youth to engage in interactive dialogues on the significance of solidarity and reconciliation, and challenge negative stereotypes that divide communities. Micheal and Nicole facilitated a workshop about looking at the Truth and Reconciliation’s Commissions Call to Actions in relation to the teachings of the Anishinabek Medicine Wheel.

## **URBAN INDIGENOUS STRATEGY SURVEY**

The Urban Indigenous Strategy Survey was conducted to gather community input to identify action items that the Strategy should

focus on over the next 2 to 5 years to strengthen its relationship with Indigenous community members. The survey was available online between May 1, 2018 and June 30, 2018. Paper copies of the survey were also distributed at various events in the Indigenous community including, for example, the Celebration of Growth on May 17, 2018, and the Soaring Spirits Festival on June 22-24, 2018. In total, 513 fully or partially completed surveys were collected.

The survey provided rich information that has greatly shaped the actions identified in the Urban Indigenous Strategy. The survey findings, along with the input gathered at community events have been organized in three strategic themes; Land, People and Spirit. When asked to rank a number of activities that match the themes of Land, People and Spirit, survey participants were clear to indicate that all activities were equally important and must be moved on by the City. In addition, meaningful consultation and involvement of Indigenous people in decision-making was shown to be a key priority. Other common recommendations revealed that the City should play a role in public education, involve more Elders in services like health care and restore Indigenous place names on street signs, parks, and maps.

An important snapshot of the negative experiences that many Indigenous community members have had was gathered. Indigenous participants were asked to report the frequency of discrimination they experienced in the last two years and if the frequency has changed at all in that time. The majority of Indigenous participants in this survey reported experiences of discrimination based on their Indigenous identity. These experiences more often occurred in the broader community, as opposed to when accessing City services. Nevertheless, the amount of discrimination experienced is enough of a call to action for the City of Hamilton. The findings of the Urban Indigenous Strategy have shown that the City of Hamilton has a major role to play in truth and reconciliation at the local level. Community members are looking for concrete actions that contribute to eliminating discrimination and increasing respect.

# STRATEGIC THEMES & ACTIONS

As a way of understanding how the Truth and Reconciliation Commission Calls to Action and community input fit together, the Urban Indigenous Strategy will use the strategic themes of Land, People and Spirit. These themes were chosen as a way to take a municipal action plan and connect it to an Indigenous understanding of the relationships humans have to land, to each other, and spirituality.

Having completed this process, the Coordinating Circle is confident that the identified strategic actions are needed to build and maintain respectful relationships with Indigenous people. There are some examples where the City of Hamilton has already begun to take action and these examples will provide lessons and leadership to the actions that will soon begin.

## LAND

The Land theme is about acknowledging and respecting the spiritual, mental, physical and emotional connections that Indigenous people have to land. This connection extends into Indigenous knowledge, governance, language, and relationships with non-Indigenous organizations. It recognizes that the first relationships between Indigenous and non-Indigenous peoples in Canada were focused on the sharing, use, and stewardship of land.

### Key Directions:

- The City of Hamilton should adopt the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) as the framework to move forward with reconciliation.
- Indigenous people must be involved in decision-making in municipal activities that affect them.
- Consultation with urban Indigenous people and with local First Nations communities must be meaningful.

- Urban Indigenous people need a space outdoors for gathering, practicing sacred ceremonies and sharing teachings.
- Care for the environment, including the land and water, are important. Respecting Indigenous ecological knowledge will benefit environmental restoration and preservation in Hamilton.
- Acknowledgment of traditional Indigenous territory in Hamilton should be practised across the city. The City needs to demonstrate this acknowledgement beyond words.



**“We need to understand what stories and messages are important to the Indigenous community and their ancestors.”**

## LAND THEME ACTIONS

	ACTION	TIME FRAME
<b>1</b>	Develop guidance and policy tools for senior leaders and staff about the United Nations Declaration on the Rights of Indigenous Peoples.	Short Term (1-2 years)
<b>2</b>	Raise awareness and strengthen the role of the Hamilton Aboriginal Advisory Committee.	Short Term (1-2 years)
<b>3</b>	Improve meaningful consultation with urban Indigenous residents and First Nations communities on municipal projects, plans and approvals.	Medium Term (3-5 years)
<b>4</b>	Include and listen to Indigenous Elders on key initiatives and partnerships between the City of Hamilton and the Indigenous community.	Short Term (1-2 years)
<b>5</b>	Show respect for traditional ecological knowledge (TEK) by including Indigenous voices in environmental leadership and incorporating TEK in municipal practises.	Short Term (1-2 years)
<b>6</b>	Work with the Indigenous community to establish and maintain a piece of land that the community can use for ceremonial, spiritual and other activities.	Short Term (1-2 years)
<b>7</b>	Work with Indigenous communities to provide education to staff and residents about acknowledging traditional territories in Hamilton.	Short Term (1-2 years)
<b>8</b>	Understand how concepts such as the Doctrine of Discovery affect municipal decision making and develop tools to reform those processes.	Short Term (1-2 years)
<b>9</b>	Create more opportunities to access traditional foods.	Medium Term (3-5 years)
<b>10</b>	Increase outreach to Indigenous residents to access conservation areas.	Short Term (1-2 years)

## SPIRIT

The Spirit theme embodies how Indigenous contributions and experiences, including the Indian residential school system, are honoured and commemorated. This may involve exploring archives to shed light on untold histories and how Indigenous people and histories are visibly represented in the City.

### Key Directions:

- The City of Hamilton can do more to visually represent the historic and continuing presence of Indigenous peoples.
- Indigenous art in public spaces is needed to honour historic and contemporary contributions.
- Increase support for Indigenous artists and art programming.
- Indigenous cultures and traditions need to be respected and seen as more than a performance.
- Indigenous stories and languages need to be seen as part of Hamilton’s heritage.
- More can be done to celebrate National Indigenous History Month in Hamilton.

## SPIRIT THEME ACTIONS

	ACTION	TIME FRAME
11	Incorporate more Indigenous stories and voices into the City of Hamilton’s culture and heritage plans.	Medium Term (3-5 years)
12	Use markers and signs to restore Indigenous names and identify significant Indigenous landmarks in Hamilton. This could include street names, trails, and parks.	Short Term (1-2 years)
13	Create opportunities for public art by Indigenous artists.	Short Term (1-2 years)

	ACTION	TIME FRAME
<b>14</b>	Establish an Indigenous Cultural Centre that offers interpretive programming, provides a gathering space for Indigenous peoples to practice their ceremonies and hold cultural events.	Medium Term (3-5 years)
<b>15</b>	Update the City's grant programs to provide small grants to residents and community groups who are making a difference in reconciliation.	Short Term (1-2 years)
<b>16</b>	Raise local Indigenous flags permanently at City Hall.	Short Term (1-2 years)
<b>17</b>	Bring together Indigenous artists with youth to create a mural or other forms of street art.	Short Term (1-2 years)
<b>18</b>	Ensure that Indigenous stories and local Indigenous history are included in official archives across Hamilton.	Medium Term (3-5 years)
<b>19</b>	Continue to improve how the City works with First Nations when conducting archaeology. This will include identifying how to educate the public on the rich archaeological history in Hamilton.	Short Term (1-2 years)
<b>20</b>	Expand the promotion and celebration of Indigenous History Month at City Hall and across Hamilton.	Short Term (1-2 years)
<b>21</b>	Identify or create ways to support Indigenous artists.	Short Term (1-2 years)
<b>22</b>	Commission public art in a prominent location that honours mutual respect and the spirit of reconciliation.	Medium Term (3-5 years)



## PEOPLE

The People theme embodies how Indigenous and non-Indigenous peoples build mutually respectful relationships in every day settings. This can include how services are provided and are accessible to Indigenous people, housing, employment, and support for Indigenous people in the workplace.

### Key Directions:

- Use public education to increase understanding and break down stereotypes and racism.
- The City of Hamilton should become a leader for other corporations and institutions in increasing employment opportunities for Indigenous people.
- City employees should be mandated to have a cultural understanding.
- Be creative about how to deliver mainstream services to Indigenous peoples in culturally appropriate ways.

