



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

**Meeting #:** 20-005  
**Date:** August 17, 2020  
**Time:** 9:30 a.m.  
**Location:** Due to the COVID-19 and the Closure of City Hall

All electronic meetings can be viewed at:

City's Website:  
<https://www.hamilton.ca/council-committee/council-committee-meetings/meetings-and-agendas>

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<https://www.youtube.com/user/InsideCityofHamilton> or Cable 14

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

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**1. APPROVAL OF AGENDA**

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

**2. DECLARATIONS OF INTEREST**

**3. APPROVAL OF MINUTES OF PREVIOUS MEETING**

3.1 July 13, 2020

**4. COMMUNICATIONS**

4.1 Correspondence respecting Men's Shelter in Old Cathedral School

Recommendation: Be received.

4.1.a Michelle Cho

- 4.1.b Damon Joo
- 4.1.c Artur Gndt
- 4.1.d Tania Ferguson
- 4.1.e William Ferguson
- 4.2 Correspondence from Shannon Fuller, Assistant Deputy Minister, Early Years and Child Care Division, Ministry of Education, respecting Child Care Re-Opening  
Recommendation: Be received and referred to Item 6.1
  - 4.2.a Child Care Re-Opening Guidance
  - 4.2.b Child Care and EarlyON Sector Funding - Re-Opening Plan
  - 4.2.c Launch of Surveys to Support the Review of the Child Care and Early Years Act, 2014
  - 4.2.d Child Care Re-Opening Update - Cohort Size
  - 4.2.e Revised Operational Guidance for Child Care Programs
  - 4.2.f Child Care and Early Years Programs Re-Opening Update
  - 4.2.g Child Care and EarlyON Sector Funding - Reconciliation and September Approach

## 5. CONSENT ITEMS

## 6. WRITTEN/ORAL DELEGATIONS

## 7. STAFF PRESENTATIONS

- 7.1 Housing and Homelessness Action Plan Five-Year Review (CS11017(d)) (City Wide)

## 8. DISCUSSION ITEMS

- 8.1 Hamilton Arena Partners (HAP) Operating Agreement Renewal (CES14002(a)) (Ward 6)
- 8.2 Stoney Creek Arena (HSC20029) (Ward 5) (Outstanding Business List Item)
- 8.3 2020 Arena Opening Plan (HSC20031) (City Wide)



**9. MOTIONS**

**10. NOTICES OF MOTION**

**11. GENERAL INFORMATION / OTHER BUSINESS**

11.1 Amendments to the Outstanding Business List

11.1.a Items to be Removed from the Outstanding Business List

11.1.a.a Curling Facilities

Item on OBL: 19-F

Addressed as Item 8.2 on today's agenda

**12. PRIVATE AND CONFIDENTIAL**

12.1 Closed Session Minutes - July 13, 2020

Pursuant to Section 8.1, Sub-sections (e) and (f) of the City's Procedural By-law 18-270; and, Section 239(2), Sub-sections (e) and (f) of the Ontario Municipal Act, 2001, as amended, as the subject matter pertains to litigation or potential litigation, including matters before administrative tribunals, affecting the City and the receiving of advice that is subject to solicitor-client privilege, including communications necessary for that purpose.

**13. ADJOURNMENT**



## EMERGENCY & COMMUNITY SERVICES COMMITTEE MINUTES 20-004

9:30 a.m.

Monday, July 13, 2020

Council Chambers

Hamilton City Hall

71 Main Street West

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

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

#### 1. **Ministry of Health Consultation Meetings (HSC20014) (City Wide) (Item 5.1)**

##### **(Jackson/Clark)**

That Report HSC20014, respecting Ministry of Health Consultation Meetings, be received and the following recommendations, be endorsed:

- (a) Operational responsibility for land ambulance dispatch should be transitioned to the Land Ambulance Service Provider and core dispatch funding should remain a Ministry responsibility;
- (b) Accreditation should be pursued as a replacement for the existing Ambulance Service Review (ASR) process;
- (c) Delays in transfer of care on arrival at hospital continue to create systemic pressures as paramedics perform hospital hallway medicine. Cost of this hallway staffing should be reimbursed by the Ministry to the ambulance service provider, removing the additional cost burden from the municipal tax base;
- (d) Inter-facility transfers should be the subject of a fully integrated Provincial working group:
  - (i) Terms of reference from successful implementation in another provincial jurisdiction is provided;

- (ii) All inter-facility transfers should be coordinated through the respective CACC and the process of booking and scheduling should be automated;
  - (iii) Legislation should be considered to provide for the capacity to contract out delivery of low acuity non-urgent patient transfers to an appropriately qualified patient transfer service; and,
  - (iv) The Ministry should fully fund the cost of all inter-facility patient transfer service.
- (e) Community Paramedic programs should continue to be developed to match specific community needs. These programs should be integrated fully with the respective Ontario Health Teams and funded through the respective Ontario Health regional delivery program;
- (f) Ministry funding of land ambulance delivery should continue at a minimum level of 50% of the respective council approved operational budget inclusive of municipal overhead costs. The current one-year lag in funding should be eliminated through implementation of one-time funding processes; and,
- (g) A College of Paramedicine should be established under the Regulated Health Care Practitioners Act. The scope of paramedic practice, and the performance of delegated medical acts should be revised to reflect a Certification – Registration – Authorization paradigm. Base hospital funding should be redistributed to the respective land ambulance service providers who would then be required to establish appropriate medical oversight for both delegation and quality review.

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

YES - Ward 3 Councillor Nrinder Nann  
 YES - Ward 6 Councillor Tom Jackson  
 YES - Chair – Ward 7 Councillor Esther Pauls  
 YES - Ward 4 Councillor Sam Merulla  
 YES - Ward 14 Councillor Terry Whitehead  
 YES - Ward 9 Councillor Brad Clark

**2. Consent Items (Items 5.2-5.4)**

**(Whitehead/Nann)**

That the following Consent Items be approved, as presented:

- (a) **Paramedic Service Data Sharing and Network Services Agreement with Health Shared Services Ontario (HHSO) (HSC20017) (Item 5.2)**

- (i) That the Chief, Hamilton Paramedic Service be authorized to enter into and execute the agreement for participation in the Paramedic Bi-directional eNotification web-service interface with Interdev Technologies, Shared Services Ontario, and Ontario Health – West.
- (b) **Leveraging a Provincial Contract for Digitizing Ontario Works Client Files (HSC20023) (City Wide) (Item 5.3)**
  - (i) That Council approve the single source procurement, pursuant to Procurement Policy #11 – Non-competitive Procurements with Nimble Information Strategies Inc., at an estimated cost of \$580,839, for the digitization of Ontario Works active case files and that the General Manager, Healthy and Safe Communities Department or designate be authorized to negotiate, enter into and execute a Contract and any ancillary documents required to give effect thereto, in a form satisfactory to the City Solicitor; and,
  - (ii) That Appendix “A” of Report HSC20023 remain confidential and not be released as a public document.
- (c) **Child Care Reopening Framework (HSC20027) (Item 5.4)**

That Report HSC20027, respecting the Child Care Reopening Framework, be received.

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

YES - Ward 3 Councillor Nrinder Nann  
 YES - Ward 4 Councillor Sam Merulla  
 YES - Ward 6 Councillor Tom Jackson  
 YES - Chair - Ward 7 Councillor Esther Pauls  
 YES - Ward 14 Councillor Terry Whitehead  
 YES - Ward 9 Councillor Brad Clark

**3. Hamilton Paramedic Service 2019 Annual Report (HSC20021) (City Wide) (Item 7.1)**

**(Jackson/Whitehead)**

That Report HSC20019, respecting Hamilton Paramedic Service 2019 Annual Report, be received.

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

YES - Ward 3 Councillor Nrinder Nann  
 NOT PRESENT - Ward 4 Councillor Sam Merulla  
 YES - Ward 6 Councillor Tom Jackson  
 YES - Chair - Ward 7 Councillor Esther Pauls

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YES - Ward 14 Councillor Terry Whitehead  
YES - Ward 9 Councillor Brad Clark

**4. Home for the Holidays Wrap Up (HSC20024) (City Wide) (Item 8.1)**

**(Jackson/Whitehead)**

That Report HSC20024, respecting Home for the Holidays Wrap Up, be received.

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

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

**5. Provision of Conditional Grants for the Purposes of Paying Development Charges for Two Non-Profit Affordable Rental Housing Projects (HSC19060(a)) (Ward 3) (Item 8.2)**

**(Nann/Whitehead)**

- (a) That a conditional grant in the total amount of the development charges (DCs) for the 40 units of the 60-unit Hamilton East Kiwanis Non-Profit Homes Inc., 6 – 14 Acorn Street affordable rental housing development project that are not receiving funding under the Ontario Priorities Housing Initiative (OPHI) (“Kiwanis Project”), in the approximate amount of \$1,000,903 be approved in accordance with the terms and conditions contained in the Conditional Grant Term Sheet attached as Appendix “A” to Report HSC19060(a);
- (b) That a conditional grant in the total amount of the development charges (DCs) for the 43-unit building of the 95-unit Indwell Community Homes, 225 East Avenue North affordable rental housing development project that are not receiving funding under Ontario Priorities Housing Initiative (OPHI) (“Indwell Project”), in the approximate amount of \$379,260 be approved in accordance with the terms and conditions contained in the Conditional Grant Term Sheet attached as Appendix “B” to Report HSC19060(a);
- (c) That the conditional grants in the total amount of the development charges (DCs) payable for both projects in the approximate amount of \$1,380,163 as well as the deficit of approximately \$43,227 in the Social Housing Stabilization Reserve (110041) once all 2020 commitments have been met, be funded from the Affordable Housing Property Reserve (112256), to the applicable DC Reserve;
- (d) That the General Manager of the Healthy and Safe Communities Department or designate be directed and authorized to enter into a Conditional Grant Agreement respecting the Kiwanis Project with the terms and conditions contained in the Conditional Grant Term Sheet attached as Appendix “A” to Report HSC19060(a) in a form satisfactory to

the City Solicitor, and that the General Manager of the Healthy and Safe Communities Department be authorized to execute any such agreements and ancillary documentation;

- (e) That the General Manager of the Healthy and Safe Communities Department or designate be directed and authorized to enter into a Conditional Grant Agreement respecting the Indwell Project with the terms and conditions contained in the Conditional Grant Term Sheet attached as Appendix "B" to Report HSC19060(a) in a form satisfactory to the City Solicitor, and that the General Manager of the Healthy and Safe Communities Department be authorized to execute any such agreements and ancillary documentation;
- (f) That the development charges payable for the Kiwanis Project be payable in 20 equal annual instalments without interest in accordance with the terms and conditions contained in the Payment Agreement Term Sheet attached as Appendix "C" to Report HSC19060(a);
- (g) That the development charges payable for the Indwell Project be payable in 20 equal annual instalments without interest in accordance with the terms and conditions contained in the Payment Agreement Term Sheet attached as Appendix "D" to Report HSC19060(a);
- (h) That the General Manager of the Finance and Corporate Services Department be directed and authorized to enter into a Development Charge Payment Agreement respecting the Kiwanis Project, under section 27 of the *Development Charges Act, 1997*, to require the payment of development charges otherwise payable under Development Charges By-law 19-142 and By-law 11-174, the earlier of the date of first occupancy or issuance of an occupancy permit, on such terms as the General Manager of the Finance and Corporate Services Department may require and including those on the Term Sheet attached as Appendix "C" to Report HSC19060(a), without interest, in a form satisfactory to the City Solicitor, and that the General Manager of the Finance and Corporate Services Department be directed and authorized to execute any such agreements and ancillary documentation; and,
- (i) That the General Manager of the Finance and Corporate Services Department be directed and authorized to enter into a Development Charge Payment Agreement respecting each of the Indwell Project, under section 27 of the *Development Charges Act, 1997*, to require the payment of development charges otherwise payable under Development Charges By-law 19-142 and By-law 11-174, the earlier of the date of first occupancy or issuance of an occupancy permit, on such terms as the General Manager of the Finance and Corporate Services Department may require and including those on the Term Sheet attached as Appendix "D" to Report HSC19060(a), without interest, in a form satisfactory to the City Solicitor, and that the General Manager of the Finance and Corporate

Services Department be authorized to execute any such agreements and ancillary documentation.

