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 October 17, 2019

5. COMMUNICATIONS

6. DELEGATION REQUESTS

   *6.1 Denise Christopherson and Medora Uppal, YWCA Hamilton, respecting one-time
       funding for Carole Anne’s Place, operated by the YWCA Hamilton, to provide
       emergency women’s services overnight during the winter months. (for today's
       meeting)

   *6.2 Jaclyn Smith, Mission Services, respecting emergency funds to provide funding for
       extended hours at Willow’s Place. (for today's meeting)

   *6.3 Ahmed Yusuf, Somali Community, respecting the need for community space. (for a
       future meeting)

   *6.4 Lisa Nussey and Dr. Tim O’Shea, Hamilton Social Medicine Response Team,
       respecting request for one time funding for Carole Anne’s Place and Willow’s Place
7. **CONSENT ITEMS**

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

*7.2 Housing and Homelessness Advisory Committee Minutes

   *7.2.a June 4, 2019

   *7.2.b September 3, 2019

8. **PUBLIC HEARINGS / DELEGATIONS**

8.1 Leanne Mione, Contact Hamilton for Children and Developmental Services, respecting housing for adults with a developmental disability

8.2 John Gibson, ArcelorMittal Grassroots Soccer Program, respecting a 5-year update on the success of the program

9. **STAFF PRESENTATIONS**

10. **DISCUSSION ITEMS**

10.1 Pilot Project for Accessible Bicycles (PED19175) (City Wide)

10.2 Red Cross Agreement (HSC19046) (City Wide)

10.3 Recommended Projects from Request for Proposals C5-19-19 Ontario Priorities Housing Initiative: Rental Housing Component (HSC19060) (Ward 3)

11. **MOTIONS**

12. **NOTICES OF MOTION**

13. **GENERAL INFORMATION / OTHER BUSINESS**

13.1 Amendments to the Outstanding Business List

   13.1.a Items to be Removed

      13.1.a.a Pilot Project for Accessible Tricycles/Four Wheelers at the Waterfront

      Item on OBL: G

      Addressed as Item 10.1 on today's agenda

14. **PRIVATE AND CONFIDENTIAL**
15. ADJOURNMENT
EMERGENCY & COMMUNITY SERVICES COMMITTEE
MINUTES 19-012
1:30 p.m.
Thursday, October 17, 2019
Council Chambers
Hamilton City Hall
71 Main Street West

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

Also Present: Councillors C. Collins and J.P. Danko

THE FOLLOWING ITEMS WERE REFERRED TO COUNCIL FOR CONSIDERATION:

1. Permission for Sacajawea Non-Profit Homes to Encumber 123 Cathcart Street, Hamilton (HSC19056) (Ward 3) (Item 7.1)

(Clark/Nann)
That Council, in its capacity as Service Manager under the Housing Services Act, 2011, approve the Sacajawea Native Non-Profit Housing Inc. request for Service Manager consent to encumber its housing asset located at 123 Cathcart Street, Hamilton, up to the amount of $150,000.

Result: Motion CARRIED by a vote of 6 to 0, as follows:

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

2. Update on the Elimination of the Transition Child Benefit (HSC 19050(a)) (City Wide) (Item 10.1)

(Clark/Nann)
That Report HSC19050(a), respecting the Elimination of the Transition Child Benefit, be received.
3. Hamilton Collaborative Partnership Group - Joint Funding Application (HSC19057) (City Wide) (Item 10.2)

(i) (Jackson/Nann)
That Report HSC19057, respecting the Hamilton Collaborative Partnership Group - Joint Funding Application, be received.  

CARRIED

(ii) (Jackson/Clark)
That the Hamilton Collaborative Partnership Group (HCPG) proceed with the following (Option 3):

(a) The City of Hamilton provide a letter of support for HCPG’s Multi-Sport Facility Funding Application;

(b) That if the HCPG are successful in obtaining Infrastructure funding, HPCG be directed to appear before the Emergency and Community Services Committee with the financial update; and,

(c) That should the HCPG not be successful in obtaining Infrastructure funding for the project, that staff be directed to include this project as part of the Commonwealth Games Facilities Master Plan, should Council approve the Games 100 bid.

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

YES - Ward 3 Councillor Nrinder Nann
YES - Ward 6 Councillor Tom Jackson
NOT PRESENT - Ward 7 Councillor Esther Pauls
YES - Chair - Ward 4 Councillor Sam Merulla
NOT PRESENT - Ward 14 Councillor Terry Whitehead
YES - Ward 9 Councillor Brad Clark

4. Housing Services Administration Position Change (HSC19053) (City Wide) (Item 10.3)

(Jackson/Nann)
That one permanent Team Control Clerk full time equivalent position within Residential Care Facilities & Emergency Shelter Services, Housing Services Division be converted to one permanent Housing Services Case Aide full time equivalent position within Residential Care Facilities & Emergency Shelter Services, Housing Services Division.

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

YES - Ward 3 Councillor Nrinder Nann
YES - Ward 6 Councillor Tom Jackson
5. **Home for the Holidays Social Housing Program (Added Item 11.1)**

(Nann/Jackson)
WHEREAS, the City has a significant and rising number of households currently on the centralized waitlist;

WHEREAS, high vacancies exist within CityHousing Hamilton subsidized housing units, as a result of on-going and increasing capital repair needs;

WHEREAS, current deferred maintenance deficits run annually by CityHousing Hamilton is approximately $18 Million with a portfolio of assets on average of 40 years old;

WHEREAS, on average, the cost to repair an existing vacant unit within the CityHousing Hamilton portfolio, such that it becomes occupiable, is approximately $8,000 per unit;

WHEREAS, the Housing Services reconciliation process has resulted in a forecast Income Subsidy program surplus of over $2 Million in 2019;

WHEREAS, approximately 250 rent-g geared-to-income units could be positively improved such that they could be occupied in time for the 2020 winter holiday season;

**THEREFORE, BE IT RESOLVED:**

(a) That the General Manager of the Healthy and Safe Communities Department be authorized and directed to deliver and administer an emergency social housing repair program (“Home for the Holidays”) in the form of unit occupation, with the intent of making as many units as possible available by December 24, 2019, with a program end date of March 31, 2020, at a maximum aggregate cost of $2,000,000 to be funded from the Unallocated Capital Levy Reserve (108020) or 2019 Year-End Corporate Surplus;

(b) That, in consultation with City’s Procurement Services, Housing Services and CityHousing Hamilton staff be directed to take immediate action to source and undertake all necessary repairs to carry out the Home for the Holidays program;

(c) That the General Manager of Healthy and Safe Communities, the General Manager of Corporate Finance and the Chief Executive Officer of CityHousing Hamilton collectively be provided the authority to waive the
City’s Procurement Policy in those instances where it is not possible to conduct a competitive procurement process to complete the work for the Home for the Holiday’s Program;

(d) That the General Manager of Healthy and Safe Communities be authorized and directed to negotiate, enter into and execute any required contract(s) and any ancillary documents required to give effect thereto with all vendors who are selected to undertake the work for the Home for the Holiday’s Program, in a form satisfactory to the City Solicitor; and,

(e) That the General Manager of the Healthy and Safe Communities be directed to submit an Information Update to Council, reporting on the success of the program in the first quarter of 2020.

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

YES - Ward 3 Councillor Ninder Nann
YES - Ward 6 Councillor Tom Jackson
NOT PRESENT - Ward 7 Councillor Esther Pauls
YES - Chair - Ward 4 Councillor Sam Merulla
NOT PRESENT - Ward 14 Councillor Terry Whitehead
YES - Ward 9 Councillor Brad Clark

FOR INFORMATION:

(a) CEREMONIAL ACTIVITIES

Chief Dan Cunliffe and Deputy Chief John Verbeek introduced Steve Panella, Alex Gerzon, and George Heos of Firehouse Subs. Through a generous grant from the Firehouse Subs Public Safety Foundation, the Hamilton Fire Department has received $25,470.20 for the purchase of a drone for the Hamilton Fire Department.