## PEOPLE THEMED ACTIONS

	ACTION	TIME FRAME
23	Bring together partners to offer public education to all residents about the history of Indigenous people and current topics that will contribute to reconciliation. This public education program should include highlighting local Indigenous resources and museums and promote awareness of national holidays such as National Indigenous Peoples Day and the National Day for Truth and Reconciliation.	Short Term (1-2 years)
24	Enable City staff to deliver City services in a culturally-appropriate way.	Short Term (1-2 years)
25	Launch a program for Indigenous youth to gain employment and training experience at the City.	Short Term (1-2 years)



	ACTION	TIME FRAME
26	Identify and eliminate municipal barriers that prevent Indigenous people from carrying out ceremonial practises in public spaces.	Short Term (1-2 years)
27	Support the expansion of Indigenous early childhood education.	Short Term (1-2 years)
28	Increase access to recreation for Indigenous children, youth and families.	Medium Term (3-5 years)
29	Provide education to all City staff about Indigenous people, Indigenous-settler history, treaties, the United Nations Declaration on the Rights of Indigenous Peoples. This education should also cover the urban Indigenous community in Hamilton and the history of traditional territory in the Hamilton area.	Short Term (1-2 years)
30	Ensure Public Health programs respect Indigenous medicines and healing practices.	Short Term (1-2 years)
31	Increase the number Indigenous health-care professionals in Hamilton.	Long Term (6+ years)
32	Support Indigenous people to have more access to Elders and spiritual teachings.	Medium Term (3-5 years)
33	Create opportunities for young Indigenous athletes to develop their skills.	Medium Term (3-5 years)
34	Increase opportunities for Indigenous and non-Indigenous residents to play Indigenous sports and recreation activities.	Long Term (6+ years)
35	Work with local Indigenous communities to host major sports events for Indigenous athletes.	Long Term (6+ years)

	ACTION	TIME FRAME
36	Increase the number of Indigenous employees at the City and support networking and mentorship opportunities for Indigenous staff.	Short Term (1-2 years)
37	Use the City's Age-Friendly Plan to support Indigenous seniors with accessing health and community services.	Medium Term (3-5 years)
38	Identify how to increase accessible and affordable housing for Indigenous people through the Housing and Homelessness Action Plan.	Short Term (1-2 years)
39	Require social housing providers and boards to be educated on Indigenous peoples and history, colonialism, treaties, the United Nations Declaration on the Rights of Indigenous Peoples. This education should also include information on the Indigenous community in Hamilton.	Short Term (1-2 years)
40	Provide opportunities for Indigenous people to understand their rights as tenants.	Short Term (1-2 years)



# IMPLEMENTATION

The path to reconciliation is long and comes with understanding that some of our successes will not be seen by us but by future generations. Nevertheless, to keep the momentum going and the commitment strong, it is necessary to measure our progress along the way. The City of Hamilton will be accountable to the community by providing annual updates on our collective progress. Conducting follow up surveys will also help us to measure progress.

The City is also committed to continuing to consult with the Indigenous community as we move into the implementation phase. Community presentations and talking circles will continue to allow everyone to have a voice and be part of the journey towards reconciliation.

It is also important to note that the success of the Urban Indigenous Strategy depends on the commitment and engagement of staff across the corporation, as the recommendations involve action by all City departments. As such, staff have begun the process of reaching out to various City departments to share the recommendations and begin the development of an implementation plan. The implementation plan, which will be shared back with the community and Council by the end of 2019, will identify timelines, roles, and specific actions to address the recommendations of the Urban Indigenous Strategy.

The City of Hamilton is committed to the strengthening its relationship with the Indigenous community. Work has already begun on some of the recommendations in the Urban Indigenous Strategy, however there is a recognition that we are still early in a long journey towards reconciliation.

**“Provide training to City employees, police, and child welfare that is led by Indigenous trainers and addresses topics such as implicit bias, systemic racism and colonialism.”**



# GRATITUDE AND ACKNOWLEDGEMENT

The development of the Urban Indigenous Strategy would not have been possible without the support, encouragement and contributions made by the following individuals and organizations:

- Hamilton Executive Directors Aboriginal Coalition
- Hamilton Aboriginal Advisory Committee
- Hamilton Public Library
- Art Gallery of Hamilton
- McMaster University, Equity and Inclusion Office
- Professional Aboriginal Advocacy and Networking Group
- Hamilton Regional Indian Centre
- Native Women's Centre
- Niagara Peninsula Aboriginal Area Management Board
- Branches of Native Development
- Niwasa Kendaaswin Teg
- Hamilton Community Legal Clinic
- De dwa da dehs nye>s Aboriginal Health Centre
- Mayor and Members of Council
- Hamilton's Youth Strategy
- Our Future Hamilton
- Staff Circle on Indigenous Relations members
- Hamilton Street Railway (HSR)
- Ontario Works
- Human Resources–Talent and Diversity
- Public Health

## GRATITUDE AND ACKNOWLEDGEMENT

- McQuesten Urban Farm
- Housing Services
- Fire Prevention Office
- Age-Friendly Strategy
- Heritage, Tourism & Culture
- Red Hill Valley Joint Stewardship Board
- Recreation
- Early Years System
- Experience Annex
- Matthew Green
- Aidan Johnson
- Hamilton Water
- Senior Leadership Team
- Michelle Williams
- Viola Mueller
- Andy Zimmerman
- Jodi Koch
- Betsy Pocop
- Rick Hill
- Elaine Lee
- Cher Obediah
- Shane Pennells
- Jasmin Glaw
- Valerie King
- Young Ogichidaa Singers
- Val Kerr
- Nicky Bomberry
- Selby Harris
- Eulene Victoria Bomberry
- Bernadette Arthur
- Jackie Labonte
- Rene Thomas-Hill
- Kelly Johnathan
- Bryce Kanbara
- Wilamina McGrimmond
- Rod Nettagog and Bradlee Henry
- Vanessa Henry
- Gage Park Diner



**“Highlight profiles of Indigenous people in Hamilton making a positive influence in their communities as a way of combating stereotypes and stigmas.”**



**“Incorporate Indigenous stewardship principles and respect traditional ecological knowledge; more Indigenous leadership and management of lands.”**





# APPENDIX A: TRUTH AND RECONCILIATION COMMISSION CALLS TO ACTION

The following are the Truth and Reconciliation Commission Report's Calls to Action that are being addressed through the Hamilton Urban Indigenous Strategy.

For the purposes of developing the Hamilton Urban Indigenous Strategy, the Calls to Action have been grouped into strategic themes of Land, People and Spirit.

**The Land** - this theme includes Calls to Action that acknowledge Indigenous peoples as the original nations of this land and who have knowledge, governance structures and rights to live peacefully in this territory.

**43** We call upon federal, provincial, territorial, and municipal governments to fully adopt and implement the United Nations Declaration on the Rights of Indigenous Peoples as the framework for reconciliation.

**44** We call upon the Government of Canada to develop a national action plan, strategies, and any other concrete measures to achieve the goals of the United Nations Declaration on the Rights of Indigenous Peoples.

**47** We call upon federal, provincial, territorial, and municipal governments to repudiate concepts used to justify European sovereignty over Indigenous peoples and lands, such as the Doctrine of Discovery and terra nullius, and to reform those laws, government policies, and litigation strategies that continue to rely on such concepts.

**The Land**

**92** We call upon the corporate sector in Canada to adopt the United Nations Declaration of the Rights of Indigenous Peoples as a reconciliation framework and to apply its principles, norms, and standards to corporate policy and core operational activities involving Indigenous peoples and their lands and resources. This would include, but not be limited to, the following:

- i. Commit to meaningful consultation, building respectful relationships, and obtaining the free, prior and informed consent of Indigenous peoples before proceeding with economic development projects.

**93** We call upon the federal government, in collaboration with the national Aboriginal organizations, to revise the information kit for newcomers to Canada and its citizenship test to reflect a more inclusive history of the diverse Aboriginal Peoples of Canada, information about the Treaties and the history of residential schools.

**The People** - this theme includes Calls to Action that look after the people, whether it is in providing services to residents, employment and education of people.

**12** We call upon the federal, provincial, territorial and Aboriginal governments to develop culturally appropriate early childhood education programs for Aboriginal families.

**17** We call upon all levels of government to enable residential school survivors and their families to reclaim names changed by the residential school system by waiving administrative costs for a period of five-years for the name change process and the revision of identity documents, such as birth certificates, passports, driver’s licences, health cards, status cards, and social insurance numbers.