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

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

**6. Adaptation and Transformation of Services for People Experiencing Homelessness Update 1 (HSC20020(a)) (City Wide) (Added Item 8.3)**

**(Nann/Clark)**

(a) That Council approve:

- (i) The authority of the General Manager of the Healthy and Safe Communities Department continue to enter into contracts necessary to secure access and purchase of service of the rental of hotel rooms for expanded temporary housing during the Coronavirus pandemic as well as cleaning, food and associated services from vendors and providers satisfactory to the General Manager of the Healthy and Safe Communities Department;
- (ii) Conditional grants up to a maximum of \$2.0 M in total to shelter providers for the provision of staffing and additional supports to homeless clients receiving emergency shelter in these hotel rooms;
- (iii) A conditional grant in the maximum amount of \$550 K to the Good Shepherd Centre Hamilton to renovate 378 Main Street East (the former Cathedral Boys School) into a temporary shelter for 45 men;
- (iv) A conditional grant in the maximum amount of \$700 K to the Good Shepherd Centre Hamilton to operate 378 Main Street East (the former Cathedral Boys School) as a temporary shelter for 45 men for the period of September 1, 2020 to June 30, 2021;
- (v) A conditional grant in the maximum amount of \$120 K to Mission Services of Hamilton Inc. to renovate their shelter at 325 James St. N. to allow for appropriate physical distancing and to return the shelter to an occupancy of 58 persons; and,
- (vi) A conditional grant in the maximum amount of \$930 K to Wesley Urban Ministries Inc. to operate its Isolation Centre for people experiencing homelessness for the period of July 6, 2020 to June 30, 2021;



- (b) That all such purchases and grants outlined in Recommendation (a) that are approved by Council be funded from any available source jointly deemed appropriate by the General Manager of the Healthy and Safe Communities Department and the General Manager of the Finance and Corporate Services Department including, but not limited to, one or more of the following sources: Reaching Home, Community Homelessness Prevention Initiative, any available provincial or federal funding, or any available funds from the general levy; and,
- (c) That the General Manager of the Healthy and Safe Communities Department be directed and authorized, on behalf of the City of Hamilton, to enter into, execute and administer all agreements and documents necessary to implement the purchases and grants outlined in Recommendation (a) on terms and conditions satisfactory to the General Manager of the Healthy and Safe Communities Department and in a form satisfactory to the City Solicitor.

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

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

**7. Signing of the AMO-OFIFC Declaration of Mutual Commitment and Friendship with Local Municipality and Friendship Centre Support (Added Item 10.1)**

**(Nann/Jackson)**

WHEREAS the City of Hamilton is working with the local Indigenous Friendship Centre, the Hamilton Regional Indian Centre;

WHEREAS the Indigenous Friendship Centre, the Hamilton Regional Indian Centre, has been an active contributor to the wellbeing of residents in the community;

WHEREAS the City of Hamilton has a good and ongoing relationship with the local Indigenous Friendship Centre, the Hamilton Regional Indian Centre, and wants to set a leading example in the area of Indigenous relations by demonstrating overlapping community interest and work;

WHEREAS the Association of Municipalities of Ontario (AMO) and the Ontario Federation of Indigenous Friendship Centres (OFIFC) Declaration of Mutual Commitment and Friendship reflects the municipality's understanding of and working relationship with Indigenous people in the community; and,

WHEREAS the local Indigenous Friendship Centre is contemplating the signing of this declaration and participation in related concurrent activities during the virtual AMO Conference in August of 2020;

THEREFORE, IT BE RESOLVED

- (a) that the City of Hamilton Council authorizes the Mayor to sign in conjunction with the local Indigenous Friendship Centre, the Hamilton Regional Indian Centre, the joint AMO-OFIFC Declaration of Mutual Commitment and Friendship on behalf of the municipality and participate in related concurrent activities during the AMO 2020 Conference; and,
- (b) That Council direct staff to work with AMO in order to coordinate the declaration signing and related concurrent activities in advance of the AMO 2020 Conference.

**Result: Motion CARRIED by a vote of 3 to 1, as follows:**

YES - Ward 3 Councillor Nrinder Nann  
 NOT PRESENT - Ward 4 Councillor Sam Merulla  
 YES - Ward 6 Councillor Tom Jackson  
 YES - Chair - Ward 7 Councillor Esther Pauls  
 NOT PRESENT - Ward 14 Councillor Terry Whitehead  
 NO - Ward 9 Councillor Brad Clark

**8. Potential Litigation Report (LS20019) (City Wide) (Added Item 12.2)**

**(Jackson/Clark)**

That Report LS20019, respecting Potential Litigation Report, be received and remain confidential.

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

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

**FOR INFORMATION:**

**(a) APPROVAL OF AGENDA (Item 1)**

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

**6. WRITTEN DELEGATIONS (Items 6.1-6.3)**

- 6.1 Kevin Gonci, Hamilton Collaborative Partnership Group, respecting Response to City of Hamilton Staff Report HSC20026 (City Wide) dated June 19, 2020
- 6.2 Dr. Jill Wiwcharuk and Dr. Tim O'Shea, Hamilton Social Medicine Response Team, respecting the City's strategy about homeless encampments
- 6.3 Jody Ans and Lisa Nussey, Keeping Six, respecting request that the City re-evaluate and change its approach to encampments
- 6.4 Sharon Crowe, Nadine Watson, and Wade Poziomka, Hamilton Community Legal Clinic, respecting Dismantlement of Homeless Encampments

**8. DISCUSSION ITEMS (Item 8.3)**

- 8.3 Adaptation and Transformation of Services for People Experiencing Homelessness Update 1 (HSC20020(a)) (City Wide)

**10. NOTICES OF MOTION (Item 10.1)**

- 10.1 Signing of the AMO-OFIFC Declaration of Mutual Commitment and Friendship with Local Municipality and Friendship Centre Support

**12. PRIVATE & CONFIDENTIAL (Item 12.2)**

- 12.2 Potential Litigation Report (LS20019) (City Wide)

**(Whitehead/Merulla)**

That the agenda for the July 13, 2020 Emergency and Community Services Committee meeting be approved, as amended.

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

- YES - Ward 3 Councillor Nrinder Nann
- YES - Ward 4 Councillor Sam Merulla
- YES - Ward 6 Councillor Tom Jackson
- YES - Chair - Ward 7 Councillor Esther Pauls
- YES - Ward 14 Councillor Terry Whitehead
- YES - Ward 9 Councillor Brad Clark

**(b) DECLARATIONS OF INTEREST (Item 2)**

There were no declarations of interest.

**(c) APPROVAL OF MINUTES OF PREVIOUS MEETING (Item 3)**

**(i) June 19, 2020 (Item 3.1)**

**(Merulla/Nann)**

That the Minutes of the June 19, 2020 meeting of the Emergency and Community Services Committee be approved, as presented.

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

YES - Ward 3 Councillor Nrinder Nann  
 YES - Ward 6 Councillor Tom Jackson  
 YES - Chair – Ward 7 Councillor Esther Pauls  
 YES - Ward 4 Councillor Sam Merulla  
 YES - Ward 14 Councillor Terry Whitehead  
 YES - Ward 9 Councillor Brad Clark

**(d) WRITTEN DELEGATIONS (Item 6)**

**(i) Encampment: Legal Brief**

**(Clark/Nann)**

That the Emergency and Community Services Committee direct the City Solicitor to review and present a brief to the Emergency and Community Services Committee on the impacts to Hamilton of the following court decisions:

- (a) Victoria (City) v. Adams, 2009 BCCA 563; and,
- (b) Abbotsford (City) v. Shantz, 2016 BCSC 1909.

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

YES - Ward 3 Councillor Nrinder Nann  
 YES - Ward 4 Councillor Sam Merulla  
 YES - Ward 6 Councillor Tom Jackson  
 YES - Chair - Ward 7 Councillor Esther Pauls  
 YES - Ward 14 Councillor Terry Whitehead  
 YES - Ward 9 Councillor Brad Clark

**(ii) Encampment Strategy**

**(Nann/Merulla)**

- (a) That the Emergency and Community Services Committee receive and refer the following Written Delegations to Housing staff, respecting an update on the Encampment Strategy Report:

- (i) Dr. Jill Wiwcharuk and Dr. Tim O'Shea, Hamilton Social Medicine Response Team, respecting the City's strategy about homeless encampments (Added Item 6.2);
  - (ii) Jody Ans and Lisa Nussey, Keeping Six, respecting request that the City re-evaluate and change its approach to encampments (Added Item 6.3); and,
  - (iii) Sharon Crowe, Nadine Watson, and Wade Poziomka, Hamilton Community Legal Clinic, respecting Dismantlement of Homeless Encampments; and,
- (b) That the Encampment Strategy Report include an analysis of United Nations Special Rapporteur on Right to Adequate Housing National Protocol for Homeless Encampments in Canada: A Human Rights Approach.

**Result: Motion CARRIED by a vote of 5 to 1, as follows:**

YES - Ward 3 Councillor Nrinder Nann  
 YES - Ward 4 Councillor Sam Merulla  
 YES - Ward 6 Councillor Tom Jackson  
 YES - Chair - Ward 7 Councillor Esther Pauls  
 NO - Ward 14 Councillor Terry Whitehead  
 YES - Ward 9 Councillor Brad Clark

- (iii) **Kevin Gonci, Hamilton Collaborative Partnership Group, respecting Response to City of Hamilton Staff Report HSC20026 (City Wide) dated June 19, 2020 (Added Item 6.1)**

**(Jackson/Clark)**

That the Written Delegation, from Kevin Gonci, Hamilton Collaborative Partnership Group, respecting Response to City of Hamilton Staff Report HSC20026 (City Wide) dated June 19, 2020, be received.

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

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

**(e) STAFF PRESENTATIONS (Item 7)**

- (i) **Hamilton Paramedic Service 2019 Annual Report (HSC20021) (City Wide) (7.1)**

**(Nann/Clark)**

That the presentation from Chief Sanderson, respecting Hamilton Paramedic Service 2019 Annual Report, be received.

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

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

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

**(f) NOTICES OF MOTION (Item 10)**

- (i) Signing of the AMO-OFIFC Declaration of Mutual Commitment and Friendship with Local Municipality and Friendship Centre Support (Added Item 7.1)**

**(Nann/Jackson)**

That the Rules of Order be waived to allow for the introduction of a motion respecting signing of the AMO-OFIFC Declaration of Mutual Commitment and Friendship with Local Municipality and Friendship Centre Support.

**Result: Motion CARRIED by a 2/3's vote of 4 to 0, as follows:**

YES - Ward 3 Councillor Nrinder Nann  
 YES - Ward 6 Councillor Tom Jackson  
 YES - Chair – Ward 7 Councillor Esther Pauls  
 NOT PRESENT - 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 7.

**(g) PRIVATE AND CONFIDENTIAL (Item 12)**

Committee determined that discussion of Appendix "A" to Report HSC20023, Leveraging a Provincial Contract for Digitizing Ontario Works Client Files (City Wide) was not required in Closed Session, so the item was addressed in Open Session, as follows:

- (i) Appendix "A" to Report HSC20023, Leveraging a Provincial Contract for Digitizing Ontario Works Client Files (City Wide)**

For disposition of this matter, refer to Item 2.

**(Jackson/Nann)**

That Emergency and Community Services Committee move into Closed Session respecting Item 12.2, pursuant to Section 8.1, Sub-section (e) and (f) of the City's Procedural By-law 18-270, and Section 239(2), Sub-section (e) and (f) of the Ontario Municipal Act, 2001, as amended, as the subject matter pertains to litigation or potential litigation, including matters before administrative tribunals, affecting the City; and the receiving of advice that is subject to solicitor-client privilege, including communications necessary for that purpose.

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

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

**(ii) Potential Litigation Report (LS20019) (City Wide)**

For disposition of this matter, refer to Item 8.

**(h) ADJOURNMENT (Item 13)**

**(Jackson/Nann)**

That there being no further business, the Emergency and Community Services Committee be adjourned at 12:27 p.m.

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

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

Respectfully submitted,

Councillor E. Pauls  
 Chair, Emergency and Community Services  
 Committee

**Emergency & Community Services Committee  
Minutes 20-004**

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Tamara Bates  
Legislative Coordinator  
Office of the City Clerk



**Bates, Tamara**

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**From:** clerk@hamilton.ca  
**Sent:** July 24, 2020 10:14 AM  
**To:** Bates, Tamara  
**Subject:** FW: Relocation of Men's shelter in old cathedral school

**Magda Green**

*Administrative Assistant II to the City Clerk*

**City of Hamilton**

905 546-2424 ext. 5485

[magda.green@hamilton.ca](mailto:magda.green@hamilton.ca)

**From:** Michelle Cho  
**Sent:** July 22, 2020 3:32 PM  
**To:** clerk@hamilton.ca; Office of the Mayor <mayor@hamilton.ca>  
**Subject:** Relocation of Men's shelter in old cathedral school

Please forward my concerns to the discussion group of relocating men's shelter to old Cathedral boys high school.

Hello

I have been living in the Stinson area for over 13 years now and seen many positive changes happening over the years. I've watched it transform from a dirty, unsafe environment, to a safer, cleaner neighbourhood that has seen more young families moving in and setting down roots.

The last 2 years however, the Stinson neighbourhood has been slowly transitioning back into toward the unsafe environment it used to be.

-Stinson accommodates multiple RCF ( residential care facility) homes and shelters

Victoria manor 1

Victoria manor 2

Emerald lodge

Shelly's home 2 location

East Ave south (2 facilities)

Jerelday Lodge

Ruthford Lodge

Good shepherd has multiple locations

Etc....