(b) APPROVAL OF AGENDA (Item 2)

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

5. COMMUNICATIONS (Item 5)

5.2 Correspondence respecting Item 10.2, Hamilton Collaborative Partnership Group -Joint Funding Application

(a) Correspondence from William Urie, Golden Horseshoe Track and Field Council (Added Item 5.2 (a))

(b) Correspondence from Jason Jansson, Ontario Basketball Association (Added Item 5.2 (b))
(c) Correspondence from Donna Lazar, Special Olympics Ontario (Added Item 5.2 (c))

(d) Correspondence from Louis-Pierre Mainville, Ontario Volleyball (Added Item 5.2 (d))

(e) Correspondence from Richard Gelder, Hamilton Olympic Club (Added Item 5.2 (e))

(f) Correspondence from Rob Guy, Athletics Canada (Added Item 5.2 (f))

(g) Correspondence from Denise Christopherson, YWCA Hamilton (Added Item 5.2 (g))

(h) Correspondence from Sarah Smith, Hammer City Roller Derby (Added Item 5.2 (h))

(i) Correspondence from Rev. Todd Bender, CityKidz (Added Item 5.2 (i))

(j) Correspondence from Tomas Edwards, Hamilton Hornets Rugby Club (Added Item 5.2 (j))

(k) Correspondence from Scott Johnston, Average Joe Sports Club (Added Item 5.2 (k))

(l) Correspondence from Marcello Sangueza, Hamilton Celtics Basketball (Added Item 5.2 (l))

(m) Correspondence from Shari St. Peter, NPAAMB (Added Item 5.2 (m))

(n) Correspondence from Constance McKnight, Aboriginal Health Centre (Added Item 5.2 (n))

(o) Correspondence from Paul Osland, Athletics Ontario (Added Item 5.2 (o))

(p) Correspondence from Adam Lloyd, Active Lifestyle and Performance Training Institute (Added Item 5.2 (p))

(q) Correspondence from Ed Bosveld, Redeemer University College (Added Item 5.2 (q))

(r) Correspondence from Mike Morreale, Canadian Elite Basketball League (Added Item 5.2 (r))
5.3 Correspondence from Yeong Shik Chun, respecting King’s Forest Golf Course Senior Membership (Added Item 5.3)

Recommendation: be received.

6. **DELEGATION REQUESTS (Items 6)**

6.4 Louis-Pierre Mainville, Ontario Volleyball Association, respecting Item 10.2, request made by the Hamilton Collaborative Partnership Group about the development of a new Community Multi-Sport Centre (for today's meeting)

6.5 Helen Downey, SportHamilton, respecting Item 10.2, joint application in Investing in Canada infrastructure program - community culture and recreation funding system (for today's meeting)

6.6 John Rocchi, Blessed Sacrament Yellow Jackets Basketball Club, respecting Item 10.2, the Hamilton Collaborative Partnership Group's request that the City of Hamilton join as a Joint Applicant on the upcoming Investing in Canada Infrastructure Program - Community, Culture and Recreation Funding Stream (for today's meeting)

6.7 Dean Waterfield, Wesley, respecting the Wesley Day Centre (for a future meeting)

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

12.1 Home for the Holidays Social Housing Program

*(Clark/Pauls)*

That the agenda for the October 17, 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

(c) DECLARATIONS OF INTEREST (Item 3)

There were no declarations of interest.

(d) APPROVAL OF MINUTES OF PREVIOUS MEETING (Item 4)

(i) September 19, 2019 (Item 4.1)

(Jackson/Nann)
That the Minutes of the September 19, 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

(e) COMMUNICATIONS (Item 5)

(Nann/Jackson)
That Communications Item 5.1 be approved as follows:

5.1 Correspondence from Robert Aguiar, Fire Underwriters Survey, respecting Superior Tanker Shuttle Re-Accreditation Effective October 19, 2019

Recommendation: be received. CARRIED

(Nann/Jackson)
That Communications Items 5.2(a) to 5.2(u) be approved as follows:

5.2 Correspondence respecting Item 10.2, Hamilton Collaborative Partnership Group -Joint Funding Application

(a) Correspondence from William Urie, Golden Horseshoe Track and Field Council (Added Item 5.2 (a))
(b) Correspondence from Jason Jansson, Ontario Basketball Association (Added Item 5.2 (b))

(c) Correspondence from Donna Lazar, Special Olympics Ontario (Added Item 5.2 (c))

(d) Correspondence from Louis-Pierre Mainville, Ontario Volleyball (Added Item 5.2 (d))

(e) Correspondence from Richard Gelder, Hamilton Olympic Club (Added Item 5.2 (e))

(f) Correspondence from Rob Guy, Athletics Canada (Added Item 5.2 (f))

(g) Correspondence from Denise Christopherson, YWCA Hamilton (Added Item 5.2 (g))

(h) Correspondence from Sarah Smith, Hammer City Roller Derby (Added Item 5.2 (h))

(i) Correspondence from Rev. Todd Bender, CityKidz (Added Item 5.2 (i))

(j) Correspondence from Tomas Edwards, Hamilton Hornets Rugby Club (Added Item 5.2 (j))

(k) Correspondence from Scott Johnston, Average Joe Sports Club (Added Item 5.2 (k))

(l) Correspondence from Marcello Sangueza, Hamilton Celtics Basketball (Added Item 5.2 (l))

(m) Correspondence from Shari St. Peter, NPAAMB (Added Item 5.2 (m))

(n) Correspondence from Constance McKnight, Aboriginal Health Centre (Added Item 5.2 (n))

(o) Correspondence from Paul Osland, Athletics Ontario (Added Item 5.2 (o))

(p) Correspondence from Adam Lloyd, Active Lifestyle and Performance Training Institute (Added Item 5.2 (p))

(q) Correspondence from Ed Bosveld, Redeemer University College (Added Item 5.2 (q))
(r) Correspondence from Mike Morreale, Canadian Elite Basketball League (Added Item 5.2 (r))

(s) Correspondence from Jeffrey Groleau, Stoney Creek Rugby Club (Added Item 5.2 (s))

(t) Correspondence from Glen Grunwald, Canada Basketball (Added Item 5.2 (t))

(u) Correspondence from Denise McArthur, Hamilton Accessible Sports Council (Added Item 5.2 (u))

Recommendation: be received and referred to Item 10.2, Hamilton Collaborative Partnership Group - Joint Funding Application (HSC19057) (City Wide).

CARRIED

(Jackson/Nann)
That Communications Item 5.3 be approved as follows:

5.3 Correspondence from Yeong Shik Chun, respecting King’s Forest Golf Course Senior Membership (Added Item 5.3)

Recommendation: be received and referred to staff for comment.

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

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

(f) DELEGATION REQUESTS (Item 6)

(Jackson/Pauls)
That the following Delegation Requests, be approved for a future meeting:

(i) Leanne Mione, Contact Hamilton for Children and Developmental Services, respecting housing for adults with a developmental disability (Item 6.1)

(ii) John Gibson, ArcellorMittal Grassroots Soccer Program, respecting a 5-year update on the success of the program (Item 6.2)
(iii) Dean Waterfield, Wesley, respecting the Wesley Day Centre (Added Item 6.7)

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

(Pauls/Clark)
That the following Delegation Requests, be approved for today’s meeting:

(i) Kevin Gonci, Hamilton Collaborative Partnership Group, respecting Item 10.2, Hamilton Collaborative Partnership Group - Joint Funding Application (HSC19057) (City Wide), City Staff Report submission requesting approval for a joint funding application (Item 6.3)

(ii) Louis-Pierre Mainville, Ontario Volleyball Association, respecting Item 10.2, Hamilton Collaborative Partnership Group - Joint Funding Application (HSC19057) (City Wide), request made by the Hamilton Collaborative Partnership Group about the development of a new Community Multi-Sport Centre (Added Item 6.4)

(iii) Helen Downey, SportHamilton, respecting Item 10.2, Hamilton Collaborative Partnership Group - Joint Funding Application (HSC19057) (City Wide), joint application in Investing in Canada infrastructure program - community culture and recreation funding system (Added Item 6.5)

(iv) John Rocchi, Blessed Sacrament Yellow Jackets Basketball Club, respecting Item 10.2 Hamilton Collaborative Partnership Group - Joint Funding Application (HSC19057) (City Wide), the Hamilton Collaborative Partnership Group's request that the City of Hamilton join as a Joint Applicant on the upcoming Investing in Canada Infrastructure Program - Community, Culture and Recreation Funding Stream (Added Item 6.6)

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

(g) PUBLIC HEARINGS/DELEGATIONS (Item 8)
(i) **Kevin Gonci, Hamilton Collaborative Partnership Group, respecting Item 10.2, Hamilton Collaborative Partnership Group - Joint Funding Application (HSC19057) (City Wide), City Staff Report submission requesting approval for a joint funding application (Added Item 8.1)**

Kevin Gonci, Hamilton Collaborative Partnership Group, addressed the Committee respecting Item 10.2, Hamilton Collaborative Partnership Group - Joint Funding Application (HSC19057) (City Wide), City Staff Report submission requesting approval for a joint funding application, with the aid of a presentation.

(Jackson/Nann)
That Kevin Gonci be permitted to address the Committee for an additional 5 minutes in order to complete their presentation.

Result: Motion CARRIED by a vote of 6 to 0, as follows:

- YES - Councillor Nrinder Nann
- YES - Councillor Tom Jackson
- YES - Councillor Esther Pauls
- YES - Chair Sam Merulla
- YES - Councillor Terry Whitehead
- YES - Councillor Brad Clark

The presentation is available at www.hamilton.ca and through the Office of the City Clerk.

(ii) **Louis-Pierre Mainville, Ontario Volleyball Association, respecting Item 10.2, Hamilton Collaborative Partnership Group - Joint Funding Application (HSC19057) (City Wide), request made by the Hamilton Collaborative Partnership Group about the development of a new Community Multi-Sport Centre (Added Item 8.2)**

Louis-Pierre Mainville, Ontario Volleyball Association, addressed the Committee respecting Item 10.2, Hamilton Collaborative Partnership Group - Joint Funding Application (HSC19057) (City Wide), request made by the Hamilton Collaborative Partnership Group about the development of a new Community Multi-Sport Centre.