## The People

**22** We call upon those who can effect change within the Canadian health care system to recognize the value of Aboriginal healing practices and use them in the treatment of Aboriginal patients in collaboration with Aboriginal healers and Elders where requested by Aboriginal patients.

**23** We call upon all levels of government to:

- i. Increase the number of Aboriginal professionals working in the health care field.
- ii. Ensure the retention of Aboriginal health care providers in Aboriginal communities.
- iii. Provide cultural competency training for all health care professionals.

**57** We call upon federal, provincial, territorial, and municipal governments to provide education to public servants on the history of Aboriginal peoples, including the history and legacy of residential schools, the United Nations Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, Indigenous law, and Aboriginal-Crown relations. This will require skills based training in intercultural competency, conflict resolution, human rights, and anti-racism.

**88** We call upon all levels of government to take action to ensure long-term Aboriginal athlete development and growth, and continued support for the North American Indigenous Games, including funding to host the games and for provincial and territorial team preparation and travel.

**The Spirit** - this theme includes Calls to Actions that honour the history and the spirit of the survivors and ancestors.

- 75

We call upon the federal government to work with provincial, territorial, and municipal governments, churches, Aboriginal communities, former residential school students, and current landowners to develop and implement strategies and procedures for the ongoing identification, documentation, maintenance, commemoration, and protection of residential school cemeteries or other sites at which residential school children were buried. This is to include the provision of appropriate memorial ceremonies and commemorative markers to honour the deceased children.
- 77

We call upon provincial, territorial, municipal, and community archives to work collaboratively with the National Centre for Truth and Reconciliation to identify and collect copies of all records relevant to the history and legacy of the residential school system, and to provide these to the National Centre for Truth and Reconciliation.
- 78

We call upon the Government of Canada to commit to making a funding contribution of \$10 million over seven years to the National Centre for Truth and Reconciliation, plus an additional amount to assist communities to research and produce histories of their own residential school experience and their involvement of truth, healing and reconciliation.
- 79

We call upon the Federal Government, in collaboration with survivors, Aboriginal Organizations, and the arts community, to develop a reconciliation framework for Canadian heritage and commemoration.
- 80

We call upon the federal government, in collaboration with Aboriginal peoples, to establish, as a statutory holiday, a National Day for Truth and Reconciliation to honour survivors, their families, and communities, and ensure that public commemoration of the history and legacy of residential schools remains a vital component of the reconciliation process.
- 87

We call upon all levels of government, in collaboration with Aboriginal peoples, sports halls of fame, and other relevant organizations, to provide public education that tells the national story of Aboriginal athletes in history.

# “More recognition and celebration of Indigenous Peoples Day/Month.”













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Hamilton



Hamilton **URBAN INDIGENOUS  
STRATEGY**

**Traditional Land Acknowledgement for the City of Hamilton**

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

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



# URBAN INDIGENOUS STRATEGY

June 20, 2019

# Beginning of a Journey

In December 2016, the City of Hamilton began work on developing the Urban Indigenous Strategy to identify actions and strengthen the City's relationship with the Indigenous community.

The strategy was developed in collaboration with Indigenous community partners and guided by principles that honour traditional knowledge, teachings and reciprocity.

The work has been guided by the Coordinating Circle and the Staff Circle on Indigenous Relations.



# Phases of the Journey

Phase One:  
Plant the  
Strategy

(Dec. 2016 –  
Dec. 2017)

Phase Two:  
Cultivate the  
Strategy

(Jan. 2018 –  
Aug. 2018)

Phase Three:  
Harvest the  
Strategy

(Sep. 2018 –  
Dec. 2018)



# Community Engagement

Over 500 Indigenous and non-Indigenous residents were engaged in the development of the strategy through a variety of mechanisms. One of the most significant mechanisms was to conduct a survey.



# Urban Indigenous Strategy Survey

The Urban Indigenous Strategy survey was conducted from May to June 2018 to collect community input on what actions the City of Hamilton can take in the development of the Urban Indigenous Strategy.

At a Hamilton Urban Indigenous Strategy presentation on December 3, 2018, City staff and community partners presented the findings and key directions from the survey to the community. Feedback that was given by the community to City staff during the presentation has been incorporated in the final report of the Hamilton Urban Indigenous Strategy.





# Strategic Themes and Actions

The Urban Indigenous Strategy uses the strategic themes of Land, People and Spirit to understand how the identified actions connect to an Indigenous understanding of the relationships people have to land, to each other, and to spirituality.

In total, there are 40 strategic actions grouped into the three themes.



- The City should adopt the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) as the framework to move forward with reconciliation.
- Indigenous peoples must be involved in decision-making in municipal activities that affect them.
- Consultation with urban Indigenous peoples and with local First Nations communities must be meaningful.
- Urban Indigenous peoples need a space outdoors for gathering, practicing sacred ceremonies and sharing teachings.
- Care for the environment, including the land and water, are important. Respecting Indigenous ecological knowledge will benefit environmental restoration and preservation in Hamilton.
- Acknowledgement of traditional Indigenous territory in Hamilton should be practised across the city. The City needs to demonstrate this acknowledgement beyond words.

# Spirit Theme

- The City of Hamilton can do more to visually represent the historic and continuing presence of Indigenous peoples.
- Indigenous art in public spaces is needed to honour historic and contemporary contributions.
- Increase support for Indigenous artists and art programming.
- Indigenous cultures and traditions need to be respected and seen as more than a performance.



- Indigenous stories and languages need to be seen as part of Hamilton's heritage.
- More can be done to celebrate National Indigenous History Month in Hamilton.

# People Theme

- Use public education to increase understanding and break down stereotypes and racism.
- The City of Hamilton should become a leader for other corporations and institutions in increasing employment opportunities for Indigenous people.
- City employees should be mandated to have a cultural understanding.
- Be creative about how to deliver mainstream services to Indigenous peoples in culturally appropriate ways.



# Key Accomplishments on the Journey

- Development of a Use of Indigenous Medicines Policy and Procedure.
- Hosting a KAIROS Blanket Exercise to build awareness and engage residents in a conversation on reconciliation.
- Launch of an Indigenous Cultural Competency Training pilot.
- “Bringing the City to the Community” Information Fair.
- Launch of two lunch and learn documentary series viewings for City staff.
- Celebration of National Indigenous History Month, including display panels and artifacts.
- Raising Indigenous flags at City Hall to commemorate National Indigenous History Month.
- Development of a revised traditional land acknowledgement statement.



# Revised Traditional Land Acknowledgement

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

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



The Urban Indigenous Strategy charts out the path to reconciliation and will require the ongoing commitment and engagement of City staff across the corporation. Staff will:

- Share the recommendations and develop an implementation plan.
- Continue to consult with and report back to the Indigenous community.
- Continue to engage with both the Coordinating Circle and Staff Circle on Indigenous Relations to guide the implementation of the strategy.

The City of Hamilton is committed to strengthening its relationship with the Indigenous community. Work has already begun on some of the recommendations in the Urban Indigenous Strategy; however, there is recognition that we are still early in a long journey towards reconciliation.



Hamilton

NYA:WEH  
MIIGWETCH  
THANK YOU


[www.hamilton.ca/Indigenous](http://www.hamilton.ca/Indigenous)





Hamilton

**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>	June 20, 2019
<b>SUBJECT/REPORT NO:</b>	Affordable Housing Demonstration Project (HSC19034) (Ward 4)
<b>WARD(S) AFFECTED:</b>	Ward 4
<b>PREPARED BY:</b>	Edward John (905) 546-2424 Ext. 4860
<b>SUBMITTED BY:</b>	Paul Johnson General Manager Healthy and Safe Communities Department
<b>SIGNATURE:</b>	

**RECOMMENDATION(S)**

- (a) That Report HSC19034 respecting the proposed Roxborough demonstration project be received;
- (b) That Council, in its capacity as Service Manager under the Housing Services Act, 2011, approve the request of CityHousing Hamilton (CHH) for the following:
  - (i) The transfer of 18 (eighteen) existing Rent Gear to Income subsidies to a separate Housing Provider selected by the Housing Services Division to offer new units to households on the centralized waitlist;
  - (ii) The sale of an approximate 7-acre portion of the Lang-Hayes-Reid lands;
  - (iii) The relocation and transition plan to accommodate the residents during the redevelopment of the Lang-Hayes-Reid lands;
- (c) That staff be directed to bring forward the recommended draft program description to the Roxborough Community Improvement Plan Area (CIPA), as contained in Appendix "A" to Report HSC19034, to the Planning Committee for a statutory public meeting in accordance with Section 17 (15) (d) of the *Planning Act*;

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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: Affordable Housing Demonstration Project (HSC19034) (Ward 4) -  
Page 2 of 19**

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- (d) That the additional annual operating impact, estimated at \$400,000, related to CityHousing Hamilton's Roxborough housing units be included in the City's 2021 operating budget;
- (e) That an annual operating budget enhancement of \$2.09 M be included in the City's 2021 operating budget for the Housing Services Division to fund the cost of development charges loan/grant programs to be offered through the Roxborough Community Improvement Plan Area, estimated at \$10.47 M over 5 years;
- (f) That the General Manager of Finance and Corporate Services be directed to establish a Roxborough Community Improvement Plan Area Reserve; and,
- (g) That any unspent funds budgeted through the annual operating budget for the cost of development charges loan/grant programs to be offered through the Roxborough Community Improvement Plan Area (CIPA), be allocated to the Roxborough CIPA Reserve at the end of each year.