- Victoria 1&2 and Emerald lodge are owned by the same owner as Rosslyn retirement.
- Stinson is still allowing corrupted businesses to profit off the most vulnerable people.
- residents of RCF, are given bare minimal care
- residents are found walking down the streets barely dressed, some with no shoes and some who haven't washed or changed in months.
- some residents stand on Victoria Ave S and Main St, Victoria Ave S and King St, aggressively panhandling.
- I have witnessed multiple occasions of violence and abuse going on, especially in Victoria manor.
- alcohol and drug abuse in the RCF
- excessive noise and profanities coming from RCF
- garbage and used needles in the alley way
- I have share my concerns with our councillor, Nrinder Nanny, bylaw and police but nothing has changed

- our councillor is ONLY focusing on HER political platform which is affordable housing.
- Stinson needs to fix the existing RCF's first before considering a homeless shelter
- our councillor needs to revoke licenses of Victoria Manor and Emerald Lodge and re-evaluate all the other RCF's before she allows a homeless shelter to operate
- Nrinder Nann's reply back to me, after expressing my concerns, was a pamphlet of programs that will be offered in the homeless shelter. Clearly, she has already decided on the shelter without any input from the residents living in the neighbourhood, who will be directly impacted.
- Nrinder Nann's decisions will compound our existing problems with RCF's
- Stinson association is only run by people who fall in line with our councillor.
- any opinions going against those of the association and Nrinder are rejected and scrutinize by the association
- Stinson association does not represent all (or any) of the majority of Stinson residents concerns about the proposed homeless shelter
- Nrinder Nann focuses on the programs the shelter will offer but it's up to the individual to accept or refuse. Looks great on her platform for re-election, but does nothing to improve the ward.
- most homeless choose to refuse programs and stay outdoor due to the violence, drug use, close supervision and rules in shelters.
- Stinson is a residential neighborhood and all of our neighbours are in fear it will look like FirstOntario Center
- We have many residents who are elderly and families with young children, they should not be living beside an homeless shelter
- Stinson has it own problems with all the RCF's and the over flow of homeless moving along the rail trail and public parks.
- I have spoken to many neighbours in the Stinson area and ALL are against a homeless shelter coming to the old cathedral boys school.
- stinson is still dealing with property damage, vandalism, vehicle break ins and theft
- adding a shelter in area already full of RCF's will compound the violence and a unsafe environment
- please contact me if any further information/action is needed to have someone address these concerns seriously and not just brushed aside with a generic cut and paste response.

Sincerely,  
Michelle Cho

**Bates, Tamara**

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**From:** clerk@hamilton.ca  
**Sent:** July 23, 2020 12:34 PM  
**To:** Bates, Tamara  
**Subject:** Fw: Proposed Mens Shelter at Old Cathedral Boys school.

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**From:** Damon J < >  
**Sent:** Thursday, July 23, 2020 11:10 AM  
**To:** clerk@hamilton.ca  
**Subject:** Proposed Mens Shelter at Old Cathedral Boys school.

Please forward my concerns to the discussion group of relocating men's shelter to old Cathedral boys high school.

Hello

I Purchased a home on East Ave S 13 years ago. Prior to that, my parents owned the variety store at the corner of walnut and Young (now townhouses). I've watched for the better part of 30 years the slow and steady improvements to the neighbourhoods.

When I first moved in, I immediately questioned the decision to raise my family here. My first week included someone passed out on my front lawn and my car ransacked twice. The improvement in the first 11 years with the new developments, improvements to parks, lighting, flood of young professionals and families moving to the area has removed any doubts I had at first. However, the last 2 years have not followed the same trend of steady improvement. This regression is directly associated with the intense concentration of poorly run RCF's in the neighborhood.

-Stinson accommodates multiple RCF ( residential care facility) homes and shelters

Victoria manor 1

Victoria manor 2

Emerald lodge

Shelly's home 2 location

East Ave south (2 facilities)

Jerelday Lodge

Ruthford Lodge

Good shepherd has multiple locations

Etc....

- Victoria 1&2 and Emerald lodge are owned by the same owner as Rosslyn retirement.

- Stinson is still allowing corrupted businesses to profit off the most vulnerable people.

- residents of RCFs, are given bare minimal care and supervision. I have been told by various staff members of Victoria manor that they are unable to control the residents when they become violent.

- residents are found walking down the streets barely dressed, some with no shoes and some who haven't washed or changed in months.

- some residents stand on Victoria Ave S and Main St, Victoria Ave S and King St, aggressively panhandling.

- I have witnessed multiple occasions of violence and abuse going on, especially in Victoria manor. ( I unfortunately live directly behind it)

- alcohol and drug abuse in the RCF
- excessive noise and profanities coming from RCF
- garbage and used needles in the alley way
- I have shared my concerns with our councillor, Nrinder Nann, bylaw and police but nothing has changed.
- our councillor is ONLY focusing on HER political platform which is affordable housing.
- Stinson needs to fix the existing RCF's first before considering a homeless shelter
- our councillor needs to revoke licenses of Victoria Manor and Emerald Lodge and re-evaluate all the other RCF's before she allows a homeless shelter to operate
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- Nrinder Nann's decisions will compound our existing problems with RCF's
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- Nrinder Nann focuses on the programs the shelter will offer but it's up to the individual to accept or refuse. Looks great on her platform for re-election, but does nothing to improve the ward.
- homeless can choose to refuse programs and choose to stay outdoors due to the violence, drug use, close supervision and rules in shelters.
- Stinson is a residential neighborhood and all of our neighbours are in fear it will look like FirstOntario Center
- We have many residents who are elderly and families with young children, they should not be living beside a homeless shelter
- Stinson has its own issues with all the RCF's and the overflow of homeless moving along the rail trail and public parks.
- I have spoken to many neighbours in the Stinson area and ALL are against a homeless shelter coming to the old cathedral boys school.
- stinson is still dealing with property damage, vandalism, vehicle break ins and theft
- adding a shelter in area already full of RCF's will compound the violence and a unsafe environment
- please contact me if any further information/action is needed to have someone address these concerns seriously and not just brushed aside with a generic cut and paste response.

Sincerely,  
Damon Joo

**Bates, Tamara**

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**From:** clerk@hamilton.ca  
**Sent:** July 24, 2020 9:38 AM  
**To:** Bates, Tamara  
**Subject:** FW:

**Magda Green**

*Administrative Assistant II to the City Clerk*  
**City of Hamilton**  
905 546-2424 ext. 5485

**From:** Artur Gndt < >  
**Sent:** July 23, 2020 4:32 PM  
**To:** clerk@hamilton.ca  
**Subject:**

Dear Mayor and Members of Council

Hope my email finds you well in these confusing times. Recently I was reading an article about a proposed man shelter at the Old Cathedral boys school on Main St East.

My family live about 200 m away from this location and I have several concerns about this proposal.

What is the guarantee that this will be temporary?

1.25 million for a temporary measure feels like a lot, if it is a temporary measure why not use the dorms at McMaster Mohawk, no investment required there.

Will additional safety measures be in place to protect property and residents (Just check police records they are here on a daily basis).

My 12 year old is afraid to walk down the street as it is not uncommon to meet with half dressed residents of the residential care facilities, drunks, drug users who will approach you for change or just to insult you.

This is a heritage building. Is it the best destination to convert to a shelter?

This neighbourhood already struggles with criminality and individuals who live in the residential care facility around us (I know at least 7 within a 300 radius). I'm not sure how many windshields I have to replace at my own expense, or how many times the car will open and turn upside down.

Adding 45 individuals with questionable behaviour ( we all see what's going on at the First Ontario Centre) I'm sure will not help and I'm sure the other residents will agree with this. This addition to the neighborhood will just make things worse.

The city needs to control the Residential Care Facilities before adding any other facilities to this neighbourhood.

I don't understand why one neighborhood needs to be packed with residential care facilities and shelters meantime others have a way smaller density of similar facilities.

I'm against this proposal not against helping the homeless, Good Shepherd has plenty of facilities which could be converted for way less money, this will not add any value to the neighbourhood. We are losing our recreational centre

(central Memorial) which is on the list to be permanently closed instead we are getting a homeless shelter with the prospect of possible increase in property taxes.

I also reached out to our councillor to raise my concerns, I respectfully ask you to not support this proposal.

Artur Gndt

**Bates, Tamara**

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**From:** clerk@hamilton.ca  
**Sent:** July 28, 2020 9:19 AM  
**To:** Bates, Tamara  
**Subject:** FW: Relocation of Men's shelter in old cathedral school

-----Original Message-----

From: Tania Fraser < >  
Sent: July 27, 2020 8:44 PM  
To: clerk@hamilton.ca; Office of the Mayor <mayor@hamilton.ca>  
Cc: horwatha-co@ndp.on.ca  
Subject: Re: Relocation of Men's shelter in old cathedral school

Please forward my concerns to the discussion group of relocating men's shelter to old Cathedral boys high school.

Hello

I have been living in the Stinson area for over 13 years now and seen many positive changes happening over the years. I've watched it transform from a dirty, unsafe environment, to a safer, cleaner neighbourhood that has seen more young families moving in and setting down roots.

The last 2 years however, the Stinson neighbourhood has been slowly transitioning back into toward the unsafe environment it used to be.

-Stinson accommodates multiple RCF ( residential care facility) homes and shelters Victoria manor 1 Victoria manor 2 Emerald lodge Shelly's home 2 location East Ave south (2 facilities) Jerelday Lodge Ruthford Lodge Good shepherd has multiple locations Etc....

- Victoria 1&2 and Emerald lodge are owned by the same owner as Rosslyn retirement.
- Stinson is still allowing corrupted businesses to profit off the most vulnerable people.
- residents of RCF, are given bare minimal care
- residents are found walking down the streets barely dressed, some with no shoes and some who haven't washed or changed in months.
- some residents stand on Victoria Ave S and Main St, Victoria Ave S and King St, aggressively panhandling.
- I have witnessed multiple occasions of violence and abuse going on, especially in Victoria manor.
- alcohol and drug abuse in the RCF
- excessive noise and profanities coming from RCF
- garbage and used needles in the alley way
- I have share my concerns with our councillor, Nrinder Nanny, bylaw and police but nothing has changed
- our councillor is ONLY focusing on HER political platform which is affordable housing.
- Stinson needs to fix the existing RCF's first before considering a homeless shelter
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- Nrinder Nann's decisions will compound our existing problems with RCF's -Stinson association is only run by people who fall in line with our councillor.
- any opinions going against those of the association and Nrinder are rejected and scrutinize by the association -Stinson association does not represent all (or any) of the majority of Stinson residents concerns about the proposed homeless shelter -Nrinder Nann focuses on the programs the shelter will offer but it's up to the individual to accept or refuse. Looks great on her platform for re-election, but does nothing to improve the ward.
- most homeless choose to refuse programs and stay outdoor due to the violence, drug use, close supervision and rules in shelters.
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- We have many residents who are elderly and families with young children, they should not be living beside an homeless shelter
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- adding a shelter in area already full of RCF's will compound the violence and a unsafe environment
- please contact me if any further information/action is needed to have someone address these concerns seriously and not just brushed aside with a generic cut and paste response.

Sincerely,  
Tania Ferguson

>  
>  
>



**Bates, Tamara**

---

**From:** clerk@hamilton.ca  
**Sent:** July 28, 2020 10:50 AM  
**To:** Bates, Tamara  
**Subject:** FW: Relocation of Men's shelter in old cathedral school

As requested

**Katie Carson for Magda Green**

*Administrative Assistant II to the City Clerk*

**City of Hamilton**

905 546-2424 ext. 5485

---

**From:** Will Ferguson < >  
**Sent:** July 27, 2020 2:44 PM  
**To:** clerk@hamilton.ca; Office of the Mayor <mayor@hamilton.ca>  
**Cc:** horwatha-co@ndp.on.ca  
**Subject:** RE: Relocation of Men's shelter in old cathedral school

Hello,

In addition to Michelle's email, my wife and I have been living in the Stinson area for over 17 years now and seen many positive changes happening over the years. We've watched it transform, but also were at the beginning of the transformation - from a dirty, unsafe environment, to a safer, cleaner neighbourhood that has seen more young families moving in and setting down roots. We were excited to see others also improving this area, which has happened with significant investment by those who live here. However, within the last 2 years, the Stinson neighbourhood has been slowly transitioning back into the unsafe environment it used to be. As far as I understood, the City of Hamilton is not supposed to allow such a high density of the kinds of accommodations such as those listed below. Allowing the proposal for Cathedral School will simply further the disintegration of this once, flourishing area. This neighbourhood already suffers an unaddressed and improper use, such as vagrants and "homeless" campers using the local parks and rail trail as their personal residence.

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- adding a shelter in area already full of RCF's will compound the violence and a unsafe environment
- please contact me if any further information/action is needed to have someone address these concerns seriously and not just brushed aside with a generic cut and paste response.

Regards,

William Ferguson

Ministry of Education  
Early Years and Child Care Division

315 Front Street West, 11<sup>th</sup> floor  
Toronto ON M5V 3A4

Ministère de l'Éducation  
Division de la petite enfance et de  
la garde d'enfants

315, rue Front Ouest, 11<sup>e</sup> étage  
Toronto ON M5V 3A4



**TO:** Consolidated Municipal Service Managers and District Social Service Administration Boards (CMSMs and DSSABs)

**FROM:** Shannon Fuller  
Assistant Deputy Minister  
Early Years and Child Care Division

**DATE:** June 9, 2020

**SUBJECT:** Child Care Re-Opening Guidance

---

Thank you for your ongoing partnership as we work together to support children and families, and the child care sector. As the province continues to gradually re-open, supporting the child care and early years sector is crucial to allow parents to return to work. That is why I am happy to share with you that today we are releasing an [operational guidance document](#) to support you as you begin planning and preparing to re-open child care. As service system managers, we encourage you as well as child care operators to begin planning, getting in touch with families, and making the necessary arrangements to re-open.