(iii) **Helen Downey, SportHamilton, respecting Item 10.2, joint application in Investing in Canada infrastructure program - community culture and recreation funding system (Added Item 8.3)**

Helen Downey, SportHamilton, addressed the Committee respecting Item 10.2, Hamilton Collaborative Partnership Group - Joint Funding Application (HSC19057) (City Wide), joint application in Investing in
Canada infrastructure program - community culture and recreation funding system.

(iv) John Rocchi, Blessed Sacrament Yellow Jackets Basketball Club, respecting Item 10.2, the Hamilton Collaborative Partnership Group's request that the City of Hamilton join as a Joint Applicant on the upcoming Investing in Canada Infrastructure Program - Community, Culture and Recreation Funding Stream (Added Item 8.4)

John Rocchi, Blessed Sacrament Yellow Jackets Basketball Club, addressed the Committee respecting Item 10.2, Hamilton Collaborative Partnership Group - Joint Funding Application (HSC19057) (City Wide), the Hamilton Collaborative Partnership Group's request that the City of Hamilton join as a Joint Applicant on the upcoming Investing in Canada Infrastructure Program - Community, Culture and Recreation Funding Stream.

(Jackson/Nann)

That the following Delegations, be received:

(a) Kevin Gonci, Hamilton Collaborative Partnership Group, respecting Item 10.2, Hamilton Collaborative Partnership Group - Joint Funding Application (HSC19057) (City Wide), City Staff Report submission requesting approval for a joint funding application

(b) Louis-Pierre Mainville, Ontario Volleyball Association, respecting Item 10.2, Hamilton Collaborative Partnership Group - Joint Funding Application (HSC19057) (City Wide), request made by the Hamilton Collaborative Partnership Group about the development of a new Community Multi-Sport Centre

(c) Helen Downey, SportHamilton, respecting Item 10.2, Hamilton Collaborative Partnership Group - Joint Funding Application (HSC19057) (City Wide), joint application in Investing in Canada infrastructure program - community culture and recreation funding system

(d) John Rocchi, Blessed Sacrament Yellow Jackets Basketball Club, respecting Item 10.2, Hamilton Collaborative Partnership Group - Joint Funding Application (HSC19057) (City Wide), the Hamilton Collaborative Partnership Group's request that the City of Hamilton join as a Joint Applicant on the upcoming Investing in Canada Infrastructure Program - Community, Culture and Recreation Funding Stream

CARRIED

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

(h) NOTICES OF MOTION (Item 12)
(i) **Home for the Holidays Social Housing Program**

Councillor Nann introduced a Notice of Motion respecting the Home for the Holidays Social Housing Program.

**(Nann/Jackson)**

That the Rules of Order be waived to allow for the introduction of a motion respecting the Home for the Holidays Social Housing Program.

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

- YES - Ward 3 Councillor Nrinder Nann
- YES - Ward 6 Councillor Tom Jackson
- NOT PRESENT - Ward 7 Councillor Esther Pauls
- YES - Chair - Ward 4 Councillor Sam Merulla
- NOT PRESENT - Ward 14 Councillor Terry Whitehead
- YES - Ward 9 Councillor Brad Clark

For further disposition of this matter, refer to Item 5.

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

**(Clark/Nann)**

That there being no further business, the Emergency and Community Services Committee be adjourned at 3:45 p.m.

CARRIED

Respectfully submitted,

Councillor S. Merulla
Chair, Emergency and Community Services Committee

Tamara Bates
Legislative Coordinator
Office of the City Clerk
Form: Request to Speak to Committee of Council
Submitted on Thursday, October 31, 2019 - 9:22 am

==Committee Requested==
Committee: Emergency and Community Services Committee (Previously Healthy & Safe Communities)

==Requestor Information==
Name of Individual: Denise Christopherson and Medora Uppal

Name of Organization: YWCA HAMILTON

Contact Number: 905-522-9922 x155

Email Address: adavies@ywcahamilton.org

Mailing Address: 75 MacNab ST S, Hamilton, ON. L8P 3C1

Reason(s) for delegation request:
To speak at the November 7 Committee Meeting.
To bring forward a request for one-time funding for Carole Anne's Place, operated by YWCA Hamilton, to provide emergency women's services overnight during the winter months.

Will you be requesting funds from the City? Yes

Will you be submitting a formal presentation? Yes
FROM HOMELESSNESS TO HOPE

Support for Carole Anne’s Place

Submission to Emergency and Community Services Committee – City of Hamilton

November 7, 2019
Women are turned away from shelters over 300 times every month.

But all they want tonight is a safe place.

YWCA Hamilton’s Carole Anne’s Place keeps women who are homeless warm and safe during Canada’s coldest winter months.

Every day over the winter, YWCA opens the MacNab Street site at 10pm where staff from St. Joseph Healthcare Centre and YWCA provide overnight space for 10 - 20 women.

Carole Anne’s Place closes at 8am and women are given bus tickets to go to Willow’s Place. Mission Services extends the hours of Willow’s Place, so that women have a place to go when Carole Anne’s Place is closed.

A request to fund Carole Anne’s Place has been submitted to the Housing Services Department for future years (April 2020 – 2023).

There is no funding for this Winter.
Carole Anne’s Place offers women a safe, warm place to rest overnight during winter’s coldest months. And, our partners at Willow’s Place offer daytime drop-in and support until doors open at Carole Anne’s Place.

Carole Anne’s Place and Willow’s Place provides access to hot meals, housing assistance, and winter clothing for women struggling to cope with homelessness or precarious housing situations.

2018/2019:

- **4583** visits
- **260** women
- **79%** overnight guests
- **33** days that were below -10 degrees
- **December 1st**, to March 31st, 2019
- accessed safe space at Carole Anne’s & Willow’s Place
- required substance use monitoring (March 2019)

that were below -10 degrees
A LACK OF FUNDING FOR CAROLE ANNE’S PLACE

Without access to emergency shelter, women in Hamilton risk death and injury this winter.

Since 2016, Carole Anne’s Place has evolved to create a service that is responsive and helps keep women safe in the winter. Carole Anne’s Place relies on the coordination of services between YWCA Hamilton, Mission Services, and St. Joseph Healthcare Centre to respond when the shelters are full or cannot support the women who require a low-barrier option.

The funding gap is $228,000, which supports opening Carole Anne’s Place and extending hours at Willow’s Place. Contributions of $30,000 have already been committed to Carole Anne’s Place from St. Joe’s, Out of the Cold, and Sisters of Charity.

The Women’s Housing Planning Collaborative (WHPC) endorses Carole Anne’s Place as a necessary response until other permanent solutions can be established.
FROM HOMELESSNESS TO HOPE: ONE WOMAN’S STORY

Cathy found a protected alcove near the GO Station, where she and her partner Lindsey could take shelter from the cold for the night. As she settled in and waited for Lindsey to join her, two men entered the small alcove and started using intravenous drugs.

“And here I am, freezing, almost in tears. Don’t know what to do, don’t know where to go. No money, no food, no drinks, no nothing. Absolutely nothing,” says Cathy. “And I sat there and I watched it because I did not want to get beaten up, killed, robbed, raped, or anything. I didn’t want any of that happening because that already happened to me before, years ago. But I was scared for my life.”

A few weeks later, Cathy and Lindsey would find Carole Anne’s Place, where they slept every night from December to March. With support from YWCA Hamilton staff, they were eventually set up with a permanent apartment, a safe place they could finally call home.

“I’m starting to get our life back together. And you know, if it wasn’t for Carole Anne’s Place pushing us and giving us that support and all the positivity that they have, I honestly don’t believe that I would be here.”

Carole Anne’s Place evolved from the Women’s Housing Planning Collaborative (WHPC) in 2016 and has relied on contributions from Out of the Cold, a non-profit, and the LHIN to operate. Out of the Cold has had to reduce the amount of donated dollars they can contribute and the LHIN has not been able to re-fund the program in 2019/20. To date, the City of Hamilton has not contributed any funding to this crisis response for women.
Form: Request to Speak to Committee of Council
Submitted on Friday, November 1, 2019 - 1:39 pm

==Committee Requested==
Committee: Emergency and Community Services Committee
(Previously Healthy & Safe Communities)

==Requestor Information==
Name of Individual: Jaclyn Smith

Name of Organization: Mission Services of Hamilton - Willow's Place

Contact Number: 905-528-5100 X1201

Email Address: jsmith@mission-services.com

Mailing Address:
196 Wentworth St. North
Hamilton, ON L8L 7W2

Reason(s) for delegation request:
This Willow's Place/Mission Services delegation will tie in with the YWCA's Carole Anne's Place (CAP) delegation. We respectfully request that we follow the CAP/YWCA delegation presentation. We are requesting emergency funds to provide funding for overnight space at CAP and extended hours at Willow's Place. These funds would serve the women's homeless population in Hamilton.