### **EXECUTIVE SUMMARY**

The 'Roxborough Park' development is a mixed income and mixed tenure development on lands which contained the former Roxborough Park School (currently owned by Roxborough Park Inc. (RPI)) and adjacent lands (currently owned by CityHousing Hamilton (CHH)). The demonstration project is the result of a comprehensive and co-ordinated effort to deliver community revitalization in a meaningful and equitable manner, one that seeks to ensure the re-developed community is not only desirable to live within but available to all future residents regardless of income and household size.

The development is intended to satisfy a number of planning, environmental and social policy objectives. In order to facilitate this development and future neighbourhood revitalization, staff has created a new Community Improvement Plan Area (CIPA). Staff are proposing a package of incentives, consisting of forgivable loans to cover Development Charges (DC) and Parkland Dedication waivers applicable to affordable housing and neighbourhood revitalisation, as well as, recommending financial support to assist with the operational payments required for the new CHH building.

The CIPA, through the recommended program provisions, will facilitate the re-development of the lands in a manner which secures a number of important housing outcomes; achieving a comprehensive residential environment that contains a variety of built form, tenure and affordability options. The increased intensification will also result in significant tax assessment uplift, particularly given that the lands under CHH ownership are currently tax exempt.

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**Alternatives for Consideration – Not Applicable**

**FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

**Financial:** The cost of a development charge (DC) loan/grant program is expected to cost the City \$10.47 M based on the proposed July 2019 DC rates, as published at time of writing, and the current development plans for the site.

The impact of the Cash-in-lieu for Parkland waivers would be approximately 3.9 M.

**Staffing:** Administration of the new CIP program can be accommodated by staff in the Housing Services Division.

**Legal:** Subsection 28 (7) of *The Planning Act* permits a municipality in accordance with a Community Improvement Plan, to make loans and grants which would otherwise be prohibited under Sub-section 106(2) of *The Municipal Act*, to the registered owners, assessed owners, tenants, or their respective assignees, of lands and buildings within the designated Community Improvement Project Areas.

Implications regarding the introduction of Bill 108, More Homes, More Choice Act, 2019 have not been addressed in this Report as the regulations have not been released at the time of writing. Staff will continue to monitor Bill 108 and will report back on implications to this program as needed.

**HISTORICAL BACKGROUND**

The demonstration project is located within the McQueston Neighbourhood. This neighbourhood is bounded by the Red Hill Valley to the east, Queenston to the south, Parkdale to the west and the railroad tracks between Barton and Burlington Streets to the north. It is home to over 7,000 residents.

Studies by the Social Planning Research Council have profiled the neighbourhood, with findings suggesting that the social and economic vulnerability of its population is more significant than other neighbourhoods. This vulnerability is particularly acute in young families and elderly people.

The proposed community revitalization would in part, address this vulnerability through providing additional housing options for a variety of economic needs. The development would also result in the renovation and revitalisation of existing social housing units in

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need of significant capital repair and serve as a catalyst for neighbourhood renewal in a sustainable and inclusive manner.

The subject lands include the site of the former Roxborough Park School, which has been closed since June 2015 and which was demolished in 2017. The school site was purchased by Roxborough Park Inc. (RPI), with the intent of developing a residential development.

The re-development of the subject lands for residential purposes is considered both appropriate and desirable as it is situated within an existing residential neighbourhood, adjacent Roxborough Park and serviced by higher order transportation network, including but not limited to the Red Hill Parkway and the future GO Station at Queen Elizabeth Way (QEW) and Centennial Parkway (Confederation Station) and in proximity to a stop on the proposed Light Rail Transit (LRT) route.

The inclusion of additional lands owned by CityHousing Hamilton (CHH) resulted following discussions with RPI and which has since created a proposed demonstration project that includes mixed income, mixed tenure units, and re-development of existing housing stock that is at the end of its intended lifecycle and requiring significant Capital expenditure in order to repair. This was discussed in detail at the CHH Portfolio Committee on September 16, 2016. At that meeting the following motion was made and unanimously approved:

“That staff continue discussions with Roxborough Park Inc. representatives and report back to a future committee with the result of those conversations.”

On this premise, staff has coordinated work within several divisions including Planning, Economic Development, Housing Services, CHH and the proponents to determine a comprehensive plan for delivery of an affordable housing demonstration project. One key determinant to the success of the development would be the availability of financial assistance from the City to ensure a meaningful spectrum of affordable housing is created and secured.

Report PED16236 which was presented to the General Issues Committee (GIC) in December 2016, highlighted the options available for consideration in order to facilitate the demonstration project. The Report previously recommended that further investigation be conducted to determine the most appropriate approach. This review was presented in the subsequent Report PED16236(a) in which the CIPA approach was approved, given that it was considered the most appropriate in order to achieve the desired outcome and to be in a position to potentially replicate this approach in other suitable locations. The CIPA approach, much like the current Downtown CIPA, would be used as a catalyst to spur investment and redevelopment, but unlike the Downtown CIPA, the incentives would intentionally be designed to foster mixed income and mixed tenure in order to reduce pressure on displacement of existing residents and further, to

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avoid significant income disparities with respect to the wealth distribution of future and existing residents.

Report PED16236(b) formally created the CIPA boundary with the intent to have specific program details established once the sale of the lands and cost of the building was approved by the CHH Board.

With respect to the CHH Board, discussions between the proponents and CHH have been on-going since this time and which have proceeded to the approval in principle to the land transaction and commitment to fund the newly proposed CHH Building. This approval is contingent on the approval of the recommendations contained within this Report.

In terms of chronology, a Report providing options for the disposition of the lands and the re-development of units for CHH was presented in-camera on October 24, 2017 to the CHH Portfolio Committee. The following recommendation was issued:

- (i) The Board of Directors approve in principle the sale and purchase of the Lang-Hayes-Reid site to Roxborough Park Inc. (RPI), contingent on continued negotiations with RPI towards finalizing the proposed development opportunity as described in this Report, provided it is confirmed to be in alignment with the goals and mission of the organization and accompanied with detailed legal and financial commitments including but not limited to the following:
  - (a) Companion agreements securing housing affordability is achieved throughout the balance of the site to the satisfaction of the CHH Board of Directors and the City of Hamilton;
  - (b) That an independent appraisal, sourced and selected by the City of Hamilton, and paid for by RPI, is provided for the lands to be sold to ensure fair market value is received;
  - (c) That a purchase and sale agreement be prepared, including, but not limited to construction costs and construction details regarding the 95-unit CHH building to be developed, all to the satisfaction of the CHH Board of Directors;
  - (d) That a Transition Plan and Communication Plan be submitted and approved to ensure that all residents are appropriately engaged and provided with current information, to the satisfaction of CHH Board of Directors and the City of Hamilton; and,

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- (e) That innovative design and construction measures are incorporated within the proposed 95-unit CHH building to ensure the ongoing commitment of CHH to secure economic and social sustainability.

Following approval of this recommendation, City staff and RPI worked with the community and CHH representatives to address the matters identified above. This culminated in the CHH Report submitted and approved by the CHH Board on June 10, 2019.