I want to express my gratitude for sharing your feedback and lessons learned in order to support the planning required to re-open child care, and the creation of this guidance document. Along with advice from public health, your input is critical to ensuring that we put measures in place that will support a safe, welcoming, and sustainable child care sector as we re-open.

### ***Approach to Re-Opening***

As you are aware, we have been working with all levels of government and child care partners to respond to the impacts of COVID-19 on our sector in a way that puts the health and safety of Ontarians at the centre, provides financial sustainability for operators, and reassures families that child care options will be available to them when they are able to return to work.

Operators can access their child care centre immediately to begin planning and preparing to re-open. Starting June 12, once centres are prepared to operate including having enhanced health and safety measures in place, they are permitted to re-open.

Emergency child care, including associated provincial funding, will come to an end on June 26, 2020. CMSMs and DSSABs are encouraged to assist families currently receiving ECC to find an alternate child care arrangement, where required. To support families as they transition back to paying fees, the province will continue to cover child

care fees for these families until June 26, whether they continue to access emergency child care during this time or have transitioned to another child care arrangement.

### ***Operational Guidance for Re-Opening***

Ensuring that safe child care spaces are available for families, when they need them, will allow families to re-enter the workforce with confidence.

EarlyON Child and Family Centres will remain closed until the Chief Medical Officer of Health determines it is safe for them to open. We thank EarlyON centres for their patience during this time, and their continued efforts in supporting children and families through virtual programming and connections.

The [operational guidance document](#) that we are releasing today was developed with support from the Ministries of Health and Labour, Training and Development, the Chief Medical Officer of Health, as well as the child care sector, and includes information on licensing requirements and health and safety measures to have in place for the reopening. It also provides helpful links to reference documents, as well as considerations to support your re-opening planning. All licensed child care settings will be required to follow enhanced health and safety protocols as well as the advice of local public health units. We will provide you with additional reference material to support your re-opening planning.

### ***Next Steps***

We are requesting that school boards, Consolidated Municipal Service Managers/District Social Services Administration Boards and child care partners, in collaboration with local public health units, work together to ensure full-day licensed child care programs located in schools are able to re-open.

In order to support child care re-opening efforts, the ministry is requesting that school boards find safe ways to provide child care operators with sufficient time to enter their centres located in schools, in order to prepare their space and ensure they meet the operational guidelines provided by the ministry.

A guidance document specific to funding is also being developed with the following principles:

- Recognition of the critical importance of a sustainable funding approach for the child-care sector that maximizes the use of all available funding supports;
- Commitment to streamlining the funding reconciliation for the closure and reopening period;
- Child-care centres and educators will not be required to repay top up funding paid during the closure period; and
- No undue hardship will be placed on municipal budgets.

The ministry is committed to working closely with all of its partners to support children and families and to keep everyone safe. We continue to put the health and safety of Ontario's children and families at the forefront and we are basing our decisions on advice from Dr. David Williams, Ontario's Chief Medical Officer of Health and the experts at the COVID-19 Command Table.

Thank you,

Shannon Fuller

**Ministry of Education**  
**Early Years and Child Care Division**

315 Front Street West, 11<sup>th</sup> floor  
Toronto ON M5V 3A4

**Ministère de l'Éducation**  
**Division de la petite enfance et de**  
**la garde d'enfants**

315, rue Front Ouest, 11<sup>e</sup> étage  
Toronto ON M5V 3A4



**TO:** Consolidated Municipal Service Managers and District  
Social Service Administration Boards

**FROM:** Shannon Fuller  
Assistant Deputy Minister  
Early Years and Child Care Division

**DATE:** June 11, 2020

**SUBJECT:** Child Care & EarlyON Sector Funding – Reopening Plan

---

Thank you again for your continued partnership during this unprecedented, and evolving time. The health and safety of Ontario's children and families is our mutual priority and we appreciate your ongoing feedback.

We know that the COVID-19 outbreak is having significant impacts on families and on the child care sector. Further to the memo sent on June 9 with operational guidance, I am pleased to provide you with the funding guidance for Ontario's child care reopening plan and the funding approach that will be in place during the reopening period until the end of August.

The objective of the funding approach is to build upon the principles set out in the sustainability plan, and to support the child care sector financially as it transitions to reopening and serving families.

### **Funding Guidance for Reopening Child Care**

The government has announced that, starting June 12, child care centres are able to reopen throughout the province to support parents returning to work. Centres are required to follow strict operational requirements to support the health and safety of children, families and staff. The operational guidance document can be accessed at the following link:

<http://www.edu.gov.on.ca/childcare/child-care-re-opening-operational-guidance.pdf>

The funding guidance document that we are releasing today (attached to this memo), provides the funding parameters that CMSMs/DSSABs must follow while supporting operators and the child care sector during the child care reopening period until the end of August. The funding parameters can be summarized by the following points:

- Available federal supports in Canada's COVID-19 Economic Response Plan must continue to be maximized.
- Funding will be provided to assist with reduced capacity in child care centres that reopen and increased personal protective equipment (PPE) and cleaning costs (over and above regular cleaning costs prior to COVID-19).
- Funding will also be provided to support the increased staffing levels required in child care centres for reopening (such as, screening, cleaning, coverage etc.).
- Funding continues to be provided following the sustainability plan principles (i.e. funding parameters during the closure period) for child care centres and EarlyON Child and Family Centres that remain closed in the reopening phase, to support eligible fixed overhead costs and EarlyON virtual programming.

Provincial funding to support reopening child care will be contingent on operators not increasing parent fees. Operators will need to maintain parent fees at a pre-closure level (i.e. in March 2020) until the end of August. CMSMs/DSSABs should work with operators to ensure that parent fees will not be higher than the fees charged prior to the closure period.

Similar to the closure period, provincial funding will continue to be provided through CMSMs/DSSABs for child care operators that have a purchase of service agreement for general operating and/or fee subsidies. CMSMs/DSSABs will work directly with child care operators in their area.

Child care operators who do not have a purchase of service agreement can apply directly to the province for funding to support this reopening phase. Not having a purchase of service agreement is defined as not having a purchase of service agreement for general operating and/or fee subsidy funding with a CMSM/DSSAB.

Please note that school boards will continue to not charge rent to child care or EarlyON centres located in schools until schools reopen in September.

### **Funding Reconciliation**

The Ministry is committed to streamlining the funding reconciliation for the closure and reopening periods. The reconciliation will follow the following principles:

- The Ministry will work in partnership with CMSMs/DSSABs in a flexible and supportive way, while ensuring the reconciliation process is completed following the established parameters.
- Expenditures must meet the parameters outlined by the Ministry for the sustainability plan and for the reopening phases. The Ministry will continue to work closely with partners throughout the reopening phases.

- Completing Emergency Child Care budgets should be the priority to support these programs. The Ministry will continue to work with service system managers throughout the emergency period and will review the actual costs incurred.
- No repayment of funds is expected from CMSMs/DSSABs. Based on the reconciliation, should there be funds owing to the Ministry related to the closure period and reopening phases, it will be offset from a future cash flow payment, and this will apply as we move forward to the reopening phases.
- No repayment of funds is expected from operators. Based on the reconciliation between operators and CMSMs/DSSABs, should there be funds owing from the operators to CMSMs/DSSABs related to the closure period and reopening phases, it should be offset from a future cash flow payment and this should apply as we move forward to the reopening phases.
- No repayment of funds is expected from staff that received provincial funding for wages during the closure period prior to the announcement of the sustainability plan principles. Operators are required to optimize the supports available through the Federal COVID-19 Economic Response Plan that best meet the needs of their staff. We continue to encourage service system managers to use municipal contributions and Federal ELCC funding to support the wage top-up retroactively, to ensure that operators and their staff are supported.
- The reconciliation should not place undue hardship on municipal budgets. It is expected that Federal ELCC funding and municipal contributions will be sufficient to cover the 25% top-up portion of wages. If there is a shortfall, provincial funding can be used to support this commitment in order to not create undue municipal pressures.

### **Canada Emergency Commercial Rent Assistance (CECRA) Update**

On May 11, the government announced that provincial funding will be provided by the Ministry of Education for eligible child care operators who benefit from the CECRA to pay the tenant portion (25%) of rent as outlined in CECRA.

We have heard from you that many landlords were not eligible or did not apply for the CECRA, and as a result, these operators are still struggling with rent costs. I am pleased to let you know that provincial funding will now be provided for child care operators whose landlords were not eligible for the CECRA program during the closure period. Operators whose landlords are not eligible for CECRA can receive 75% of their rent for the closure period from the Province. For operators with landlords that are unwilling to apply for CECRA, the ministry will fund the 25% tenant portion of rent for the closure period.

These supports are being provided in conjunction with the recent change to temporarily suspend commercial tenancy evictions by landlords that have small



business tenants that would be eligible for rent support through the *Canada Emergency Commercial Rent Assistance (CECRA)* program.

### **Ontario Child Care Tax Credit**

In 2019, the government introduced the Ontario child care tax credit, which is a support available to parents to assist with parent fees. Eligible families can claim up to 75% of their eligible child care expenses, including services provided by child care centres, homes and camps.

For more information, please visit the child care tax credit website:

<https://www.ontario.ca/page/ontario-child-care-tax-credit>

### **Next Steps**

Financial Analysts and Early Years Advisors at the Ministry will continue to work with CMSMs/DSSABs on individual plans and the funding reconciliation during the closure and reopening stages. We are committed to streamlining the funding reconciliation for the closure and reopening periods and will provide CMSMs and DSSABs with further direction.

We are grateful for your partnership and look forward to our continued collaboration going forward. The Ministry continues to depend on service system managers, and your knowledge of the needs of your communities, to make decisions that best support the early years and child care sector in your service areas. Please continue to let us know how we can support your efforts during this challenging time.

Thank you,  
Shannon Fuller

**Ministry of Education**

Strategic Policy &amp; Planning Division

315 Front Street West, 11<sup>th</sup> Floor  
Toronto ON M7A 0B8**Ministère de l'Éducation**Division des politiques et de la planification  
stratégiques315 rue Front Ouest 11<sup>e</sup> étage  
Toronto ON M7A 0B8

**TO:** Early Years and Child Care Partners

**FROM:** Shannon Fuller  
Assistant Deputy Minister  
Early Years and Child Care Division

**DATE:** July 7, 2020

**SUBJECT:** Launch of surveys to support the review of the *Child Care and Early Years Act, 2014*

---

Thank you for your continued partnership during this unprecedented time. We value your leadership and commitment in supporting children and families across the province.

As you know, the [Child Care and Early Years Act, 2014](#) (CCEYA) came into effect on August 31, 2015. The CCEYA requires the Minister of Education to conduct a statutory review of the Act within five years of its coming into force.

To support the review, we look forward to consulting with families and child care partners this summer to gather input on ways to enhance the early years and child care system.

The ministry is launching two surveys online – one for families and one for child care sector partners – to support the review of the CCEYA and to guide future child care planning for the province. The survey results will help us improve the system to better meet the needs of families and child care providers.

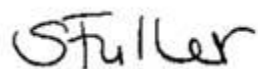
The surveys will be available on this website <https://www.ontario.ca/page/consultation-strengthening-early-years-and-child-care-ontario> from July 7, 2020 to July 21, 2020 and they will take approximately 15 – 20 minutes to complete. The surveys include a number of closed- and open-ended questions on various topics related to early years and child care.

We also look forward to receiving submissions from individuals and organizations. Please feel free to send submissions to [cceya\\_consultation@ontario.ca](mailto:cceya_consultation@ontario.ca) by July 31, 2020.

Following the public consultation period, the ministry will release a public report with respect to the review once the feedback has been reviewed and analyzed. We welcome you to share this information with your teams, partners and families.

We look forward to hearing from you, as we continue our important work together.

Sincerely,  
Shannon Fuller

A handwritten signature in black ink that reads "SFuller". The letters are cursive and somewhat stylized.

Shannon Fuller  
Assistant Deputy Minister  
Early Years and Child Care Division

Ministry of Education  
Early Years and Child Care Division

Ministère de l'Éducation  
Division de la petite enfance  
et de la garde d'enfants



315 Front Street West, 11<sup>th</sup> floor Toronto  
ON M5V 3A4

315, rue Front Ouest, 11<sup>e</sup> étage  
Toronto ON M5V 3A4

**TO:** Child Care Partners

**FROM:** Shannon Fuller  
Assistant Deputy Minister  
Early Years and Child Care Division

**DATE:** July 13, 2020

**SUBJECT:** Child Care Re-Opening Update – Cohort Size

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Thank you for your ongoing partnership as we work together to re-open the child care sector across the province and support children and families. The health and safety of children continues to be the government's number one priority — a priority I know you share.

Today, the government announced that nearly all businesses and public spaces will reopen in Stage 3 of the province's reopening framework with the proper health protocols in place.