Will you be requesting funds from the City? Yes

Will you be submitting a formal presentation? No
Form: Request to Speak to Committee of Council
Submitted on Sunday, November 3, 2019 - 11:06 am

==Committee Requested==
Committee: Emergency and Community Services Committee (Previously Healthy & Safe Communities)

==Requestor Information==
Name of Individual: Ahmed Yusuf

Name of Organization: Somali community

Contact Number:

Email Address:

Mailing Address:

Reason(s) for delegation request: We desperately need a community space as we are a big community, and don't have the funds to acquire an appropriate space. We have a location in which we rent out of our private funds, but it's not enough room as we run a lot of programs.

Will you be requesting funds from the City? Yes

Will you be submitting a formal presentation? Yes
**Form:** Request to Speak to Committee of Council  
Submitted on Thursday, November 7, 2019 - 9:44 am

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**Committee Requested:**  
Committee: Emergency and Community Services Committee  
(Previously Healthy & Safe Communities)

**Requestor Information:**  
Name of Individual: Lisa Nussey and Dr. Tim O'Shea  
Name of Organization: Hamilton Social Medicine Response Team

**Contact Number:**

**Email Address:** info@hamsmart.ca

**Mailing Address:**

**Reason(s) for delegation request:**  
We would like to speak to the agenda items for today's meeting - November 7, regarding the request for one time funding for Carolan's and Willows place. We are a team providing street medicine in Hamilton and have developed a sizable patient population of homeless women, who are affected by trafficking, drug use and chronic illness. We have a unique understanding of the needs for shelter of the population served by both Willow's and Carolan's place.

We understand the policy of submitting a request by noon the day before the meeting, but were only apprised today of this agenda item. If there is possibility to make an exception, we would be so grateful.
Sincerely,

Lisa Nussey, outreach coordinator Hamilton Social Medicine Response Team

**Will you be requesting funds from the City?** No

**Will you be submitting a formal presentation?** No
INFORMATION REPORT

TO: Chair and Members
   Emergency and Community Services Committee

COMMITTEE DATE: November 7, 2019

SUBJECT/REPORT NO: Allocation Policy for Sport Fields, Diamonds and Arenas (HSC19013(a)) (City Wide) (Outstanding Business List Item)

WARD(S) AFFECTED: City Wide

PREPARED BY: Steve Sever (905) 546-2424 Ext. 4645

SUBMITTED BY: Chris Herstek
                Director, Recreation Division
                Healthy and Safe Communities Department

SIGNATURE:

COUNCIL DIRECTION

At its meeting of March 21, 2019, the Emergency and Community Services Committee, approved the policy and procedure documents related to Report HSC19013 and directed staff to provide a quarterly review and informational progress reports back to the Emergency and Community Services Committee until April 1, 2020.

INFORMATION

Following approval from Council, Recreation staff embarked on implementing the policy with the outdoor user groups. Recreation staff focused on ensuring that core programming was satisfied and then worked with all groups to accommodate additional programming requests. Overall, Recreation staff were able to successfully accommodate the allocation requests for the 2019 summer season and the 2019/2020 ice season.

User Group Feedback and Reaction

As this is the first year with the new policy in place, the aim is to develop baseline allocation figures for future comparisons. Comparing allocation figures to the previous season would not provide an accurate indication of the implementation process. Anecdotally, there has not been a large change in the level of allocated hours. In future
reports, staff will provide detail that will highlight percentage increases or decreases in allocation. These baseline figures will also be compared to membership figures and user requests.

Until Recreation staff can establish those baselines, the most reliable indicator of successful implementation is the feedback from sport user groups. Recreation staff received no negative feedback on the implementation of the policy as it relates to our outdoor sport users. The ice season produced two complaints. The first complaint was from an organization that was concerned about how the implementation of the policy would impact the organization's allocated hours from the previous year. In this situation, the representative from the organization was not fully versed on the process that staff undertook in developing the policy. Once Recreation staff met with the organization, there was reassurance that there would be available ice to meet their programming needs. The second complaint, which originated from a separate organization, revolved around the distribution of allocated hours. This complaint was escalated to multiple Ward Councillors by the complainant; however, Recreation staff were able to work with other user groups to satisfy the complainant's geographic requests.

Both situations were resolved as a result of meeting with the user group and the opportunity to educate those organizations on the new policy. As Recreation staff continue to work with the user groups in the following months, staff will solicit feedback on sport specific adjustments that need to be made to the allocation formula.

In addition to the planned implementation process, Recreation staff completed the following items in tandem with the implementation of the policy:

- Worked with organizations to consolidate timeslots for consistent and uninterrupted time blocks;
- Determined opportunities to distribute allocation to a more suitable geographic location;
- Designated select fields to be solely restricted to a specific sport; and,
- Worked with software supplier to develop a mechanism to highlight facility availability in the online environment.

These additional practices will result in better efficiency in managing our sport assets and they will also contribute to creating an improved customer service environment.

External Impacts to the Rental Environment

The most significant change to the outdoor rental environment that will have an impact to future allocation is the decision of the Hamilton-Wentworth District School Board (HWDSB) to move toward the development and provision of artificial turf fields for their secondary schools. While the announcement will not have an impact on the current
calendar year, the availability of other facilities in the City will provide other options to sport users and is envisioned to have a positive impact on the availability of City facilities.

In addition to the plans by the HWDSB, there are also various private organizations such as Hamilton Croatia that are well underway with their planning of new facilities that will also add to the overall sport facility inventory.

APPENDICES AND SCHEDULES ATTACHED

Not applicable
Present: Lance Dingman, Eileen Campbell, Morgan Stanek, Mary-Ellen Crechiola, Sandy Leyland, Julia Verbitsky, Tom Mobley, Tom Mobley, Rhonda Mayer, Michael Power, Violetta Nikolskaya, Leisha Dawson, Shaun Jamieson, Alexandra Djagba Oli, Tony Manganiello, Michael Slusarenko

Absent with Regrets:

Absent:

FOR THE INFORMATION OF COMMITTEE:

1. CHANGES TO THE AGENDA
   No changes the agenda
   (Leyland/Dawson) CARRIED

2. DECLARATIONS OF INTEREST
   None.

3. Committee Positions (Item 3)
3.1 Chair – Julia Verbitsky  (Dawson/ Nikolskaya)

3.2 Vice Chair – Violetta Nikolskaya  (Leyland / Crechiola)

3.3 Recording Secretary – Eileen Campbell  (Dawson / Mobley)

CARRIED

4. Presentations

4.1 Social Procurement – Ken Tigchelear

Presentation on what is Social Procurement. There will be an event On Wednesday June 19, 2019 from 2:30 to 4pm Sandra Hamilton, who is a Strategic Procurement Advisor and Canada’s First Social MBA, will be presenting a summary of her work and recommended approach for implementing Social Procurement in The City of Hamilton.

- Key concepts:
  - Price-Taker or Market-Mover?
    - What is the role of public procurement at the City of Hamilton
  - Is procurement a transactional function, driven by operational speed to market - big contracts, lowest price, fast turnaround - or is it a strategic function designed to align and support key public policy goals?
  - Social Value goals - Improving lives by structuring contracts to help overcome barriers to employment for people living in poverty, Indigenous Reconciliation and rewarding apprenticeship training;
  - Rewarding Environmental Leadership - Waste Reduction, Green Energy, Whole Lifecycle Costing; and Community Economic Development - should large contracts be unbundled to provide increased market access for Local, Small, Medium Sized Business Access to city contracts?

  (Dingman/ Nikolskaya)  

CARRIED

4.2 Action Plan Overview
8 areas of focus for the Provincial Direction, we will touch on the new areas later in the presentation, these areas were highlighted and we will need to incorporate all 8 of these within our 5 outcome areas.

- Accountability and outcomes
- Goal of ending homelessness
- Coordination with other community services
- Indigenous Peoples
- A broad range of community needs
- Non-profit housing corporations and non-profit housing cooperatives
- The Private housing market
- Climate change and environmental sustainability
- Outcome 1: There is more affordable rental and ownership housing in Hamilton to meet the need and demand
  - Focus:
    - Retain existing stock of affordable housing
    - Increase supply of secondary units
    - Innovative approaches to increase supply
    - Increase capacity for development
- Outcome 2: Increase housing affordability and choice
  - Focus:
    - Increase service integration for client choice
    - Increase diversity of built form
    - Increase the number and effectiveness of housing allowance and rent supplement programs
    - Increase use of innovative housing models
- Outcome 3: People have the individualized supports they need to obtain and maintain housing
  - Focus:
    - Improve coordinated access between homelessness programs and housing support services
    - Increase supports to help tenants remain housed
    - Increase service integration for coordination of supports
- Outcome 4: People live in housing that is good quality and safe
  - Focus:
    - Ensure integrated pest management strategies are followed
    - Life cycle repairs and improvements
    - Improve safety in and around affordable housing
    - Improve environmental adaptability of social/affordable housing
- Outcome 5: All people experience equity in housing and housing-related services
  - Focus:
    - Implement and equity, diversity, and inclusion framework
    - Ensure Indigenous peoples are served in a culturally appropriate manner and funded to deliver services
    - Ensure clients, participants, and tenants are meaningfully engaged
5. Discussion Items

Other Business

James will be meeting with Committee members over the summer months to discuss goals and any additional questions or discussion on the Action Plan.