The applicant has also submitted and received approval of the requisite formal *Planning Act* applications to re-zone and re-designate the subject lands. These applications were approved and are in full force and effect.

## **POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

### *Housing Services Act, 2011*

The *Housing Services Act, 2011* (Act) requires housing providers to obtain Service Manager consent prior to any transfers of social housing units. On January 1, 2017, the Ministry of Municipal Affairs and Housing issued a Directive to Service Managers that the net financial proceeds generated from the sale be used to support either the delivery of another transferred housing program (i.e. subject to the Act) or in furtherance of another housing-related purpose contemplated in the Service Manager's housing and homelessness plan.

### Urban Hamilton Official Plan

The following Urban Hamilton Official Plan (UHOP) goals and policies strive to increase the supply of affordable housing in Hamilton:

#### Goals:

- B.3.2.1.3 Increase Hamilton's stock of affordable housing of all types, particularly in areas of the City with low levels of affordable housing.
- B.3.2.1.4 Increase Hamilton's stock of housing for those whose needs are inadequately met by existing housing forms or tenure, affordability or support options.

#### Policies:

- B.3.2.3 Many households in Hamilton cannot obtain housing that is affordable or appropriate to their needs. Households and individuals may be at risk of

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homelessness because of economic and/or personal circumstances where a level of support is required to live independently. Hamilton's aging and diversifying population has new and unique housing needs that cannot solely be met through current housing options. The City recognizes the importance of affordable housing and housing with supports in meeting the housing needs of those without the resources to participate in the private housing market.

B.3.2.3.2 Where appropriate, assistance shall be provided, either by the City and/or by senior governments, to encourage the development of affordable housing, with priority given to projects in areas of the City that are lacking in affordable housing. City assistance may include selling or leasing of surplus City land or financial assistance.

B.3.2.3.6 Investment in new affordable housing shall be encouraged by a coordinated effort from all levels of government through implementation of a range of strategies, including effective taxation, regulatory and administrative policies and incentives.

#### Housing and Homelessness Action Plan

In December 2013, Council approved the City's 10-year Housing and Homelessness Action Plan which is a strategic and implementation plan to address affordable housing and homelessness in Hamilton (Report CS11017(c)). The development of the Action Plan was informed by extensive community engagement and a comprehensive needs analysis and provides a framework to inform decisions about housing resource allocation in Hamilton.

The Action Plan is currently in the process of its 5-year review however, the following strategies remain fundamental considerations. These current strategies set out several considerations which are designed to address the supply, affordability and quality of Hamilton's affordable housing stock:

Strategy 1.2: Explore the potential for new incentive and funding programs and expand and promote more broadly existing City incentive programs to increase the supply of affordable housing (e.g., capital grants/loans, tax deferrals, waived development and other charges, etc.).

Strategy 1.5: Explore the feasibility/further promote opportunities that exist in the Urban Hamilton Official Plan for density bonusing and use of Community Improvement Plans to offer other incentives for affordable housing.

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- Strategy 2.1 (a): Encourage mixed housing and mixed income development in all urban neighbourhoods by increasing opportunities for rental, social and affordable housing in areas that currently offer limited opportunities.
- Strategy 2.1 (c): Encourage mixed housing and mixed income development in all urban neighbourhoods by exploring opportunities for social housing communities to redevelop to include a mix of new housing options.
- Strategy 2.3: Increase homeownership opportunities for renters, including social housing tenants.
- Strategy 2.8: Explore options that ensure social housing applicants and tenants have as much choice as possible.
- Strategy 4.6: Increase the number of rental units that meet the needs of larger families.

It is considered that the proposed Roxborough Park Demonstration project would secure these strategies.

#### **RELEVANT CONSULTATION**

- Financial Planning, Administration and Policy Division, Corporate Services Department; and,
- Economic Development, Planning and Economic Development Department.

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

The project consists of developing upwards of 600 residential units, in the form of townhouses (including street/stacked/back-to-back), with three proposed rental multiple dwellings (10 storeys in height) sited in proximity to Queenston Road.

Currently, the lands include the former Roxborough School (now demolished) on the lands owned by RPI and 91 Rent Geared to Income townhouses and 16 market apartments (one bedroom) on the lands owned by CHH.

The Roxborough development is an ideal candidate for an incentive demonstration project. It is a large (approximately 4.5 ac) contiguous piece of property that when combined with the existing CHH lands (approximately 8 ac), would enable the revitalisation of existing subsidized units at the end of their lifecycle within a larger mixed income development. The lands are currently underutilized and

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appropriately suited to take advantage of intensification. The lands are serviced by existing and future transportation infrastructure and are designated for residential development within the UHOP.

The lands are also adjacent to Roxborough Park immediately to the north, and which is also planned for redevelopment in co-ordination with this development and in part financed by contributions of the developer (RPI). Such coordination of development would not only result in public realm improvements for the wider area, but also create more enhanced amenity space that could foster increased community interaction.

Additionally, work is underway on the development of the former St. Helen's School site also located within the McQueston Neighbourhood. Council Motion of February 14, 2018 sought to purchase the site and make it available in the long-term for community use. While this is a separate process and still in the development stage, future uses may provide important community supports for the residents of the Roxborough development, creating a more sustainable and complete community. As detailed within previous Reports, the CIPA boundary extends to include these lands and as a result also assist future redevelopment of the former St. Helen's School.

As there are current residents in the existing units, transition planning has been a central consideration. Throughout the process staff have engaged the existing residents, informing them of the on-going proposal as well as seeking inputs on design and other desired outcomes which have been introduced into the development.

The proposed 103-unit CHH building will be the first building constructed on site. This phasing of development is considered to be the least impactful upon existing residents. It would allow many of the residents to stay within their existing accommodations during the construction of the proposed new CHH building, avoiding the need for subsequent moves and transitional accommodations for those residents who wish to reside in the new multiple dwelling. These transition details have been assessed and developed through resident consultation and ultimately determined through the transition plan that forms part of Recommendation (b) (ii) of this Report.

#### Core Principles for Re-development

Through initial discussions regarding this demonstration project, a number of core principles were developed by staff in order to ensure the development satisfied current policy requirements, and demonstrated a meaningful approach to sustainable, inclusive community building that prioritizes affordable housing. These core principles (and how they were secured) are as follows:

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- Maintain Current Service Level Standards

103 of the existing 107 units on site would be replaced within the proposed development. Of those 103 units, 70% (73 units approx.) would be RGI units and the remainder 30% (30 units) would be Affordable Market Rental (AMR). In order to ensure current service levels are maintained, it is proposed that 18 RGI units be transferred to a new housing provider. In this instance, the intended recipient is to be Indwell who require equivalent rental subsidies to in part make the proposed 45 units at the Royal Oak Dairy site viable. Approval for this forms part of Recommendation (b)(i) of this Report.

- Net increase in the Number of Units (both affordable and market)

The site would be intensified from 107 units and a former school site to 600+ units. The development would also result in over 300+ units falling within the affordable housing spectrum. This would include the 103 rental units owned and operated by CHH (73 deep subsidy (RGI) and 30 rental units at 125% AMR); over 200 market rental units, and over 300 ownership units with 200 units that would be approximately 10% below market.

- Achieve Income Mix

The intent has always been to deliver a re-imagined community that contains a spectrum of units that provides a range of housing options for all community members, including households with incomes below the 40<sup>th</sup> income percentile (i.e. deeper affordability). It is considered that this graduated income approach fosters greater social cohesion and reduced stigmatization particularly in contrast to alternative mixed income approaches that provide deep affordable units in conjunction with true market units.

- Tenure Mix

Hamilton is experiencing significant constraints in the availability of rental units. The approach for Roxborough was therefore to ensure both ownership and rental units, ensuring a mix of housing options; this is important both in terms of choice but in also delivering affordability in the form of new rental stock.

- Quality and Environmental Design

The goal was to create a seamless array of housing forms, both market and affordable defined by a consistently high quality of design; the CHH building will also be built to Passive House standard – delivering significant environmental improvements above and beyond the existing inventory.

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- Mix of Unit Sizes

Unlike typical market buildings, the CHH building will be able to accommodate a variety of household sizes with the following unit breakdown: 46 one-bedroom units, 9 two-bedroom units, 28 three-bedroom units and 20 four-bedroom units. This in addition to the variation in form across the balance of the lands will ensure a range of housing needs are met through a variety of unit sizes and built forms, including for larger households.