We are happy to share that effective July 27, 2020, all licensed child care centre operators will be able to move from the current cohort size of 10 to a cohort size of 15 children. We believe this two-week implementation period will provide operators the necessary time to adjust their operations and communication with parents, which we heard was a priority from the sector. Licensees will continue to be required to maintain ratios and group sizes under 15 as set out under the CCEYA.

We wanted to share this information as soon as possible to support planning and outreach to families. You will see that Minister Lecce announced these changes today at 1pm, and we wanted to inform you as soon as possible. The ministry has updated the operational guidelines. They are in final approvals and will be released shortly.

The ministry is committed to working closely with all partners to support children and families. We continue to put the health and safety of Ontario's children and families at the forefront and we are basing our decisions on advice from Ontario's Chief Medical Officer of Health and the experts at the COVID-19 Command Table.

Thank you,

Shannon Fuller

Ministry of Education  
Early Years and Child Care Division

315 Front Street West, 11<sup>th</sup> floor  
Toronto ON M5V 3A4

Ministère de l'Éducation  
Division de la petite enfance et de  
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**TO:** Consolidated Municipal Service Managers / District Social Services  
Administration Boards  
Licensed Child Care Operators  
Chairs of District School Board  
Directors of Education  
Secretary/Treasurers of School Authorities

**FROM:** Shannon Fuller  
Assistant Deputy Minister  
Early Years and Child Care Division

**DATE:** July 22, 2020

**SUBJECT:** Revised Operational Guidance for Child Care Programs

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As the child care sector continues the important work of re-opening, I am happy to share a revised version of the [Operational Guidance During COVID-19 Outbreak](#) resource with you today. The resource has been revised to reflect the change in cohort size in child care centres as of July 27, 2020, as well as other changes in consultation with the Ministry of Health and through conversations with the sector. We continue to put the health and safety of Ontario's children, families, child care centre staff and home child care providers at the forefront, and we are basing the revisions and updated information on advice from Dr. David Williams, Ontario's Chief Medical Officer of Health and the experts at the COVID-19 Command Table.

Key changes are listed upfront in the guidance document and include:

- Increased cohort size for child care centres from up to 10 individuals per room to up to 15 children plus staff per room as of July 27, 2020;
- Revised guidance on how screening must be conducted;
- Revised guidance related to testing for COVID-19;
- Revised protocols for when an individual shows symptoms or becomes sick; and,
- Revised language about physical barriers between cohorts.

The guidance document is designed to be used in conjunction with the *Child Care and Early Years Act, 2014* and its regulations, direction provided by a local public health unit, and other available resources, like the Child Care Centre and Home Child Care Agency Licensing Manuals. Where there are differences between the guidance document and other materials (e.g., licensing manuals), the guidance document prevails; however, child care programs must ensure they are following any direction from their local public health unit, even if it contradicts this resource.

Additionally, the ministry has developed a new resource entitled, *Building on How Does Learning Happen? Pedagogical approaches to re-opening licensed child care*. This resource shares ideas, reflective questions and lessons learned from emergency child care to help to support child care and early years settings as they work to provide healthy physical, social and emotional spaces for children and their families as they gradually re-open.

The Ministry of Education continues to work with the Ministry of Health and other sector partners on the health and safety restrictions in place and will make updates and amendments as the situation safely allows. The ministry remains committed to working closely with all partners to support children and families and to keep everyone safe.

Thank you,

Shannon Fuller

**Ministry of Education**      **Ministère de l'Éducation**  
315 Front Street West      315 rue Front Ouest  
Toronto ON M7A 0B8      Toronto (Ontario) M7A 0B8

**Memorandum To:**      Child Care and Early Years Partners

**From:**      Shannon Fuller  
Assistant Deputy Minister  
Early Years and Child Care Division

**Date:**      July 30, 2020

**Subject**      Child Care and Early Years Programs Re-Opening  
Update

---

Thank you for your ongoing partnership as we work together to re-open the child care and early years sector across the province and support children and families. The health and safety of children continues to be the government's top priority.

Today, the government announced next steps to support the healthy and safe reopening of child care and early years programs across the province, including programs in First Nations communities.

We are happy to share that, effective September 1, 2020, all licensed child care centres and before and after school programs will be permitted to operate at full capacity. Licensees will continue to be required to maintain ratios and group sizes as set out under *the Child Care and Early Years Act, 2014 (CCEYA)*. The enhanced health and safety procedures that were put in place as part of our re-opening plan, will remain in place to protect children, staff and families.

Authorized recreation provider-operated after school programs and extended day before and after school programs will be required to follow standard ratios and maximum group sizes set out in the *Before and After School Kindergarten to Grade 6 Policies and Guidelines*.

Families whose children attended a licensed child care centre immediately before the emergency was declared, must be given at least 14 days' notice to accept a placement available on or after September 1, 2020. Licensees can begin charging fees once a space has been accepted. If a parent chooses not to accept a space, the licensee will be permitted to require fees to hold the space or will be able to offer the space to another family.

As of September 1, 2020, licensees will be expected to ensure that child care staff and home child care providers wear face coverings at all times while they are working, and that ministry guidelines are followed on the use of masks and face coverings for school age children who are at a child care premises.

A supply of face coverings will be delivered to licensed child care settings, EarlyON locations and First Nation on reserve Child and Family Programs, and there will be no charge for these supplies. Further details on this process will be provided in the coming weeks.

The ministry is currently updating the *Operational Guidance During COVID-19 Outbreak: Child Care Reopening* document to support the full re-opening of child care programs and it will be released in the coming days. Updates are also being made to the *Before and After School Kindergarten to Grade 6 Policies and Guideline* to provide COVID-19 operational guidance.

In addition, effective September 1, 2020, EarlyON Child and Family Centres and First Nation on reserve Child and Family Programs will also be permitted to reopen with in-person programming where participants pre-register and additional health and safety protocols are in place. These additional protocols will be outlined in an operational guidance document for EarlyON that will be provided in the coming weeks.

We wanted to share this information as soon as possible to support planning and outreach to families.

Thank you for your continued support and collaboration as we work together in partnership to maintain the delivery of safe and high-quality licensed child care and early years programs across Ontario. We continue to put the health and safety of Ontario's children and families at the forefront and we are basing our decisions on advice from Ontario's Chief Medical Officer of Health and the experts at the COVID-19 Command Table.

Thank you,

Shannon Fuller



**Ministry of Education**  
Early Years and Child Care Division

315 Front St. West  
11<sup>th</sup> Floor  
Toronto, ON M7A 0B8

**Ministère de l'Éducation**  
Direction de la petite enfance et de la  
garde d'enfant

315, rue Front Ouest  
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Toronto, ON M7A 0B8



**MEMORANDUM TO:** Consolidated Municipal Service Managers and District Social Service Administration Boards

**FROM:** Shannon Fuller  
Assistant Deputy Minister  
Early Years and Child Care Division

**DATE:** August 4, 2020

**SUBJECT:** Child Care & EarlyON Sector Funding – Reconciliation and September Approach

---

Thank you again for your continued partnership during this unprecedented, and evolving time.

The progress we have made to date in the reopening of child care centres across the province is due to the work and continued partnership between the ministry, Consolidated Municipal Service Managers, District Social Service Administration Boards (CMSMs/DSSABs), and service providers. As the province proceeds with reopening, child care remains at the forefront and its necessity has been highlighted at each stage of reopening.

### **Reconciliation Timeline**

Each stage of this pandemic has had a distinct funding approach designed to support the needs of the sector. We have established a Funding Reconciliation Group with representatives from CMSMs/DSSABs to develop the timeline for each phase based on the working group's helpful advice.

The reconciliation timeline (see Appendix A) is intended to provide CMSMs/DSSABs with clarity for workflow and planning purposes. This timeline defines key dates for

submissions and provides CMSMs/DSSABs with an outline of the process. The funding provided to CMSMs/DSSABs for the Closure Period (March 17 to June 11), Emergency Child Care (March 22 to June 26) and Reopening (June 12 to August 31), will be reconciled according to the ministry's funding guidance and the information submitted.

Cash flows will be updated subsequent to the reconciliation process. Based on your feedback, we have provided two timeline options for CMSMs/DSSABs to provide completed templates. CMSMs/DSSABs should submit using one of the two scenarios provided:

1. Emergency Child Care and Closure Period data submitted together by August 31, 2020 followed by the submission of the Reopening template by October 15, 2020
2. Emergency Child Care data submitted by August 31, 2020, followed by the submission of the Closure Period data by September 30, 2020 and then, the submission of the Reopening template by October 15, 2020

The two submission scenarios have been presented as we understand that internal operations and timelines within CMSMs/DSSABs may vary. The ministry is asking that completed templates be sent in according to the dates outlined in the attached timeline document. Please select the submission scenario that works best for your CMSM/DSSAB. CMSMs/DSSABs may also submit earlier than the dates indicated above.

Should your CMSM/DSSAB require more time to complete the template, please inform your ministry Financial Analyst and Early Years Advisor.

As the ministry continues to work with the early years and child care sector throughout this pandemic, we will remain flexible and supportive in our partnerships with CMSMs/DSSABs to ensure that the sector is well positioned to proceed with the next stages of reopening.

### **Emergency Child Care Period and Closure Period**

The templates for the emergency child care period (covering period March 22 to June 26) and closure period, including child care and EarlyON (covering period March 17 to June 11) were provided to you during the week of May 11 and we thank you for your work with our Financial Analysts and Early Years Advisors to complete these templates. If you have any further questions or need additional information regarding the templates or funding approach for these periods, please let us know.

## **Reopening Template**

Further to the memo sent on June 11 with funding guidance for Ontario's child care reopening plan and the funding approach until the end of August, we are sharing the reopening template (covering period June 12 to Aug 31).

The objective of the reopening template is to capture the expenditures incurred by child care and EarlyON centres during the reopening period from June 12 to August 31. (The reopening of child care centres has been a staggered process, and therefore the reopening period will capture costs from both reopened centres and centres that remain closed. Expenditures should be prorated during this time frame as appropriate, to reflect the various reopening dates.)

## **Funding Approach for September**

Starting September 1, 2020, funding allocations to CMSMs/DSSABs will return to a prorated level based on the original 2020 allocations (as released in October 2019). Funding guidance for the period will be consistent with the 2020 Ontario Child Care and EarlyON Child and Family Centres Service Management and Funding Guideline.

To help protect staff and families, the Federal government has announced additional funding for Child Care and Early Years as part of the Safe Restart Agreement. Safe Restart Funding (SRF) will support increased health and safety costs such as personal protective equipment (PPE), enhanced cleaning and additional staff requirements. Further details on the SRF will be provided.

In addition, the Canada Emergency Wage Subsidy (CEWS) has been extended until December 19, 2020. Further details on the program extension will be released by the Federal government. Operators should continue to maximize available Federal programs through the COVID-19 Economic Response Plan (where applicable).

## **2019 & 2020 Financial Reporting Update**

The current focus remains on the reopening of child care centres and the reporting for the closure and reopening periods. The 2019 Financial Statements submission will be deferred until a future date. The Ministry will provide you with sufficient time to complete the submission once it is made available to you. Furthermore, the 2020 interim reporting submission in the Education Finance Information System (EFIS) will not be required in order to allow for CMSMs/DSSABs to focus on the reconciliation process outlined above.

In addition to the reconciliation process, the ministry will perform a final year end review of the 2020 Financial Statements submission in EFIS to ensure accuracy and financial accountability. The 2020 EFIS reporting will be modified to capture updated parameters associated with the closure period and reopening, where applicable. While service data will continue to be part of the 2020 reporting, the ministry will not be imposing penalties for missed targets.

### **Next Steps**

The ministry's Financial Analysts and Early Years Advisors will continue to work with CMSMs/DSSABs to complete and submit the required information.

Thank you for your partnership and continued collaboration at all levels, and please let us know how we can continue to provide support, as we safely reopen our child care centres throughout the province.

Thank you,

Shannon Fuller

Appendix A: Funding Reconciliation Timeline

## **APPENDIX A: FUNDING RECONCILIATION TIMELINE**

With accountability in mind, the ministry's timeline for reconciling funding provided to CMSMs and DSSABs for the Closure Period (March 17 to June 11), Emergency Child Care (March 22 to June 26) and Reopening (June 12\* to August 31), is presented below. CMSMs and DSSABs may select one of the following two submission scenarios:

### **Scenario 1: Emergency Child Care and Closure Period Submitted Together**

	<b>Template Submitted to Ministry</b>	<b>Ministry Review and Approval</b>	<b>Allocation confirmed</b>	<b>Cash Flow Adjustment</b>
<b>Emergency Child Care &amp; Closure Period</b>	Aug 31 <sup>st</sup>	Sept - Nov	Nov - Dec	Winter 2021
<b>Reopening</b>	Oct 15 <sup>th</sup>	Oct - Dec	Dec - Jan	Winter 2021

### **Scenario 2: Emergency Child Care Submitted Before Closure Period & Reopening**

	<b>Template Submitted to Ministry</b>	<b>Ministry Review and Approval</b>	<b>Allocation confirmed</b>	<b>Cash Flow Adjustment</b>
<b>Emergency Child Care</b>	Aug 31 <sup>st</sup>	Sept - Nov	Nov - Dec	Winter 2021
<b>Closure Period</b>	Sept 30 <sup>th</sup>	Oct - Dec	Dec - Jan	Winter 2021
<b>Reopening</b>	Oct 15 <sup>th</sup>	Oct - Dec	Dec - Jan	Winter 2021

*\* June 12<sup>th</sup> marks the start of the reopening period and the date when child care centres were officially allowed to reopen. The reopening of child care centres has been a staggered process and therefore the reopening period will include costs for both reopened child care centres and costs for child care centres that remain closed. Please note that the proration of expenditures is acceptable when completing the templates.*

- Where possible, CMSMs/DSSABs may submit earlier than the dates indicated above.
- CMSMs/DSSABs should provide actuals instead of budgeted expenditures if these figures are available.
- The ministry will support CMSMs/DSSABs in completing the required templates, to ensure that submissions are in accordance with the ministry's funding guidance.
- The ministry will perform a final year end review of the financial statements submission in the Education Finance Information System (EFIS), to ensure accuracy and financial accountability.