6. Motions

7. Notice of Motions

8. New Business General Information / Business

8.1 Committee topics:

Suggestions for 2019 presentations

- Housing Help Centre – Bed bugs
- Legal Aid – varies programs
- Aboriginal Youth & programs
- Human trafficking
- Women’s planning collaborative
- Youth sector
- CHH Jamesville Project
- Secondary suites – Niagara Program / Halton
- Housing stock – investments required
- Residential Care Facilities review

Committee will provide bus tickets & parking passes for meetings – James will provide.

Meeting dates – 1st Tuesday of the month (6 – 8pm) No meetings in April, July, August & December – meeting mandate 6 – 8 times in the year.

9. ADJOURNMENT

That, there being no further business, the Housing & Homelessness Advisory Committee adjourn at 7:50 CARRIED

(Leyland / Manganiello)

Next meeting, September 3, 2019
City Hall – Room 264 – 2nd Floor
Respectfully submitted,
Julia Verbitsky
Chair, Housing and
Homelessness Advisory
Committee

James O’Brien
Senior Project Manager
Housing Services Division
Housing and Homelessness Advisory Committee
Minutes
6pm
Tuesday September 3rd, 2019
Meeting room 264
Hamilton City Hall
71 Main Street West, Hamilton

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

Present: Lance Dingman, Sandy Leyland, Julia Verbitsky, Tom Mobley, Michael Power, Violetta Nikolskaya, Leisha Dawson, Shaun Jamieson, Michael Slusarenko Rhonda Mayer

Absent with Regrets: Eileen Campbell, Morgan Stanek, Mary-Ellen Crechiola, Cllr Collins, Cllr Nann, Cllr Wilson, Alexandra D Jagba Oli, Tony Manganiello,

Absent:

FOR THE INFORMATION OF COMMITTEE:

1. CHANGES TO THE AGENDA
   No changes the agenda
   (Dawson /Leyland)
   CARRIED

2. Approval of Minutes
   2.1 June 4th, 2019
   (Leyland/ Nikolskaya)

3. DECLARATIONS OF INTEREST
4. Presentations

4.1 Housing Services Overview and Provincial Direction

- Overview of Housing Services role
  - Homelessness Services
  - Emergency Shelter Services
  - Residential Care Facilities
  - Social Housing Administration
  - Affordable Housing Program
  - Policy and Program Development

- Housing Services acts as the Service Manager for the Hamilton area and also acts as the Community Entity for Federal homelessness funding

- This role includes the oversight of 13,800 units, and is legislated to ensure there are approximately 9,000 rent geared to income units

- Other key initiatives include:
  - Integration of access to housing with the Housing Services Division
  - Homelessness enumeration
  - Improving coordination of services within the homelessness serving sector
  - Implementation of the Poverty Reduction Fund
  - Use of surplus municipal lands for affordable housing

- Housing system challenges:
  - Lack of Federal and Provincial investment in new affordable rental housing
  - Stagnant supply of rental and affordable housing
  - End of operating agreements in affordable housing

- COCHI/OPHI new Provincial/Federal funding programs
  - Goals are to protect affordability, support the repair and renewal of social housing, Preserve urban Indigenous housing.

- Housing Supply Action Plan (Provincial), goals to address:
  - Speed – it takes too long for development projects to get approved
  - Mix – There are too many restrictions on what can be built to get the right mix of housing where it is needed.
  - Cost – Development costs are too high because of high land prices and government imposed fees and charges
  - Rent – It is too hard to be a landlord in Ontario and tenants need to be protected
  - Innovation – Other concerns, opportunities and innovations to increase housing supply.
• Review of National Housing Strategy overview. Key initiatives:
  o Co-investment fund
  o Maintain a resilient community housing sector
  o New Canada Housing benefit
  o Reducing chronic homelessness by 50% by 2025

(Leyland/ Nikolskaya) CARRIED

5. Discussion Items

5.1 National Housing Day

• November 22nd is National Housing Day
• Hamilton traditionally does an event – past themes have been gentrification, balanced neighbourhoods, and affordable development.
• It was suggested that a photo voice project be part of the National Housing Day event. Opportunity for people to submit successes with a photo and caption
• Committee to be struck for National Housing Day event, and chair of HHAC to join committee.

(Mobley/Leyland) CARRIED

5.2 Working Group

Brain storming on working group to take place through email before November meeting, with regrouping to discuss striking the committee.

6. Other Business

7. Motions

That the HHAC 2019 base budget submission in the amount of $1000 be approved and referred to the 2020 budget process for consideration.

(Mayer/Leyland) CARRIED

That Lance Dingman be approved to represent the Housing and Homelessness Advisory Committee at the Advisory Committee for Persons with Disabilities on matters of mutual interest.
(Leyland/Mayer) CARRIED

7. Notice of Motions

8. New Business General Information / Business

- Next meeting to be a bus tour of variety of locations related to the affordable housing and homelessness serving system.
- Rising Star has a completed needs assessment and is looking for volunteer members who are interested in supporting this peer to peer supportive housing concept.

9. ADJOURNMENT

That, there being no further business, the Housing & Homelessness Advisory Committee adjourn at 7:55 CARRIED
(Mobley / Dawson)

Next meeting, October 1, 2019
Various locations

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

James O’Brien
Senior Project Manager
Housing Services Division
Form: Request to Speak to Committee of Council
Submitted on Thursday, September 19, 2019 - 10:34 am

==Committee Requested==
Committee: Emergency and Community Services Committee
(Previously Healthy & Safe Communities)

==Requestor Information==
Name of Individual: Leanne Mione
Name of Organization: Contact Hamilton for Children and Developmental Services
Contact Number: 905 297 5604
Email Address: leanne.mione@dsohnr.ca
Mailing Address: 140 King Street East, Suite 4
Hamilton, ON L8N 1B2

Reason(s) for delegation request:
I would like to get a sense of how the City of Hamilton is doing locally and provincially with 5% of all housing developments being dedicated to individuals with a (developmental) disability. We recognize that this will involve education to landlords and other housing planners about the needs faced within our developmental service sector. Please know I welcome working with you and the MMAH in any capacity possible to advocate within the housing world for adults with a developmental disability.

Will you be requesting funds from the City? No
Will you be submitting a formal presentation? Yes
Overview of DSO HNR

Emergency and Community Services Committee
Thursday, November 7, 2019
YOUR ACCESS POINT FOR
Adult Developmental Services

CONNECT WITH US!
dsonario.ca
What is the DSO?

Developmental Services Ontario (DSO):

• Helps adults with developmental disabilities find services and supports in their community
• There are nine DSOs located across Ontario
• Your local DSO is DSO Hamilton - Niagara Region

*Hamilton, Niagara, Brant, Haldimand, Norfolk, Six Nations of the Grand River First Nation and, Mississaugas of the Credit First Nation
The DSO wants to work in partnership with the City of Hamilton to:

• Be responsive to mutual clients that may be homeless or in a crisis
• Make certain the City of Hamilton knows how to refer people to the DSO who have or may have a developmental disability
• Ensure the City has the information needed to include people with developmental disabilities in planning and forecasting
• Ensure the DSO has the most updated information about local housing resources and/or initiatives in order to promote options to stakeholders
• To continue to exchange information and inform any future non profit housing partnerships
DSO Key Functions

- Information provision
- Eligibility confirmation using provincially consistent criteria (age 16+)
- Administer, update and re-administer the standardized Provincial Application Package (age 16+)
- Make service recommendations (Ministry funded and other)
- Service Navigation activities include:
  - Referrals to MCCSS funded services (age 18+)
  - Matching to declared MCCSS funded resources (age 18+)
  - Recommending and linking to other community based services and supports
- Linkage and support through the Urgent Response process (age 18+)
The DS Adult Application Package...

- One application for all MCCSS adult developmental services
- Can be updated as often as required; reapplication can be completed if needs change significantly
- Applicant is engaged and supported to be as involved as possible
- Consent and supported decision making is secured
- Informs service recommendations and referrals (funded and unfunded)
- Informs priority for services when they become available
- Supports fair and equitable access to MCCSS funded services
Ministry Funded Residential Services

• Group living
• Intensive supportive living
• Supported independent living
• Associate living

• Level and intensity of support vary between types and within types
DSO Housing Navigation

https://www.dsontario.ca/resources/housing/welcome-to-the-dso-housing-toolkit

• New toolkit provides resources to help adults with developmental disabilities, and their caregivers create a housing plan
• Local Housing Inventories provide local resources and contacts
• DSOs connect people with family support networks
• We encourage families to start planning early and build skills with their sons and daughters
• Offering information sessions to families and service providers
QUESTIONS?