- Accessibility

The new CHH building will have over 20% of the units satisfying enhanced accessibility standards in order to satisfy funding requirements.

- Length of Affordability

The project will reset the lifecycle of the CHH units to ensure affordability is maintained over the long term.

- Capacity Building

The opportunity to include community supports with the housing will be investigated and secured on an on-going basis through co-ordination with housing services and other external agencies.

Whereas the above principles are responding to the specific needs of the subject lands, it is considered that in general, this approach to mixed income development, particularly when it involves sites that currently accommodate subsidized units, would be applicable on a broader City-wide basis.

To facilitate delivery of the above principles and the demonstration project in general, staff prepared a development strategy. The strategy has been divided into several separate but related plans and processes.

## **Roxborough Development Strategy**

### **CityHousing Hamilton Lands Acquisition**

Staff has coordinated work with CHH and RPI to finalize the conditions and outcomes necessary to facilitate the re-development of the CHH and RPI lands with the intent of creating an inclusive mixed income community.

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### Incentive Package

As detailed within this Report, the potential range of incentives available will be applied through consideration of this as a 'Demonstration Project' intended to stimulate a mixed income mixed tenure development that provides neighbourhood revitalization in a balanced and inclusive manner.

### Phasing Plan

One of the more significant opportunities with the RPI proposal is the ability to phase development in order to facilitate a logical and less disruptive transition of existing residents. A phasing plan has been developed and integrated into the requirements of the transition plan.

### Transition Plan

Staff have co-ordinated work with CHH and RPI to determine the timing and next steps of this process. Much of this has been contingent on finalizing the other matters listed above.

### Communications Plan

Tenant involvement and engagement has been comprehensive, with staff meeting with the residents on a regular basis to provide updates and seek input each month on matters including design and transition. Public engagement as part of the *Planning Act* has also be completed and statutory requirements for adoption of the CIPA program provisions will be addressed as part of Recommendation (c) of this Report.

### Park Enhancement

The demonstration project provides the opportunity to co-ordinate park enhancements. The current park immediately adjacent to the subject lands is in need of enhancement. A park masterplan and design process is currently underway and in the early planning stages and as mentioned within this Report, would provide a significant opportunity to foster community integration.

### Re-zoning/Official Plan Amendment/Draft Plan of Subdivision/Site Plan

The residential intensification of the lands is one envisioned and encouraged in the UHOP. These applications have been approved and the development is currently under Site Plan Approval.

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### **Affordable Housing Demonstration Project**

The demonstration project is intended to highlight how re-development can achieve numerous social, environmental and economic goals. In particular, it should be noted that the following would be secured through this process:

#### **Inclusiveness**

Seamless design – quality in design material and built form will be consistent across the site. Visually this will connect the development and remove any visual cues that may otherwise indicate variation across economic income of the future residents of the development.

Interconnected park and trail system – intended to physically and socially link people within and through the development.

Openness – fosters a community design that will improve natural surveillance, sense of ownership and community feel.

Accessibility – emphasis on exceeding the amount and quality of accessible units, particularly understanding how affordability issues are further compounded if combined with accessibility needs.

#### **Environmental**

The CHH building will be constructed to Passive House design, not only will this ensure significant utility savings and reduction in Greenhouse gases but also creates substantial improvements to the indoor climate of the residents improving physical and social health.

#### **Affordable Home Ownership**

The ability to partner with RPI and through the creation of a CIPA, it is proposed that over 200 of the 300 proposed grade related units could be provided at approximately 10% below market for new construction. The units would be able to achieve this through a combination of forgivable loans to cover Development Charges (DC) and Parkland waivers. The DC and Parkland combined reduction would represent approximately 10% of the market value. Unlike DC waivers currently available in the Downtown CIPA, these reductions will be taken advantage of by the end user as opposed to the developer, resulting in the purchase price being reduced below market value as opposed to the construction price.

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Within the program specifications, an agreement will be entered into with the Developer to ensure the end user (i.e. the individual purchasing the below market unit) will be of moderate income and would not own any other residential property. The program details while still in draft form, will be reviewed and finalized with legal prior to enactment in order to ensure the administration of the program achieves this overall intent.

#### Market

The intent for this project has been to demonstrate how a mixed tenure, mixed income development is not only compatible, but if integrated appropriately, could foster greater acceptance, tolerance and inclusivity. The mixture of market and affordable units was also intended to allow for some of the affordable housing costs to be shared across the market units.

#### Rental

As detailed within this Report, it has been recognized that the development of rental units has been significantly affected since the creation of the *Condominium Act*, which has witnessed significant reductions in the construction of new rental buildings. This has resulted in the existing rental options primarily being of an older stock, limited availability and often in need of significant capital repair. The absence of this type of tenure on the market has resulted in steadily rising market rental rates further compounding the affordability of housing options within the City.

The proposed development would assist with this much needed product on the market, not only providing choice within the market but also adding to the inclusiveness and completeness of this new proposed community through the provision of approximately 200 market rental units. As per the proposed program details, agreements on title of the property will be entered into in order to ensure the property remains rental and within 175% AMR for a period of not less than 10 years. Any subsequent violation would result in a return of the provided incentives on a pro-rated basis.

#### Affordable Rental

In terms of social housing, the delivery of a 103-unit building within social housing to be owned and operated by CHH would represent the preservation of a significant component of those units. A significant portion of these units intended to be large (three and four bedrooms) in order to accommodate larger households. The rental market is increasingly under pressure to reduce the number and availability of larger family sized units.



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The proposed CHH building would also introduce affordable rental units within the building. This provides not only additional economic sustainability in the operation of the building but provides social sustainability through provision of a mixture of affordability.

#### Innovative Affordable Housing Options

While not forming a requirement of the development, negotiations with the developer continue regarding the aspect of securing additional affordable rents within the market rental building, identifying up to 10 rent-to-own grade related units and the option of 'roughed in' secondary units within the end-unit town homes. It is considered that this form of innovation creates greater housing affordability and provides the opportunity to test the success of these emerging housing trends.

#### Provincial and Federal Funding

Of most significance with this project is the understanding that, unlike previous affordable housing projects, it represents a significant development that relies solely on Municipal contribution based on an innovative use of incentives and funding leveraged against increased tax assessment. This level of commitment by the municipality potentially however can still benefit from additional funding from other levels of government in order to create even greater affordability.

On this matter, the new federal First-Time Home Buyer Incentive delivered through Canada Mortgage and Housing Corporation (CMHC) could be stacked with the incentives provided through this demonstration project. Similar in terms of targeted populations, the ground related units could be carefully targeted to help younger Canadians having trouble affording home ownership. The program is capped at \$1.25 B over three years. The incentive will be limited to households with a maximum combined income of \$120,000 and total borrowing is limited to four times income.

CMHC would offer qualified first-time home buyers a 10% shared equity mortgage for a newly constructed home. The 2019 Federal Budget also proposes to increase the Home Buyers' Plan withdrawal limit from \$25,000 to \$35,000, providing first-time home buyers with greater access to their Registered Retirement Savings Plan savings to buy a home. On this basis, it is feasible for new ground related units to be sold in the Roxborough development for approx. \$360,000, a significant reduction from the average house price in Hamilton of \$478,000.

#### Servicing Improvements

The proposed development would also address larger community issues with respect to servicing and in particular addressing the combined sewer matter that has in part resulted in the repeated issue of flooded basements throughout the community.

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Through approval of the Planning Act applications (OPA, rezoning and subdivision) comprehensive servicing and creek controls would serve to functionally lower the issue of flooding throughout the neighbourhood.

### **Community Improvement Plan**

Report PED16236(a) approved the Roxborough CIPA boundary which consists of the proposed development site as well as other lands that are either institutionally designated or owned by CHH, recognizing that beyond just the provision of affordable housing (attached as Appendix "B" to Report HSC19034), areas such as these could provide the opportunity for creation of a development catalyst, stimulating investment in an area that has seen limited development in recent years.

### **Proposed CIP Incentives**

Development Charges (DC) – the proposed program would offer grants equivalent to DC Charges (not including education) for units defined as affordable and for as well as rental units.

Parkland Dedication – similar to that of DC's, the proposed CIP program would seek to waive applicable Cash-in-lieu Parkland Dedication requirements for units defined both as affordable, as well as, for rental units. The current cash-in-lieu of Parkland payment of the development of all units would be 3.9 M. As noted, the area would benefit from the enhancement of the existing Roxborough Park which is in part being separately funded by the developer.