**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>	August 17, 2020
<b>SUBJECT/REPORT NO:</b>	Housing and Homelessness Action Plan Five-Year Review (CS11017(d)) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	James O'Brien (905) 546-2424 Ext. 3728 Kirstin Maxwell (905) 546-2424 Ext. 3728
<b>SUBMITTED BY:</b>	Edward John Director, Housing Services Division Healthy and Safe Communities Department
<b>SIGNATURE:</b>	

### RECOMMENDATION(S)

That Hamilton's 10-year Housing and Homelessness Action Plan attached as Appendix "A" to Report CS11017(d), revised through the five-year review process be endorsed.

### EXECUTIVE SUMMARY

On December 11, 2013, Council endorsed Report CS11017(c) - Housing and Homelessness Action Plan (HHAP). Through this approval, the City committed to a midpoint five-year review of the HHAP. This report fulfils that directive, recommends endorsement of the revised HHAP attached as Appendix "A" to Report CS11017(d) and directs the Housing Services Division to seek funding opportunities to address affordable housing issues in Hamilton.

### Alternatives for Consideration – Not Applicable

### FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: N/A

Staffing: N/A

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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: Housing and Homelessness Action Plan Five-Year Review  
(CS11017(d)) (City Wide) - Page 2 of 8**

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Legal: N/A

**HISTORICAL BACKGROUND**

- December 11, 2013: Council endorsed the HHAP (Report CS11017(c)).
- Annual updates have been provided to Council on the implementation of the HHAP:
  - June 24, 2015: Council received the 2014 Report to the Community (Report CES15033)
  - December 14, 2016: Council received the 2015 and 2016 Reports to the Community (Report CES15033(a))
  - May 9, 2018: Council received the 2017 Report to the Community (Report HSC18017)
- February 27, 2019: Council directed staff to “develop and integrate a consistent gender and equity framework, inclusive of evaluative tools, to the City’s Housing and Homelessness Plan and service delivery”
- September 2019: the revised HHAP was submitted to Province for review
- March 24, 2020: The Province of Ontario confirmed completion of its review of the City of Hamilton HHAP in a letter attached as Appendix “B” to Report CS11017(d).

**POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

The five-year review of HHAP was required by the *Housing Services Act, 2011* (HSA).

The five-year review of HHAP also meets the provincial Policy Statement: Service Manager Housing and Homelessness Plans, 2016 requirement for housing Service Managers to prepare local housing and homelessness plans that address matters of provincial interest and that continue to transform the housing system with a focus on strengthening people-centred housing programs and improving service coordination.

The Provincial Policy Statement, 2020 requires planning authorities to:

“provide for an appropriate range and mix of housing options and densities to meet projected market-based and affordable housing needs of current and future residents ... by:

- a) establishing and implementing minimum targets for the provision of housing which is affordable to low- and moderate-income households and which aligns with applicable housing and homelessness plans...

**SUBJECT: Housing and Homelessness Action Plan Five-Year Review  
(CS11017(d)) (City Wide) - Page 3 of 8**

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- b) permitting and facilitating: 1. all housing options required to meet the social, health, economic and well-being requirements of current and future residents;”

The HHAP meets these requirements in Outcome Area 1 through strategies to increase the supply of affordable and rental housing and stretch targets to create 341 new affordable rental and 410 new market rental units a year.

**RELEVANT CONSULTATION**

Groups consulted and consultation events include:

- Housing and Homelessness Action Plan Planning Group, formed to collaborate on the development of the HHAP, endorsed completion of each key step in the five-year review process;
- Planning Group meetings for the five-year review
  - Nov 15, 2018: provided input on the progress to date of the 54 HHAP strategies and advised on needed change to the housing system
  - Feb 22, 2019: provided input on the progress implementing the HHAP over the first five years of the HHAP. A report on this progress is attached as Appendix “C” to Report CS11017(d)
  - June 26, 2019: reviewed and endorsed the revised HHAP;
- Housing and Homelessness Advisory Committee (Council Advisory committee) provided input on various aspects of the five-year review;
- Ongoing dialogue with the Indigenous community including two Indigenous-focused public events, several meetings with the Hamilton Executive Directors Aboriginal Coalition (now the Coalition of Hamilton Indigenous Leadership Inc.), and Aboriginal Advisory Committee, as well as meetings with individual Indigenous community leaders;
- On-line in-depth survey of housing sector experts such as agency management and front-line staff, including Indigenous organizations. In depth responses informed all aspects of the review with a focus on the strategy revisions and new targets;
- Private sector developers at the Development Industry Liaison Group and through individual discussions provided input on housing issues and priorities generally;
- City staff from the Housing Services Division and other City departments provided input on the parts of the HHAP relating to their area of expertise;
- The Mayor and Councillors provided input through individual meetings;
- Joint meeting with members from all of the Council advisory committees for input on housing issues and priorities generally; and,
- Feedback from the community at the 2019 Hamilton Housing Summit on priorities for the revised HHAP.

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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.



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**ANALYSIS AND RATIONALE FOR RECOMMENDATION**

i) Five-Year Review of the HHAP

The HHAP continues to guide the City and community partners to create positive change in the housing and homelessness serving sector. The HHAP was built by the community with community input. This approach was repeated in the five-year review, with over 500 people consulted. A dedicated working group provided in depth input throughout the review process.

The five-year review of the HHAP was a comprehensive overhaul and refocusing of the HHAP, necessary due to significant changes in Hamilton's housing system and its context. The goals of this review were to:

- Determine changes within and influencing the housing sector through an environmental scan;
- Review and report on the progress and status of the 54 strategies and 16 targets;
- Review the elements and structure of the plan: vision, core values, outcome areas;
- Update the strategies and targets;
- Streamline the plan;
- Simplify the language of the plan to be more accessible and relevant to a broader audience;
- Meet the new provincial guidelines to strengthen the plan in the areas of Indigenous housing issues, homelessness, integration of services, environmental sustainability and climate change and a role for the private sector;
- Set SMART (Specific, Measurable, Achievable, Relevant and Time-Bound) targets as required by the Province; and,
- Rebrand the look and presentation of the HHAP and related documents.

The sum of these goals means that the resulting updated HHAP looks substantially different from the original version. The original Vision, Core Values, and five Outcome Areas have been maintained with minimal change, and the strategies and targets have been substantially revised.

ii) Environmental Scan

An in-depth environmental scan was conducted as part of the five-year review. This included analysis of various data sets including Census data, and an assessment of future housing needs.

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The housing needs assessment determined that Hamilton will need an additional 77,800 total housing units to accommodate local population growth and housing needs through 2041. This means, on average, Hamilton will need to add 3,125 units per year.

Hamilton will continue to need a strong mix of ownership and rental housing with a particular need for affordable rental housing targeted to low and moderate-income households. Previous projections forecasted a need of 300 affordable units per year; this has increased to 341 new affordable rental units for low-income households as Hamilton development of affordable rental housing has not kept pace with demand over the past five years.

The findings of the environmental scan were made publicly available through a series of community profiles and is attached as Appendix “D” to Report CS11017(d) These focused on the following areas:

- Core housing need
- Challenges for new development
- Environmental sustainability and climate change
- Housing and Indigenous Peoples
- Immigration and housing
- Social housing and capital repair needs
- Hamilton’s housing stock
- Housing and Seniors
- Housing market trends
- Access to housing social housing waitlist
- Equity
- Homelessness serving system

iii) The Revised HHAP

a. Strategies

One of the primary goals of the five-year review was to streamline the HHAP, particularly its 54 strategies. While comprehensive and inclusive, the original HHAP was not used on a regular basis. The complexity of housing, the fact that most strategies relate to on-going programs, as well as provincial requirements to add or expand on strategies pertaining to particular topic areas, made streamlining challenging.

The approach used to streamline the HHAP was to put aside strategies that have become part of the day-to-day work or best practices of Hamilton’s housing sector or are being implemented through existing processes. Each of the 54 strategies was examined and labeled as being “Complete,” “Actioned and Embedded” in best practices

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(CS11017(d)) (City Wide) - Page 6 of 8**

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or ongoing work, or not yet addressed. This review, completed with input from the Planning Group, is attached as Appendix “C” to Report CS11017(d) and serves as the 2019 HHAP annual review and community report. Some strategies for which extensive work remains were incorporated into new strategies in the revised HHAP.

The newly revised HHAP includes only forward-looking strategies that will drive innovation and system level change into the future. The new strategies include some directions from the original plan, as well as new directions, some required by the Province and others that arose from the consultation. These strategies are high level, and within each there are more specific implementation actions.

b. Targets

The original HHAP targets are aspirational. This is of benefit as it captures the full housing need in Hamilton. This aspirational approach to targets has been retained in the revised HHAP, with each outcome area having a set of stretch targets that include the factors necessary to achieve them. New SMART targets (Specific, Measurable, Achievable, Relevant, Time-Bound) will drive the work for each outcome area and provide a reasonable basis for annual assessment of progress.

c. Key New Directions

The fundamental purpose of the revised HHAP is to create strategic transformational change in Hamilton’s housing and homelessness serving system. New directions in the revised HHAP include the following:

- The revised HHAP retains and clarifies the person-centred approach of the original document as:

“always evaluating the supports and solutions needed to ensure everyone has a home on an individual basis and matching households to the housing and support services that best meet their needs, preferences, and self-identification with various groups.”

Following Council’s direction to “develop and integrate a consistent gender and equity framework, inclusive of evaluative tools, to the City’s Housing and Homelessness Action Plan and service delivery,” the revised HHAP commits the City and its partners to applying a formalized Gender Based Analysis Plus to ensure that all actions and decisions relating to housing and homelessness policy, programs, and services are effectively meeting the specific needs of the diversity of individuals and households.

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- More directly respects Indigenous autonomy and self-determination, and the housing inequity experienced by Indigenous peoples as a result of systemic discrimination and oppression and the destructive legacies of residential schools and colonialism
- A greater focus on innovative solutions and doing things differently
- Increased integration and coordination of housing programs and service delivery across the housing and homelessness serving sector and with other sectors such as health and social services
- Increasing the quality of community housing

d. Annual Reports and Updates

Annual reports on progress of implementation of the HHAP to Council and the community will continue; however, the annual report will include changes to the HHAP that may be needed to adjust to the fast-paced changes in the housing sector. The revised HHAP will be a living document.

For example, the COVID-19 pandemic has magnified existing cracks in the housing and homelessness system and created some new ones. The process of adapting the housing and homelessness system to the new realities of COVID-19 began with the broad City of Hamilton emergency response and will continue for years to come. Much work has been done in a short time, but much more is required to ensure Hamilton has a resilient housing and homelessness system that can meet the needs of our most vulnerable citizens in the face of future pandemics and other disasters. The next revision of the HHAP will reflect these new directions.

**ALTERNATIVES FOR CONSIDERATION**

None

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

**Community Engagement and Participation**

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

**Healthy and Safe Communities**

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

**Built Environment and Infrastructure**

Hamilton is supported by state-of-the-art infrastructure, transportation options, buildings and public spaces that create a dynamic City.

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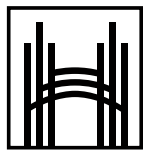
**APPENDICES AND SCHEDULES ATTACHED**

Appendix "A" to Report CS11017(d): Revised Housing and Homelessness Action Plan (HHAP)

Appendix "B" to Report CS11017(d): Letter from Ministry of Municipal Affairs and Housing re. completion of their review of the HHAP

Appendix "C" to Report CS11017(d): Five-Year Review of Strategy Implementation

Appendix "D" to Report CS11017(d): Community Profiles



Hamilton

City of Hamilton

**HOUSING AND HOMELESSNESS**

# **ACTION PLAN**

January 2020



**Everyone has a home... Home is the foundation.**



# HOUSING AND HOMELESSNESS ACTION PLAN

The Hamilton community came together to create the Housing and Homelessness Action Plan (HHAP) in 2013 to provide a road map to create more affordable housing, housing with supports, and to fulfill the City Vision of being the best place in Canada to raise a child and age successfully.

Implementing the HHAP strategies to fulfill this vision required a review of the progress of implementation of the plan and review of the strategies and targets that are the milestones of success. The outcome of this work is the 2019 HHAP that will guide the work of the Housing Services Division and our community partners as we work to end chronic homelessness in Hamilton and increase the supply of safe, suitable, and affordable housing for all Hamiltonians.