Connect with DSO HNR

Phone 1-877-376-4674
  Ask to speak with a member of the DSO HNR team

Email housing@dsohrn.ca

Websites dsohrn.ca and dsontario.ca
Form: Request to Speak to Committee of Council
Submitted on Tuesday, September 24, 2019 - 8:37 am

==Committee Requested==
Committee: Emergency and Community Services Committee
(Previously Healthy & Safe Communities)

==Requestor Information==
Name of Individual: John Gibson

Name of Organization: ArcelorMittal Grassroots Soccer Program

Contact Number:

Email Address:

Mailing Address: Hamilton, ON

Reason(s) for delegation request: Present 5 year update on the success of the program

Will you be requesting funds from the City? No

Will you be submitting a formal presentation? Yes
About Us

ArcelorMittal Grassroots Soccer is a program designed to accommodate 500 children annually from the stadium precinct and surrounding area. This is an 8 week free summer program from July to August. Fully subsidized through corporate and philanthropic funding.

With the generous donations from title sponsors - ArcelorMittal Dofasco, Hamilton Athletic Trust Fund and the City of Hamilton and our dedicated group of volunteers, we introduce the beautiful game of soccer to the children near the stadium precinct.

This program is located at Tim Hortons Field.

The Grassroots program not only focuses on soccer - it also develops and enhances physical literacy, social skills and self esteem.

Our Mission Statement:
To introduce our youth to the sport of soccer, reinforce positive social skills and promote physical literacy within a structured, safe environment.
Program Outline

• Provide a 8 week program from July to August.
• Full uniforms are distributed to each participant (includes: shirt, shorts, socks, water bottle, ball, and a backpack.)
• Registration open and capped at 500 registered players, between the ages of 5 – 12, with an annual 150-200 participant waiting list.
• All players are registered with the Ontario Soccer with the goal of identifying players for the talented pathway.
• The program is made available for the residents primarily within Ward 3 and overflows from Wards 2 and 4.
• Contact to participants and volunteers is continuously done via telephone and electronic communication.
• Average attendance averages approximately 75% on a weekly basis.
• Our program is based on the LTPD (Long Term Player Development) as developed by Canada Soccer.
• Information for the program is accomplished by direct contact to public and separate schools in the precinct and surrounding areas.
• Celebration annually is on the last session of the program with food, drinks, trophies, and certificates being distributed to all participants.
Survey Results

Does your child identify as Male or Female?

- Male %
- Female %

Participation in other physical activities

Yes%  No%

Average over 5 years 2019 2018 2017 2016 2015
Overall Satisfaction of "Social Experience"
Will you participate next season?

- Average over 5 years: Yes% (100%), No% (0%)
- 2019: Yes% (100%), No% (0%)
- 2018: Yes% (100%), No% (0%)
- 2017: Yes% (100%), No% (0%)
- 2016: Yes% (100%), No% (0%)
- 2015: Yes% (100%), No% (0%)
Would you recommend the program?

- Average over 5 year
- 2019
- 2018
- 2017
- 2016
- 2015

Yes%  No%

0%  0%  0%  0%  0%  0%
Our Kids at play....
Our Volunteers...

- Volunteer of the year
Year End Happiness
This certificate is to acknowledge your participation and attendance in the 2016 ArcelorMittal Dofasco Grassroots Soccer Program. The Grassroots Program was created in cooperation with the City of Hamilton, The Hamilton & District Soccer Association, SportHamilton and the 2015 Pan Am Games Legacy.

The Grassroots Soccer Program would like to acknowledge the generous support from ArcelorMittal Dofasco and the Hamilton Athletic Trust.
Our Program Information

Office:
Tim Hortons Field
64 Melrose Ave N
RM# 2W-331
Hamilton, Ont
L8L 0C3

Phone: 905-383-0288
Email: grassroots@hamiltonsoccer.net

- Website:

- Facebook Page:
  - https://www.facebook.com/Arcelor-Mittal-Grassroots-Soccer-1432689487028808/

- Twitter:
  - @HamGrassroots

- Media Coverage:
  - https://www.youtube.com/watch?v=qKvgF9xgfdY
  - https://www.youtube.com/watch?v=Fm4Jrq4ZaQU
  - https://www.youtube.com/watch?v=Dej36hwH2qA
GrassRoots Board of Directors and Staff

**Grass Roots Hamilton Board of Directors**

- John Gibson  Co-Chair
- Helen Downey  Co-Chair
- Nadia McIntyre  Club and Community Liaison
- Gordon Young  City Liaison
- Jesse Williamson  Youth Community Liaison
- Anna Roberts  Director
- James Hutton  Communication
- Richard DoCouto  ArcelorMittal Representative

**H&DSA Program Coordinator**

- Ana Tornifoglia

**Technical Director**

- Carmine Lancia
Our Sponsors

Title Sponsor

ArcelorMittal

Contributing Sponsors

Hamilton Athletic Trust
The Hamilton & District Soccer Association
Hamilton
Ontario Soccer
ONTO:
Chair and Members
Emergency and Community Services Committee

COMMITTEE DATE:
November 7, 2019

SUBJECT/REPORT NO:
Pilot Project for Accessible Bicycles (PED19175) (City Wide)
(Outstanding Business List Item)

WARD(S) AFFECTED:
City Wide

PREPARED BY:
Rachel Johnson (905) 546-2424 Ext. 1473

SUBMITTED BY:
Brian Hollingworth
Director, Transportation Planning and Parking
Planning and Economic Development Department

SIGNATURE:

COUNCIL DIRECTION

On June 25, 2018 Council approved Item 6 of Healthy and Safe Communities Committee Report 18-007 directing staff to investigate options on accessible transportation for seniors and people with disabilities at the waterfront:

(a) That staff be directed to report back to the Healthy and Safe Communities Committee on the feasibility of a pilot project to provide tricycles or four-wheelers at the waterfront to improve accessibility for seniors and people with disabilities;

(b) That the report include the capital costs of purchasing ten tricycles or four-wheelers, to be located at the waterfront as part of the SoBi project, and open to other appropriate locations; and,

(c) That the Seniors Advisory Committee and Advisory Committee for Persons with Disabilities be invited to comment on the above-mentioned pilot project.

This Report PED19175 has been prepared in response to the motion and satisfies the outstanding business list item.
INFORMATION

A motion for an adaptive bike share program, approved on June 25, 2018, expresses the need for an accessible bicycle program in Hamilton, integrated with the existing bike share program. Traditional bike share systems are often only equipped with two-wheeled, human powered bicycles which are inaccessible to many individuals, especially older adults and those with mobility issues. Adaptive bike share is defined as shared options for people with different abilities and bicycle needs. Adaptive bike share reaches a wider range of Hamiltonians, compared to a traditional bike share, including older adults, people with balance and mobility issues and enabling people carrying items via a cargo bicycle. Many bike share programs across North America are either operating or investigating the potential for a bike share accessibility and equity program to enhance their systems, as part of a broader equity program. These equity programs are often operated by a local non-for-profit.

The City has been a partner in the provision of adaptive and equitable bike share and mobility programming with Hamilton Bike Share Inc. (HBSI) since the Everyone Rides Initiative (ERI) pilot was developed in 2015. In spring 2019, a small pilot program was launched by Hamilton Bike Share’s Everyone Rides Initiative (HBSI), which includes three-wheeled bicycles (tricycles) and included data collection of their operations.

Preliminary location exploration and consultation has indicated a preference for areas with access to multi-use paths such as Gage Park, Corktown Park, Confederation Beach Park, and Bayfront Park. An existing bicycle rental program with two wheeled, tandem, three and four-wheeled bicycles is available through the Hamilton Waterfront Trust at Pier 7 but does not include programming for the community. During consultation with the Seniors Advisory Committee, Advisory Committee for Persons with Disabilities, and the Hamilton Cycling Committee, a preference for locations on the escarpment and in outlying communities, such as Dundas, were identified. Additional feedback received included the need for training and programming, also accompanying the bicycles and ensuring any program is affordable.

FINANCIAL IMPACTS

As per the direction from Council, the capital cost to operate a ten adaptive bicycles pilot is provided below:

- Eight three-wheeled bicycles (trikes) = $1,000 each ($8,000 total);
- One cargo bicycle = $2,600;
- One tandem or hand-cranked bicycle = $1,500; and,
- Accessories (includes bells, reflectors, lights and locks) = $100 per bicycle ($1,000 total).

Total Capital Cost = $13,100.
In addition, there is an annual operating cost associated with each bicycle of approximately $210 per year per bicycle ($2,100 total/year) for replacement parts and ongoing maintenance. The bicycles listed here are determined to be the best fit for the community based on the research and engagement done through the ERI.

Furthermore, funding would be required for operation of the pilot program. The operation of the program could be contracted out to a local non-for-profit, such as Hamilton Bike Share who could operate the adaptive bike share program, managed by the City of Hamilton’s Sustainable Mobility Programs.

Based on a review of adaptive bike share programs in North America, and feedback heard during preliminary consultation, having a resource dedicated to the success of the project is key. A delivery partner would be responsible for developing programming in consultation with stakeholders, administering program, including but not limited to, hosting rides, offering courses, organizing events and workshops, and promoting the program. Funding required for the programming is estimated at $25,000 per year for five years. Including capital, maintenance and operating, the total cost of the five-year pilot is estimated to be $148,600.