Tax Waivers – were considered but were not recommended given that the tax assessment uplift is an integral consideration of the positive development outcomes and are intended to fund the investment in affordable housing.

Planning Fee Reductions – the demonstration project has benefitted from Planning Fee waivers as they were submitted on behalf of CHH.

As detailed in Recommendation (c) of this Report, staff will work with Legal Services to finalize the draft program details and bring forward a By-law to enact the CIP to Planning Committee at a future date.

### **Additional Financial Implications**

The proposed development would provide a new Passive House designed CHH building (attached as Appendix "C" to Report HSC19034), resetting the capital deficit for the site and stemming the accumulation of approximately \$268,363 annually in identified capital investment for the Lang-Hayes-Reid site (given a 10-year outlook).

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**SUBJECT: Affordable Housing Demonstration Project (HSC19034) (Ward 4) -  
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The consolidation of grade related units into a single multiple dwelling building provides maintenance savings. Using a benchmark of \$203,000 annually from the average cost over the past three years, savings are calculated from an estimated cost of \$750 per unit moving forward for the first five years to be of approximately \$130,000. Subsequently these savings are normalized to the average cost for a new build of \$1,000 per unit providing approximately \$100,000 in savings from year six on. In addition, given the commitment to Passive House design, considerable utility savings over the existing condition are also expected.

On a typical development pro forma, the building would operate with a cash flow surplus. However, it is noted that this surplus is achieved by reducing expenses through adding back in the value of three items: principal payments, the reduced maintenance amount, and the average capital reinvestment. Although these are areas of value for the proposed development, they do not reduce cash flow requirements, so there remains an actual cash flow shortfall of approximately \$400,000. CHH cannot absorb a loss in cash flow from this project and therefore an increase to annual subsidy equal to the cash flow shortfall is requested from the City of Hamilton. This request is contained Recommendation (d) of this Report.

#### Potential Funding Sources

Given that a grant would be required to cover the DC's, the cost of the program based on the proposed development would be approximately 10.47 M (based on proposed rates in which may increase after July 2019). Additionally, as detailed above, operational investment into the CHH building would be of a cost of approx. \$400,000 annually over the 35-year mortgage.

#### Tax Assessment Increases

It is noted that through the intensification of the lands, the program and operational costs that would be used to incentivise the development could be offset through the increased tax assessment. The significant intensification and re-development of the subject lands would result in considerable tax assessment increases, particularly given that CHH housing is exempt from municipal taxation. Each new townhouse would be expected to pay approximately \$4,000-\$4,500 annually, whereas the tax income from the proposed apartment buildings would be approximately \$550,000 annually (excluding the CHH building which as mentioned is exempt). This would generate between \$2.3 – 2.5 M per year in tax assessment growth.

On this basis, it is feasible to consider that the proposed CIP incentives, which total approx. 10.47 M for full build out (based on proposed rates in July 2019) of the proposed development would be achieved through tax assessment growth after 4-5 years.

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Additionally, a proportion of the increased tax assessment would also be utilised to facilitate the operational delta created in the CHH building – thereby ensuring that the land sold for development not only would provide a range and variety of affordable housing in and by itself but would also facilitate and fund deeper affordability within the lands retained by CHH. This model of sustainability and balanced neighbourhood renewal will be tested through the demonstration project and assessed as to the replicability in other locations throughout the City supported through the research and direction contained within the Housing and Homelessness Action Plan.

### **Conclusion**

The consideration of incentives to encourage the development of affordable housing projects through the creation of a CIPA would be consistent and conform to the relevant policies detailed above. The comprehensive re-development would likely provide a catalyst for further investment within the area, increase the existing tax assessment base and replace subsidized units in need of significant Capital repairs.

It is considered that whilst this will be developed as a demonstration project, the information and outcomes can be replicated and enhanced through development of similar CIPAs in areas in need of similar revitalization.

### **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.

#### **Economic Prosperity and Growth**

Hamilton has a prosperous and diverse local economy where people have opportunities to grow and develop.

#### **Healthy and Safe Communities**

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

#### **Clean and Green**

Hamilton is environmentally sustainable with a healthy balance of natural and urban spaces.

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**APPENDICES AND SCHEDULES ATTACHED**

Appendix "A" to Report HSC19034 – Draft CIPA Program Details

Appendix "B" to Report HSC19034 – Proposed CIPA Boundary

Appendix "C" to Report HSC19034 – Concept Plan and Building Perspectives

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**ROXBOROUGH HOUSING INCENTIVE PILOT PROGRAM****Program Guidelines****Background**

Located in the McQueston Neighbourhood, the Roxborough Community Improvement Project Area (CIPA), is intended to encourage revitalization initiatives and stimulate development in what has been identified as a vulnerable area with acute housing needs. The CIPA allows municipalities to provide incentives to assist in the revitalization of lands and/or building within the defined Community Improvement Project Area.

Through Community Improvement Plans, municipalities can:

- focus public attention on local priorities and municipal initiatives
- target areas in transition or in need of repair, rehabilitation and redevelopment
- facilitate and encourage community change in a co-ordinated manner
- stimulate private sector investment through municipal incentive-based programs

The goal of the Roxborough Housing Incentive Pilot Program is to minimize the financial barriers to create affordable housing in the existing Roxborough CIPA by introducing incentives in the form of providing exemptions in the forms of forgivable loans for development charges and parkland dedication fees. The intent of this Pilot project is to demonstrate how a mixed tenure, mixed income development can produce positive outcomes and be used as a model for future incentive programs to promote the development of affordable housing across Hamilton including outside of the downtown.

**1. Program Details**

The Roxborough Housing Incentive Program (the “RHIPP”) is available to property owners within the Roxborough CIPA. It allows developers of affordable rental or ownership housing units to receive exemptions of the City of Hamilton’s development charges and parkland dedication fees for 10 years after the issuance of a building permit.

Developers of rental units will be required to enter into an agreement with the City, registered on Title, to maintain that unit prices and rents meet the City’s definition of affordable for a minimum period of 10 years.

Developers of affordable homeownership units will be required to enter into an agreement with the City stating that the funding will be provided to off-set development charges and parkland dedication fees. This funding is then converted by housing providers/developers into reductions in the purchase price of newly created units. The program is modelled after the existing federal/provincial down payment assistance program so that funds can potentially be combined for even deeper affordability.

**2. Program Terms & Criteria**

Approval is at the absolute discretion of the City and subject to the availability of funds

**Appendix “A” to Report HSC19034**  
**Page 2 of 4**

## Eligibility Criteria

All projects must meet these minimum requirements:

- have primary use as residential
- be located in the Roxborough CIPA
- For rental units, not exceed 175% of the average market rent, by unit size in the applicable rental market zone
- For affordable homeownership units, exemptions provided the homes are sold for a minimum 20% below average sale price of new construction and individual purchasers have demonstrated moderate to low income and do not own any other residential property.

### 2.1 – Unit Price Thresholds

Rental

#### 175% - Average Market Rent (2018)

Unit Size	175% AMR
Bachelor	\$1,337
1 Bedroom	\$1,617
2 Bedroom	\$1,904
3+ Bedroom	\$2,401

Affordable Homeownership

#### 10% Below Median Sale Price of new construction, Homes Sold, Hamilton (2019)

Year	10% Below Median Sale Price
2019	\$397,000*

\*to be indexed annually

### 2.2.- Affordability Period

Rental Units

The development charge and parkland dedication fee exemptions will act as a forgivable loan provided rents remain affordable for 10 years after the issuance of a building permit. The loan is secured on Title throughout the affordability period ensuring rents remain affordable for the full period regardless of a transfer of property ownership.

Affordable Homeownership

Funding will be provided to off-set development charges and parkland dedication fees. This funding is then converted by housing providers/developers into down payment



assistance loans to make the homes more affordable for eligible purchasers.

### **2.3 – Eligible Proponents**

The RHIPP is open to:

- community housing providers (i.e. public or private non-profit housing organizations or rental co-operatives)
- municipalities
- Indigenous groups and organizations
- private sector organizations

### **2.4 - Location**

Developments shall be located within the City of Hamilton, Roxborough CIPA Map (attached as Appendix "B" to Report HSC19034)

### **3. Maximum Grant Amount**

Grants are up to a total maximum of 100% of the municipal development charge and parkland dedication fees. Educational development charges are out of scope as part of this program and will be due at the time of building permit issuance.