This plan has been built with the support of a working group made up of members of the Housing and Homelessness Advisory Committee and the Housing and Homelessness Action Plan Planning Group (Planning Group). The HHAP was informed by public consultations that included input from various council advisory committees, members of the Indigenous community, and the general Hamilton community. The Planning Group also reviewed of the strategies, implementation actions, and SMART goals.

This HHAP will continue to focus on a system approach to solutions to housing challenges. The Action Plan's focus for system change is areas in which the City can take the lead to plan, fund, or implement solutions. The dynamic nature of the housing system means this is a living document that will be reviewed and updated annually. Being a living document that can grow and adapt as the needs and solutions evolve helps to ensure programs and funding continue to align with the strategic directions, and ensure one off approaches won't be needed to address changing challenges.

Those being served by agencies, cared for by professionals and peers, and supported by advocates, know that the backbone of ending chronic homelessness, increasing the supply of affordable housing, and providing supportive housing will be our community partners, including: community housing providers, non-profit agencies, advocates, and private sector stakeholders.

Through cooperation and collaboration with all of these partners, the Housing Services Division is committed to implementing the HHAP and fulfilling the vision that everyone has a home because home is the foundation.

***Housing Services Management Team***

*The City and the Community have collaborated to create an Action Plan that can be implemented to reach the goal of ending chronic homelessness and creating more affordable housing in Hamilton. The work is far from over, but implementation will change lives and build a better community.*

*– Larry Huibers  
Executive Director of the Hamilton Housing Help Centre and Co-Chair of the  
Housing and Homelessness Action Plan Planning Group*



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## ACKNOWLEDGEMENTS

The revised Housing and Homelessness Action Plan (HHAP) has been a collaborative effort with significant contributions from the following groups:

- Housing and Homelessness Planning Group;
- The Housing and Homelessness Advisory Committee to the Emergency & Community Services Committee of Council;
- City of Hamilton staff including members of the Healthy and Safe Communities Department;
- The Coalition of Hamilton's Indigenous Leaders; and,
- Members of multiple Council advisory committees, as well as non-profit and private sector stakeholders.

A special thank you to all citizens who participated in the Five-Year Review of the HHAP.

Hamilton's vision of being the best place in Canada to raise a child and age successfully relies on the fulfillment of the aspiration that everyone has a home... home is the foundation.



After a relationship breakdown, Harold found himself living on the streets. He began to use drugs heavily and his physical health deteriorated to the point that he was hospitalized.

He was discharged from the hospital to a men's emergency shelter where staff helped him secure the drug coverage he required for much needed medication. He applied for Ontario Works and was able to receive income to assist with housing. He secured a place to live and now has his own space. He intends to apply for ODSP as recommended by his family doctor. He continues to have many supports coordinated in the community after leaving shelter that assist with his medical, addictions, and social barriers.

# INTRODUCTION

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.

This is the second version of Hamilton’s Housing and Homelessness Action Plan (HHAP), completed five years after the first. It is the result of the original HHAP and the process to develop it, the experiences and learnings about housing and homelessness over the last five years, new provincial directions for housing and homelessness plans, the update to Ontario’s Long-Term Affordable Housing Strategy, the Community Housing Renewal Strategy, the Housing Supply Action Plan, the National Housing Strategy, and the HHAP Five-Year Review process that included analysis of change since adoption of the first HHAP in 2013 and consultation with many Hamiltonians. The revised HHAP is a strategic document and implementation plan that will guide decisions and actions to transform Hamilton’s housing and homelessness system to 2024. The fundamental purpose of the revised HHAP is to create strategic transformational change in Hamilton’s housing and homelessness system.

The HHAP had a clear aspiration when first created in 2013 – that Everyone has a home... home is the foundation. This continues to be the vision, which must be achieved to ensure Hamilton becomes the best place in Canada to raise a child, and age successfully. This revised HHAP takes a different approach than the original. The original HHAP addressed the full need for housing and related services in Hamilton, most parts of the housing system as well as many related systems, and operational matters. In contrast, a primary goal of the Five-Year Review was to streamline the HHAP. The revision is more concise, focusing on strategic system transformation.

Revision of the HHAP placed increased emphasis on addressing homelessness, the needs of Indigenous peoples, and other areas as directed by the Province. The revised HHAP excludes strategies regarding advocacy; is limited in scope to housing and homelessness; and emphasises City of Hamilton actions to ensure the City is setting direction and is accountable for implementation of the HHAP.

The revised HHAP is structured differently and based on results-based accountability. While the plan’s foundation of vision, core values, and outcome areas are fundamentally the same, the strategies have been revised and

reframed, each with a set of more specific implementation actions. The aspirational nature of the original targets has been maintained, though they have been reframed as “Stretch Targets,” and “SMART Targets” (Specific, Measurable, Achievable, Relevant, and Time-Bound) have been added for each outcome area.

The wording of the revised HHAP is intended for a broad audience. The revised HHAP is also a living document, remaining dynamic and relevant through as-needed updates at the time of annual reports. The goal is for the HHAP to be widely utilized in day-to-day systems change work.

There is substantial background material supporting the HHAP. All is available on the HHAP website [www.hamilton.ca/housingactionplan](http://www.hamilton.ca/housingactionplan). Like the HHAP, materials informed by data will be updated as new data becomes available.



Steven moved into Indwell’s Parkdale Landing community when it first opened last fall. Parkdale Landing offers enhanced supports for individuals who are experiencing unstable mental health, addictions and/or a history of precarious housing situations. Steven came with community clinical supports. The current system of sharing information between housing and clinical supports proved a challenge, not allowing either to act in a timely manner and over time Steven’s mental health declined. Due to a physical altercation, Steven was apprehended by police and lost his housing. The overcrowding of hospital beds and easy access to re-admission also played a part in the poor outcome for Steven. If the system could have intervened earlier Steve may still have affordable supportive housing. Now he begins the process again, remaining on housing and support wait lists.

# WHAT YOU NEED TO KNOW AS YOU READ THE HOUSING AND HOMELESSNESS ACTION PLAN

**1** The purpose of the HHAP is to guide strategic transformation of Hamilton’s housing and homelessness system from its current state. The HHAP does not direct the operations or operational decisions of the City or other organizations providing housing or related services. It does not include strategies or implementation actions that are already considered best practices in Hamilton’s housing and homelessness system. It does not include strategies or implementation actions concerning issues that are being addressed through an ongoing planning or coordination process, such as the development of a City of Hamilton equity, diversity, and inclusion framework and the review of residential care facilities. The HHAP will be amended at the time of the annual report to integrate the outcomes of such processes.

**2** The HHAP is a living document that will be updated if needed at the time of annual reports. Please ensure you have the up-to-date version found at [www.hamilton.ca/housingactionplan](http://www.hamilton.ca/housingactionplan) and contact the Housing Services Division via the same website to offer comments for the next update. Companion documents to the HHAP will similarly be updated at the time of annual reports as new information becomes available.

**3** The revised HHAP does not advocate to the Federal or Provincial Governments for funding, legislative change, or specific actions. However, the absence of advocacy strategies does not lessen the responsibility of each level of government to meet the housing needs of Hamiltonians who are also Ontarians and Canadians.

**4** Appendix A offers a more fulsome discussion of equity, diversity, and inclusion framework and Gender Based Analysis Plus (GBA+).

Members of many populations face structural and institutional barriers as a result of systemic discrimination and oppression. Such experiences may relate to discrimination in employment; education; access to housing; age; access to social, health, financial, and other resources and supports; and, access to various public and private settings

and resources. This systemic discrimination and oppression often results in a host of inequities, including in the availability and quality of housing an individual or household has access to. The experiences and impacts are different for each person, and each person needs different supports and resources to help redress the impacts of the discrimination and oppression on their housing outcomes.

All actions and decisions relating to housing and homelessness policy, programs, and services must use a formalized equity, diversity, and inclusion framework and Gender Based Analysis Plus (GBA+) to ensure they are effectively meeting the specific needs of the people who need them. The City of Hamilton is in the process of developing an equity, diversity and inclusion framework which will be integrated into the HHAP when complete.

The HHAP will always be implemented through a person-centred approach to equity that acknowledges the unique needs of each individual. This approach will continue to focus on addressing the system level needs of everyone, but will always ensure that the full person is considered in the response to their unique situation.

**5** Indigenous peoples not only experience structural and institutional barriers as a result of systemic discrimination and oppression, but also face the multi-faceted legacies of residential schools and colonialism. One impact of these oppressive factors is substantial housing inequity between Indigenous and non-Indigenous peoples in Hamilton.

As a result of the imperative to redress these legacies and the manner in which Canada was founded, Indigenous peoples hold a unique status in Canada, with a nation to nation relationship with all levels of government. It is critical that the HHAP work towards redressing the legacies of residential schools and colonialism, and overcoming the impacts of discrimination and oppression on the housing experiences of Indigenous peoples. The HHAP must advance the process of reconciliation between Indigenous and non-Indigenous peoples through constructive action and a commitment to implement the actions in the Truth and Reconciliation Commission of Canada: Calls to Action document. The HHAP must guide Hamilton towards redressing inequities and help close the gaps in housing, social, health, and economic outcomes between Indigenous and non-Indigenous peoples.

**6** The Province has directed municipalities, through the April 2018 “Guide to Five Year Reviews of Housing and Homelessness Plans,” to address all of the following areas in the Five-Year Review of their housing and homelessness plans:

- 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; and,
- Climate change and environmental sustainability.

**7** There are many players woven together to form the complex housing and homelessness system: three levels of government, 42 social housing providers managing 14,000 units, several affordable housing providers (non-profit and private sector), 57 residential care facilities, 12 emergency shelters, transitional and second stage housing, over 200 different community partners delivering a large range of supports (agencies, charities, faith-based organizations, and more). The purpose of the HHAP is not to dictate their day-to-day work, but to ensure that all Hamilton housing and homelessness sector players are moving in the same direction, each organization playing with their unique role within the housing and homelessness system.

**8** Definitions of the various types of housing, including ‘affordable’ found in Appendix B.

**9** The HHAP is focused on Hamilton’s housing and homelessness system, but this system is only part of a broad interconnected web of plans, projects, initiatives, sectors, and services that impact people’s housing outcomes and wellbeing. Many of these plans, projects, initiatives, sectors, and services have or are developing strategic documents or undergoing change processes. Within just the City of Hamilton organization these include, but are not limited to:

- Strategic initiatives or plans:
  - Our Future Hamilton Strategic Plan;
  - Urban Indigenous Strategy;
  - Age-Friendly Hamilton Plan;
  - Hamilton Drug Strategy;
  - Hamilton Food Strategy;
  - Neighbourhood Action Strategy;
  - Urban Hamilton Official Plan and related land use planning documents;
  - Youth Strategy; and,
  - Bed Bug Strategy.

- Priority projects:
  - Light Rail Transit; and,
  - Pier 8 Waterfront Development.
- Other initiatives:
  - Development of Hamilton’s Equity, Diversity, and Inclusion Framework;
  - Poverty Reduction Implementation Plan; and,
  - Hamilton Immigration Partnership Committee.
- Intersecting sectors: health care system including addiction and mental health services, justice system, land use planning, child and elder care, child protection, public health, social assistance and employment, police services, emergency services (fire, police, paramedic).

In addition to the above, there are countless community, government, and private sector organizations, sectors, and services that are not within the housing sector, but relate to it. The HHAP cannot address all of these, but their importance in helping people obtain and retain housing are recognized, and strategies regarding better coordination, integration, and partnerships with them are included in the HHAP.



Sarah and her daughter with special needs live in a market rent unit. Their only income is Ontario Works. Sarah was diagnosed with cancer last year and had to purchase medication not covered by OHIP and travel out of the city to see a specialist. This created a significant impact on their limited budget. Sarah was not able to pay her rent in full and was at risk of being evicted. A housing allowance made her rent more affordable and allowed her to take care of her medical needs without stress. We checked-in with Sarah last month and she advised she hasn’t had any new issues with her tenancy. Sarah is paying her rent on time and is able to cover the family’s basic needs.



# CORE VALUES

The HHAP is built upon the following shared core values:

**1 RIGHTS-BASED AND ANTI-DISCRIMINATION:**  
Housing is a fundamental human need. Some groups of people face disproportionate barriers to safe and secure housing. Often, these barriers are a result of racism, oppression and discrimination. Efforts must acknowledge these inequalities and intentionally work to eliminate them.

**2 PERSON-CENTRED SUPPORTS:**  
People and their experiences are central in all planning and development considerations. People are supported in ways that make sense for their unique circumstances and their economic, cultural and gendered realities. This includes a commitment to strategies that ensure people are more secure in their housing and do not become homeless.

**3 RISK AND PROTECTIVE FACTORS:**  
Evidence demonstrates that people who have more protective factors in their lives are able to better mediate risks. Successful community responses to homelessness and housing insecurity work to increase the protective factors and decrease the risk factors in people's lives.

**4 EVIDENCE BASED, MEASURABLE AND IMPACT-DRIVEN:**  
People in our community deserve housing and homelessness responses that are based on intentional planning and good evidence and that have measurable positive impacts and outcomes.