An estimate of program costs year over year is provided below:

<table>
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<th>Year</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
<th>2025</th>
<th>Total</th>
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<tbody>
<tr>
<td>Capital purchase of bicycles including accessories</td>
<td>$13,100</td>
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<td>0</td>
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<td>$125,000</td>
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<tr>
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<td>$27,100</td>
<td>$27,100</td>
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<td>$148,600</td>
</tr>
</tbody>
</table>

**SUPPORTIVE POLICY**

An adaptive bicycles program aligns with the Strategic Plan Citywide Transportation Master Plan, is supportive of the Age-Friendly Plan, and the City’s Multi-Year Accessibility Plan.

One of the goals in the City’s Age-friendly Plan relates to Active Transportation and includes implementing the Cycling Master Plan using an older adult lens and developing cycling workshops geared to older adults, including safety measures, rules of the road and testing of ability so that older adults may safely ride bicycles and take advantage of bike share rental programs. Meeting the needs of an aging population will be increasingly important in the provision of built environments, services and programs.
Transportation planning and decision making to support successful aging of citizens in the future will be an essential part of developing safe and healthier communities. In consultation for the pilot, older adults must be consulted, and an older adult lens must be utilized.

RELEVANT CONSULTATION

In preparation of this report, Transportation Planning Staff consulted with City staff including the Recreation Division, and Public Health Healthy Environments Division in the Healthy and Safe Communities Department. The Seniors Advisory Committee, the Advisory Committee for Persons with Disabilities and, the Hamilton Cycling Committee were engaged as part of their respective agendas. Externally, meetings were held with Hamilton Bike Share staff.

As this Report addresses the issue of a pilot project for accessible bicycles on the Healthy and Safe Communities Committee Outstanding Business List, it is appropriate to be identified as complete and can be removed from the list.

APPENDICES AND SCHEDULES ATTACHED

N/A

RJ:cr
CITY OF HAMILTON
HEALTHY AND SAFE COMMUNITIES DEPARTMENT
Hamilton Fire Department

TO: Chair and Members
Emergency and Community Services Committee

COMMITTEE DATE: November 7, 2019

SUBJECT/REPORT NO: Red Cross Agreement (HSC19046) (City Wide)

WARD(S) AFFECTED: City Wide

PREPARED BY: Connie Verhaeghe (905) 546-2424 Ext. 6038

SUBMITTED BY: Dave Cunliffe, Chief
Hamilton Fire Department
Healthy and Safe Communities Department

SIGNATURE:

RECOMMENDATION(S)

That the Fire Chief, or his designate be authorized to enter into a three-year agreement on behalf of the City of Hamilton with the Canadian Red Cross to provide the delivery of emergency social services in the event of a large scale emergency, at a per capita cost of $0.12 per person (approximately $66,000), charged to the Hamilton Fire Department budget and funded proportionately from all operating departments and in a form satisfactory to the City Solicitor.

EXECUTIVE SUMMARY

Large-scale city emergencies can impact residents resulting in the need for evacuation centres within the city. Emergency social services support is provided to evacuees by the City of Hamilton with support from the Canadian Red Cross.

In the event of an emergency involving 25 residents or less, the Canadian Red Cross will respond and provide the coordination and delivery of emergency social services including emergency shelter for 72 hours.

In an event involving more than 25 residents, a comprehensive strategy is required to meet the emergency social service needs of evacuees. This type of incident requires additional resources and services beyond those available within the City. The Canadian Red Cross is well equipped to provide additional resources and
services which include emergency shelter, feeding, registration and personal services support.

The Canadian Red Cross has existing agreements and is entering into new agreements with many surrounding municipalities to provide emergency social services which offer guaranteed support over municipalities that have not signed an agreement. Since Hamilton currently does not have a formalized agreement with the Canadian Red Cross, the City risks the availability of priority response support during a large-scale emergency.

Alternatives for Consideration – Not Applicable

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: The annual fee to the Canadian Red Cross is based on a per capita cost of $0.12 per person which equates to approximately $66,000 for the City (based on 2019 population data). The initial agreement is for a three-year term with provisions to extend for two additional three-year terms and will be charged to Hamilton Fire Department budget and be funded proportionately from all operating departments.

As is usual practice, there may be additional costs associated with the lodging, feeding, travel and transportation services of the Red Cross Volunteers and other ancillary associated costs following an emergency response. These will be negotiated based on specific needs during an event and cannot be determined in advance.

Staffing: N/A

Legal: N/A

HISTORICAL BACKGROUND

Since 2004, the City of Hamilton has had a Memorandum of Understanding with the Canadian Red Cross to provide emergency response services in support of emergency social services. The Canadian Red Cross has now requested municipalities to enter into a fee for service agreement to render these services during an emergency. Municipalities such as Toronto, Niagara, York Region and Peel Region have signed Red Cross agreements. Some agreements were signed in 2017, other agreements were signed recently in 2019.
POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

The City of Hamilton as a municipality is delegated under the Emergency Management and Civil Protection Action, R.S.O. 1990, c. E.9 and as stated in 2.1 (1) Every municipality shall develop and implement an emergency management program that includes response to emergencies.

RELEVANT CONSULTATION

Consultation with other municipalities (Peel Region, City of Toronto, Waterloo Region, Halton Region and York Region) and the Director of Children’s Services and Neighbourhood Development recommend the City of Hamilton enter into an agreement with the Canadian Red Cross to provide emergency social services.

Feedback from the Financial Planning and Policy and Legal Services Divisions of the Corporate Services Department were incorporated in this Report.

ANALYSIS AND RATIONALE FOR RECOMMENDATION(S)

A formalized agreement with the Canadian Red Cross will provide assurance of access to resources needed to respond to the social services needs of evacuees. The services include basic needs such as: food, clothing, shelter, evacuation centre/registration and inquiry, as well as family reunification and personal services support. The Canadian Red Cross specializes in these services and are considered the lead organization in responding to the needs of evacuees.

Since Hamilton has not entered into a formalized agreement with the Canadian Red Cross, the City risks not having support from the Canadian Red Cross during a large-scale emergency. The Red Cross responds to municipalities that have existing agreements before supporting municipalities with no agreements.

The assurance provided through a formal agreement with the Canadian Red Cross includes a commitment to train and recruit local volunteers. This will provide the City with access to local volunteers who are familiar with resources with the City. This also means a greater coordination of emergency social services during an emergency.

The Canadian Red Cross is a key external partner with other non-governmental agencies who play significant roles in assisting evacuees during an emergency. Their experience and expertise in responding to emergencies will support the City in responding to emergencies and will increase the City’s resiliency in response to large-scale emergencies.
ALTERNATIVES FOR CONSIDERATION
None

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.

APPENDICES AND SCHEDULES ATTACHED:
None
TO: Chair and Members
   Emergency and Community Services Committee

COMMITTEE DATE: November 7, 2019

SUBJECT/REPORT NO: Recommended Projects from Request for Proposals C5-19-19 Ontario Priorities Housing Initiative: Rental Housing Component (HSC19060) (Ward 3)

WARD(S) AFFECTED: Ward 3

PREPARED BY: Jana Amos (905) 546-2424 Ext. 1554
               Kirstin Maxwell (905) 546-2424 Ext. 3846

SUBMITTED BY: Edward John
               Director, Housing Services Division
               Healthy and Safe Communities Department

SIGNATURE:

RECOMMENDATION(S)

(a) That the Minister of Municipal Affairs and Housing be advised that the City of Hamilton recommends that the Hamilton East Kiwanis Non-Profit Homes Inc., 6 – 14 Acorn Street affordable rental housing development project be approved for funding in the amount of $2,790,000 under the Ontario Priorities Housing Initiative (OPHI) – New Rental Housing Component to be funded through Project ID 6731941921;

(b) That the Minister of Municipal Affairs and Housing be advised that the City of Hamilton recommends that the Indwell Community Homes, 225 East Avenue North affordable rental housing development project, be approved for funding in the amount of $1,590,545 and up to $4,380,545 if available, under the Ontario Priorities Housing Initiative (OPHI) – New Rental Housing Component to be funded through Project ID 6731941921;

(c) That the General Manager of the Healthy and Safe Communities Department be authorised and directed to enter into any agreements and ancillary documents, with such terms and conditions in a form satisfactory to the City Solicitor, necessary to fund the Hamilton East Kiwanis Non-Profit Homes Inc., 6 – 14

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.
Acorn Street and Indwell Community Homes, 225 East Avenue North development projects; and,

(d) That the City contribution in the approximate amount of $1,238,791 in the form of foregone Development Charge (DC) and Parkland Dedication Revenues be funded from the Social Housing Stabilization Reserve (110041) to the applicable DC and Parkland Reserves.

EXECUTIVE SUMMARY

Staff issued Request for Proposals (RFP) C5-19-19 to solicit proposals for affordable rental housing development from non-profit housing developers for funding consideration. The RFP closed on September 23, 2019. The total funds available are $4,380,545.