### **4. Repayment Terms**

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

### **5. Application Process and Approvals**

Developers will complete the application package, submit the completed package to the Housing Services Division in advance of obtaining a building permit. The full amount of the development charge and parkland dedication fee will be exempted at the time of payment of the initial building permit. Agreements securing the exemptions will be signed with the City in advance of permit issuance.

### **6. Documentation Required for Records**

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

- Signed application package, including all required accompanying documentation
- Letter of approval to proponent from City of Hamilton
- All invoices and internal journals for all eligible expenditures
- Records of all payments and defaults
- Copies of rent rolls, unit information
- For affordable homeownership units, personal information about prospective unit owners confirming income, age, ability to pay and confirmation purchasers do not own other residential property. This information is gathered through a supplemental application package completed by the prospective home buyer.

## 7. Remedies

In the event there is a violation of the terms of the pilot program at any point during the affordability period, the value of the development charge incentive and parkland fees are due to the City on a pro-rated basis. The City has the authority to collect debts through a variety of measures including adding outstanding accounts to the tax roll of the property and collect them in the same manner as municipal taxes.

### For Rental Units

The property owner must provide an annual statement and information package to the City confirming that each unit remains affordable. Rents may increase annually in accordance with market prices as long as they continue to meet the City's definition of affordable.

The 10-year affordability period is secured on Title ensuring rents remain affordable regardless of a transfer of property ownership. If at any point during the 10-year affordability period, the units are no longer deemed affordable by the City or the developer fails to meet program criteria, the developer or subsequent property owner will be required to pay the City development charges and parkland fees.

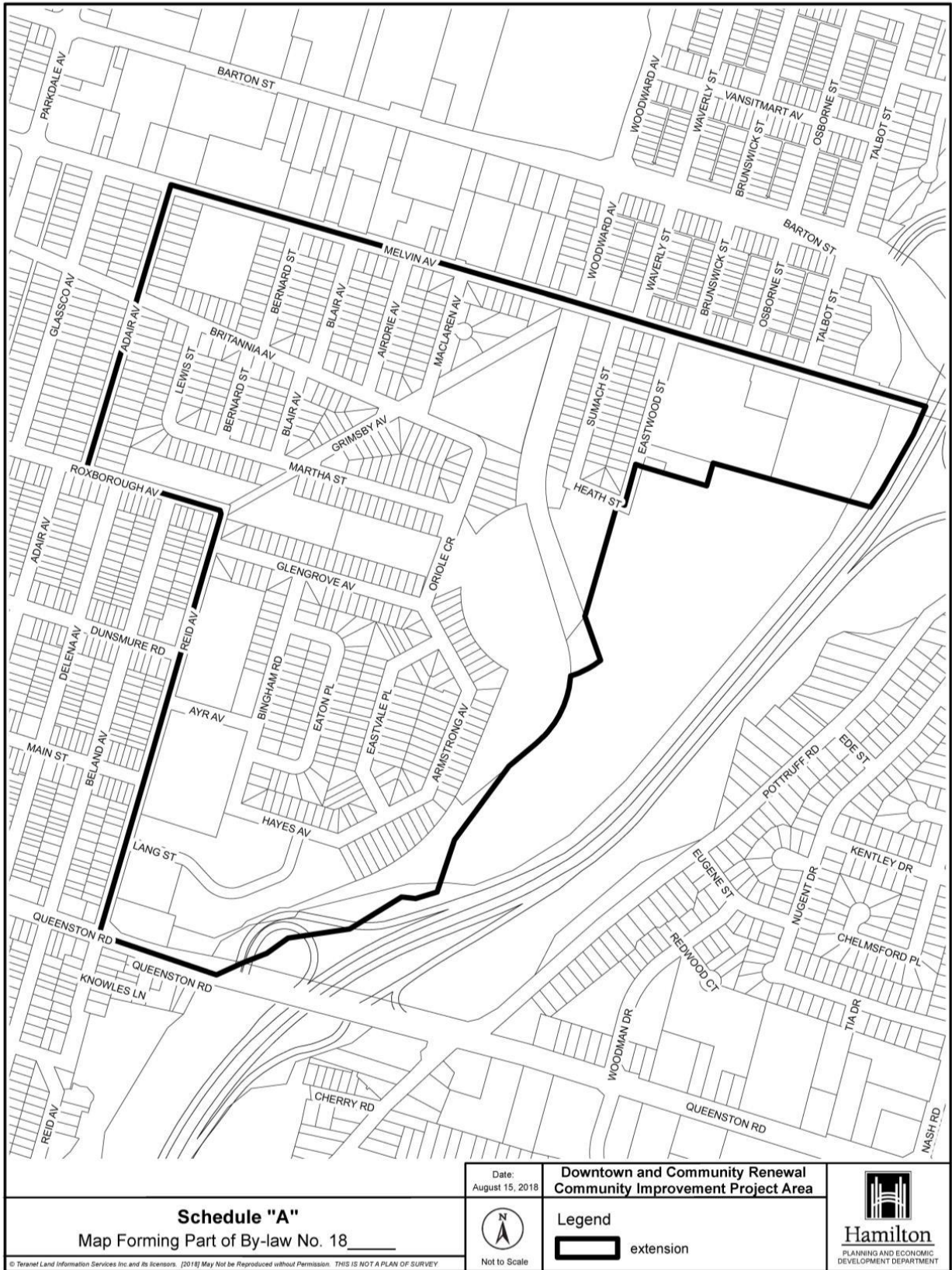
Proportional expiry – for each year the rental property conforms to the affordability requirements of the plan the cost of violation is reduced by 10% of the original investment.

### For Homeownership

The development charges and parkland waivers will be secured through an agreement between the City and the Developer. This agreement will ensure the following eligibility of future purchasers is secured prior to final purchase and sale:

- The purchaser is of moderate to low income;
- The purchaser shall not own any other residential property; and,
- The purchaser is not a business or entity.

**Appendix "B" to Report HSC19034**  
**Page 1 of 1**



**Schedule "A"**  
 Map Forming Part of By-law No. 18

Date:  
 August 15, 2018

**Downtown and Community Renewal  
 Community Improvement Project Area**



Not to Scale

Legend



extension



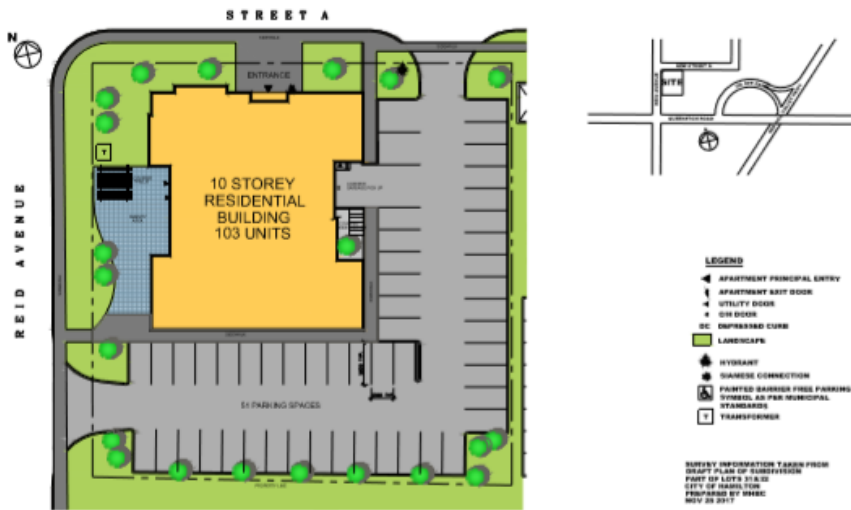
**Hamilton**  
 PLANNING AND ECONOMIC  
 DEVELOPMENT DEPARTMENT

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Perspective of CHH Building



Site Plan of CHH Building



Roxborough Park  
Reid Avenue  
Hamilton, ON

2017-11-15  
100 ROXBOROUGH PARK  
DRAFT PLAN OF SUBDIVISION  
PART OF LOT 5 & 6  
CITY OF HAMILTON  
PREPARED BY KNYMH  
REV 20 2017