Under OPHI, municipalities must forward Council endorsed projects to the Minister of Municipal Affairs and Housing (MMAH) for funding consideration by November 30 of the current year. Final approval rests with the Minister of Municipal Affairs and Housing.

The Hamilton East Kiwanis Non-Profit Homes Inc., 6 -14 Acorn Street Project, comprised of 20 units comprised of one, two, and three bedrooms received the highest score in the RFP and is recommended to receive $2,790,000 as requested.

The Indwell Community Homes, 225 East Avenue North Project, comprised of 95 units for singles in two buildings received the second highest score and is recommended to receive the remaining available funding of $1,590,545. This is significantly less than the $4,380,545 requested for the project. Indwell is exploring potential options for the shortfall. Staff are also exploring other potential solutions.

If approved by the Ministry, these two projects could provide 115 new funded affordable rental housing units with rents at 60 – 80% of the average market rent (AMR) for the city as determined by the Canada Mortgage and Housing Corporation (CMHC) annual rental market survey. These projects will assist the City to meet its need for 350 new affordable rental units annually.

Approval of OPHI funding for these projects is a federal and provincial investment of $4.38 M with a construction value of $34.7 M. The City will be contributing approximately $1.24 M through development charge relief and relief from parkland dedication fees.

Alternatives for Consideration – Not Applicable
FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: The City contribution for the OPHI funded portion of the Hamilton East Kiwanis Non-Profit Homes Inc. project is projected to be approximately $553,932; $146,460 in relief from parkland dedication fees, and $407,472 in relief from development charges (current DC rates net of applicable credits).

The City contribution for the Indwell Community Homes 95-unit project is projected to be approximately $684,859; $90,000 in relief from parkland dedication fees, and $594,859 in relief from development charges (current DC rates net of applicable credits). The contribution by building is as follows:

- The City contribution for the Indwell Community Homes 43-unit building is projected to be approximately $359,252; $90,000 in relief from parkland dedication fees (fees are calculated on land value, not unit count), and $269,252 in relief from development charges (current DC rates net of applicable credits).
- The City contribution for the Indwell Community Homes 52-unit building would be $325,607 in relief from development charges (current DC rates net of applicable credits).

The development charge and parkland dedication fee relief will be funded through Reserve # 110041, Social Housing Stabilization Reserve, which is dedicated to development charge relief for qualifying affordable housing projects. The current balance is $1,626,302, leaving a balance of approximately $380,000 after these projects have been funded.

There are no ongoing operating subsidies to be provided by the City for the operation of these rental housing projects.

Staffing: N/A

Legal: Proponents will be required to enter into a Contribution Agreement with the City by the end of 2019.

HISTORICAL BACKGROUND

The City of Hamilton, in partnership with the Federal and Provincial Governments, is working to increase the supply of affordable rental housing in Hamilton.

Since 2003, there have been 21 projects with a total construction value of $101 M, constructed with $82 M of federal and provincial funds, creating 1011 new affordable rental units available for low and moderate-income households.
In April 2019, the Province of Ontario announced the Ontario Priorities Housing Initiative (OPHI) and Canada-Ontario Housing Initiative (COCHI). The OPHI has five components: Rental Housing, Homeownership, Ontario Renovates, Rental Assistance and Housing Supportive Services.

The Transfer Payment and Investment Plan (Report HSC19042(a), approved by Council on September 11, 2019, allocates the full 2019-2020 allocation of $4.38 M to the Rental Housing Component.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

Housing and Homelessness Action Plan (HHAP) (as submitted to the Ministry following the Five-Year Review)
Outcome 1: There is more affordable rental and ownership housing in Hamilton to meet the need and demand

RELEVANT CONSULTATION

A staff evaluation team assessed and rated the proposals. The team included representatives from the following Divisions:

- Planning and Economic Development Department, Urban Renewal;
- Healthy and Safe Communities Department, Children’s Services & Neighbourhood Development Division;
- Planning and Economic Development Department, Development Planning Heritage Design; and,
- Healthy and Safe Communities Department, Housing Services Division.

A Financial Services Division, Procurement Specialist managed the RFP process and reviewed this report.

Legal Services was consulted in the development of the Contribution Agreement which the successful proponents will be required to sign.

Financial Planning, Administration and Policy Division provided input on this report.

ANALYSIS AND RATIONALE FOR RECOMMENDATION

RFP Goals and Criteria:

This RFP incorporated housing goals not previously included in new affordable rental housing RFPs. Particularly given the reduction in funding amounts from previous years,
it is important to maximize the City housing goals met by the successful projects. The new goals pertain to both social housing and homelessness:

- Housing households from either the Access to Housing Centralized Wait List or the By Name Priority Waitlist (at least 30% of the units);
- Meeting needs for deep affordability by accepting rent-geared-to-income (RGI) subsidies and rent supplements as available; and,
- Addressing the issue of over and under-housed households in social housing.

In addition to the new criteria above, proposals were evaluated on the following:

- Proponent qualifications and experience;
- Site readiness and development schedule;
- Financial viability and cost effectiveness;
- Development concept and target population, specifically meeting the needs of vulnerable citizens;
- Levels of energy efficiency and accessibility; and,
- Level and duration of affordability.

Of primary importance for this RFP is the ability of projects to meet the challenging program deadlines of signing a Contribution Agreement by December 24, 2019 and obtaining a foundation permit within 120 days following the signing. Projects must meet program deadlines, or the Ministry may recall the funding, so only projects that are well advanced were able to meet all the RFP benchmarks. Unfortunately, getting to this stage requires substantial resources that are often not available to small non-profit organizations.

RFP Outcomes:

Six proposals were received under the RFP C5-19-19. Five were deemed compliant by the Procurement Specialist and the sixth was deemed ineligible as it did not meet Ontario Priorities Housing Initiative Program Guidelines for the Rental Housing Component. Three of the five evaluated proposals did not meet all required benchmarks. Therefore, staff recommend the following projects for OPHI Funding in order of score RFP achieved:

1) Hamilton East Kiwanis Non-Profit Homes Inc., 6 -14 Acorn St (Ward 3),
   - 20 units comprised of one, two, and three bedrooms
   - An additional 40 units, not to be funded through OPHI, which are anticipated to have rents at the average market rent (AMR) for the City as determined by the
SUBJECT: Recommended Projects from Request for Proposals C5-19-19
Ontario Priorities Housing Initiative: Rental Housing Component

Canada Mortgage and Housing Corporation (CMHC) annual rental market survey;
- Potential to address the issue of over and under housed households in social housing;
- At least 31% of the units will be accessible or barrier free;
- Rents of 79% - 75% AMR for 46 years; and,
- $2,790,000 funding request.

2) Indwell Community Homes, 225 East Avenue North (Ward 3),
- 95 units for singles with a history of unstable housing, in two buildings. Most will have a diagnosed mental illness; many will have a primary addiction, concurrent disorder or physical condition;
- Potential to address the issue of over and under housed households in social housing;
- At least 20% of the units will be barrier free;
- Rents 60% of rents at the average market rent (AMR) for the City as determined by the Canada Mortgage and Housing Corporation (CMHC) annual rental market survey for a minimum of 25 years; and,
- $4,380,545 funding request.

Due to the shortfall in requested funding for this project, staff are exploring trading a portion of Hamilton’s OPHI Year 2 or Year 3 funds in exchange for the same amount of 2019-2020 funds from another municipality reducing the two buildings in the Indwell proposal to one building (either the 43-unit or 52-unit building depending on the funds available for reallocation), and other potential solutions.

If an appropriate solution for the Indwell project cannot be found by the end of December 2019, the City can with Ministry approval, reallocate $1,590,545 allocated to the Rental Housing Component to the Ontario Renovates Component. It can then be used to fund capital repairs to emergency shelters, social housing, and other types of affordable housing. Report HSC19042(a) gives the General Manager of the Healthy and Safe Communities Department the delegated authority to “update or amend the Investment Plan, as necessary.” Staff are pursuing alternative projects now to ensure that all funds are committed by the end of December. If a solution for the Indwell project can be found, most of the alternative projects will still be funded through funds allocated to Ontario Renovates in later years.

Through its many past and ongoing successful projects in Hamilton and beyond, Indwell has demonstrated its ability to produce high quality and deeply affordable housing and living experiences for people in need. Not only is Indwell an experienced developer and manager of deeply affordable supportive housing for some of Hamilton’s most vulnerable citizens, but this project is an efficient investment for both OPHI and City
funds. The full 95-unit project would leverage up to a $4,380,545 OPHI investment and $684,859 City investment to obtain approximately $14.5 M in CMHC Co-Investment Fund grant and low-cost financing. This is an efficient investment of $46,111 OPHI funds and $7,209 City funds per unit.

Based on the evaluation results, staff recommends that Council request that the Minister approve the proposals for funding per the Recommendations of this Report.

ALTERNATIVES FOR CONSIDERATION

None

ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN

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APPENDICES AND SCHEDULES ATTACHED

None