**5 EFFICIENT AND EFFECTIVE USE OF  
COMMUNITY RESOURCES:**

Human and financial resources spent to address housing and homelessness are investments in our community that reduce public costs in other areas.

**6 INTEGRATED AND COMPREHENSIVE  
COMMUNITY PLANNING:**

The private, public and voluntary sectors, along with engaged citizens, are all important and interconnected parts of the community that plans together, as is the voice of people who have experienced homelessness and housing insecurity. To ensure this integrated planning is authentic, transparency and communication must be at the core of our work.

**7 PLACE AND NEIGHBOURHOODS:**

Place matters. People will exercise choice over where they live. A full range of quality housing options contributes to neighbourhoods that are healthier and more dynamic. Healthy neighbourhoods are also a place where community and less formal supports can flourish and support people to feel connected and included in all elements of civic life.

## OUTCOME

# 1

There is more affordable rental and ownership housing in Hamilton to meet the need and demand



### SMART Targets:

- o Increase the number of new and legalized existing secondary rental units by 25% per year
- o Maintain the number of new affordable rental units created per \$100,000 municipal contribution
- o Increase the number of new affordable ownership units by 5% annually

### STRATEGY 1:

Retain the existing stock of community housing; affordable housing; and land dedicated to affordable housing.

#### *Implementation Actions*

- Modernize rules and regulations to minimize the number of private market affordable rental housing units lost to condominium conversions, demolitions, and other redevelopment initiatives;
- Use innovative approaches to prevent the loss of rental units suitable for large households; and,
- Provide social housing providers with the tools and incentives necessary to maximize the number of deeply affordable units retained and ensure financial sustainability following the end of operating agreements and/or mortgages.

## STRATEGY 2:

Use innovative approaches to create more affordable and market rental housing.

### *Implementation Actions*

- Develop and implement a strategy and implementation plan for the development of both new affordable and new market rental housing units, including units that meet the needs of equity seeking groups for physical housing features, such as accessibility features for persons with disabilities and seniors, and units suitable for large households such as some recent immigrant households;
- Provide materials and training on innovative building practices and technologies with the potential to increase the productivity, efficiency, and/or quality of new affordable and market rental development, including the accessibility of new housing for persons with disabilities and others with specific physical housing needs;
- Leverage existing City owned assets and new large infrastructure investments to increase affordable housing supply; and,
- Use a range of innovative approaches and tools to reduce the time and cost of developing affordable housing.

## STRATEGY 3:

Increase the capacity for development within the affordable housing sector.

### *Implementation Actions*

- Leverage the development skills and expertise of private sector developers, City staff, and experienced non-profit organizations through workshops, partnerships, and mentorships to build development capacity within the affordable housing sector; and,
- Provide funding to non-profit organizations and social housing providers to support feasibility and pre-development work for affordable rental projects to enable them to qualify for the CMHC Co-Investment Fund and other available Federal or Provincial funding.

## STRATEGY 4:

Develop a strategy and implementation plan to increase the supply of secondary rental units. The strategy and implementation plan should include initiatives to:

### *Implementation Actions*

- Mitigate and minimize the loss of existing secondary rental units; and,
- Develop processes and programs to promote and incent the development of secondary units. This can include a range of initiatives relating but not limited to new development applications, incentive programs, and renovation programs.

## STRATEGY 5:

Develop and implement a sustainable municipal funding source for social housing renewal.

### *Implementation Actions*

- Develop a sustainable funding model; and,
- Allocate the funds to community housing renewal projects through a dynamic notional allocation process that maximizes efficiency and effectiveness.

## STRATEGY 6:

Develop and implement innovative approaches to create more affordable ownership units.

### *Implementation Actions*

- Employ innovative planning rules, regulations, and tools including but not limited to inclusionary zoning;
- Promote the use of evidence-based approaches for the development of mixed income projects; and, allocation process that maximizes efficiency and effectiveness.
- Promote partnerships between the private and non-profit sectors to build new large scale residential development projects.



## STRETCH Targets:

- o Develop 350 new affordable rental units annually (including secondary units)
- o Develop 510 new market rental units annually

### To meet Hamilton`s needs the following are required:

- o Increased government funding for new affordable purpose-built and secondary rental units, including increased levels of funding to meet the need for unique housing structures such as large or mobility device accessible units.
- o Rental market shifts that increase the financial viability of rental housing development.



*Affordable rental housing development is critically affected by funding. The opportunity to offer government lands as incentive for affordable housing is important but also other levels of government must also be part of the funding discussions which make projects viable. Continued conversations with Provincial and Federal Governments will be important especially now as it seems to be a common discussion point at all levels of government.*

**– from the Expert Survey**

Anna and her son, both refugee claimants, received a housing allowance when leaving the shelter. The rent became affordable with the housing allowance and enabled them to move into an apartment; however, they experienced issues including pest problems, that were not resolved by the landlord. They decided to move. They found a nice, clean basement apartment in a semi-detached house on Hamilton Mountain. Unfortunately, the unit was not legally zoned as a secondary unit, meaning that the housing allowance could not be transferred to the unit and the family is now at risk of losing their affordable unit. The ability to provide legal secondary suites could put more units on the market. It would also allow a family to leave a pest infested apartment into a safer unit while keeping it affordable with a housing allowance.

## OUTCOME

# 2

People have more housing affordability and choice



### SMART Targets:

- o 100% of households (25% annually) on the Access to Housing waitlist are assessed to determine the opportunities for meeting their housing needs through alternative housing options by 2023
- o Increase the overall number of rent supplements and housing allowances by 400 by 2023
- o Increase the number of new affordable rental units built outside of the downtown by 25% annually
- o Maintain the ratio of rental units suitable for larger households to all rental units until 2023

### STRATEGY 1:

Increase the integration of housing programs and service delivery within and between the Housing Services Division, the City of Hamilton, and the community to increase client choice for accessing services.

#### *Implementation Actions*

- Increase access to and integration of human services by enhancing the Housing Services Division as an access point; and,
- Improve access to housing subsidy programs that reduce rent costs, reduce utility costs, or bridge tenants through temporary financial crises.

## STRATEGY 2:

Increase the diversity of housing forms, types, tenures, and affordability in all urban areas of the city.

### *Implementation Actions*

- Develop and implement an education program for the public and decision makers on the benefits of intensification and neighbourhood housing diversification;
- Protect and encourage the development of rental units suitable for large households in multi-residential buildings;
- Develop a guideline to encourage the development of new rental units suitable for larger households;
- Promote the development of new housing units by social housing providers that align with identified pressures on the social housing waitlist;
- Create and maintain a dynamic map of current affordable and social housing to inform future development; and,
- Create a geographical based tool by mapping housing needs, resources, amenities, and other relevant factors, to guide affordable housing investment.

## STRATEGY 3:

Increase the number and effectiveness of housing allowances and rent supplements.

### *Implementation Actions*

- Develop a person-centred best practices approach to housing allowance programs; and,
- Evaluate the housing allowance annual review process to ensure the impact of the funds is maximized and the programs are maximally effective.



## STRATEGY 4:

Increase the use of innovative and non-traditional housing models such as home sharing, rent-to-own, co-housing, co-operative housing, etc.

### *Implementation Actions*

- Provide best practice information on how to implement innovative and non-traditional housing models; and,
- Explore the use of incentives and support programs to encourage alternative housing models.



### STRETCH Targets:

- o 100% of households on the Access to Housing waitlist receive support for suitable, adequate, affordable housing as they wait for RGI housing
- o Innovative and non-traditional housing models are available to meet the needs of people who require them

### To meet Hamilton`s needs the following are required:

- o Increased funding for portable housing allowances
- o The development of more affordable rental housing units
- o The capacity of agencies and community groups to implement innovative and non-traditional housing models



*Ensure that affordable housing options are available in all areas of the city, including Ancaster, Dundas, Flamborough, Binbrook, and upper Stoney Creek. This includes purpose built one and two-bedroom units to help seniors and small households in those areas of Hamilton*

*– from the Expert Survey*

Chenzira is a 27-year-old student from Zimbabwe studying medicine at McMaster University. Through Symbiosis, a co-housing program at McMaster University Chenzira was matched with Lorna, a 73-year old living alone. Experts say that intergenerational home sharing programs can have significant health benefits and benefits beyond reduced living costs. It can allow seniors to maintain their independence longer, reduces feelings of loneliness, and provides a sense of security. Both Chenzira and Lorna agree that the added perk is the lasting friendship they have formed.

## OUTCOME

### 3

People have the individualized supports they need to obtain and maintain housing



### SMART Targets:

- o End chronic homelessness by 2025
- o Reduce homelessness by 5% overall annually
- o Reduce new inflow into homelessness by 10% annually
- o Less than 15% of individuals or households return to homelessness each year

### STRATEGY 1:

Improve coordination of access between homelessness programs and housing support services.

#### *Implementation Actions*

- Implement an assessment process and coordinated access system for the homeless system of care to right-match individuals and households experiencing homelessness with the housing and supports they need;
- Implement a system to provide real-time data to all service providers on the needs of those experiencing homelessness;
- Expand the number of housing allowances provided to people experiencing chronic homelessness;
- Ensure adequate housing intervention supports for people experiencing chronic homelessness; and,
- Implement quality assurance standards for services to people experiencing homelessness.

**STRATEGY 2:** Increase housing supports that help tenants remained housed.

*Implementation Actions*

- Better integrate human services to provide wrap around supports to meet the needs of individuals with both shallow and deep support requirements; and,
- Promote a complete suite of services for people experiencing or at risk of homelessness including shelter diversion, rapid rehousing, housing first, and eviction prevention.

**STRATEGY 3:** Increase the integration and coordination of support, social service, and health care programs and services to increase client access to programs and services and better serve all people in need.

*Implementation Actions*

- Develop a person-centred best practices approach to housing allowance programs;
- Assess the needs of households applying to the Access to Housing Waitlist and right-match them with the housing and supports they need;
- Explore innovative funding options to expand support services, such as seeking additional funding from the sectors that financially benefit from housing services or implementing funding integration with other sectors (i.e. health sector); and,
- Ensure the people experiencing homelessness with the highest levels of acuity have streamlined access to housing with support services funded by health, housing or other human service sectors.

## STRATEGY 4:

Develop new person-centred and innovative supportive housing models based on the identified needs of people with living experience.

### *Implementation Actions*

- Evaluate the support needs of individuals accessing Housing Services Division programs; and,
- Design all future housing support programs with a equity focus on individual housing need.



## STRETCH Targets:

- All Housing First participants remain housed by 2023
- Occupancy rates of shelters average below 80%
- All people receive the supports they need to remain housed
- Reduce the By Name Priority List to 3 or fewer chronically homeless individuals

### To meet Hamilton`s needs the following are required:

- Right-matching of people to effective housing interventions based on their needs and preferences
- Participation of the health, child welfare, and justice systems
- The development of significantly more affordable rental housing units





Ingrid came to Indwell from the shelter system, she moved into The Perkins Centre which provided medium support. Her first year there she gave Christmas cards to her friends and neighbours for the first time in her life. She became part of a community. She now volunteers for the Hamilton Good Food Box, giving back to the community who continues to support her. Two years ago, she had the opportunity to move from her bachelor unit to a 1 bedroom at Rudy Hulst Commons, which provides more independence. Affordability has allowed her to maintain a budget, support has given her the opportunity to participate in her community.

## OUTCOME

# 4

People live in housing that is good quality and safe



### SMART Targets:

- o Ensure all outstanding critical repairs in Hamilton's community housing stock are complete by 2023
- o Reduce the greenhouse gas emissions of existing community housing portfolios by 850,000 kgs annually by 2023
- o Preserve or rehabilitate 5,000 residential units by 2023
- o All medium and large government funded and private landlords adhere to a current integrated pest management strategy by 2023
- o Reduce paramedic/fire/police calls to community housing projects by 10% annually

### STRATEGY 1:

Ensure pest control in subsidized, non-profit and private sector rental housing is improved by increasing the number of housing providers adhering to a current integrated pest management strategy

#### *Implementation Actions*

- Implement an assessment process and coordinated access system for the homeless system of care to right match individuals and households experiencing homelessness with the housing and supports they need;
- Ensure the Integrated Pest Management Best Practice Guide is kept current and contains optimal approaches to pest management; and,
- Increase the number of housing providers employing integrated pest management best practices.

## STRATEGY 2:

Ensure outstanding and scheduled life cycle repairs and improvements to community housing stock are completed

### *Implementation Actions*

- Community housing providers update building condition assessments on a regular basis; and,
- Develop processes to prioritize projects and optimize the use of funds allocated for critical repairs.

## STRATEGY 3:

Ensure safety within and around community housing buildings and complexes is improved

### *Implementation Actions*

- Create safety best practice guidelines for both landlords and tenants;
- Increase funding for safety specific programs and upgrades; and,
- Strengthen and improve relationships between public safety officials, landlords, property managers, and tenants in high priority neighbourhoods using a lens of equity in housing.

## STRATEGY 4:

Encourage and enable community housing providers to improve the environmental sustainability and climate adaptability of their portfolios

### *Implementation Actions*

- Develop repayable loan and other programs to fund environmental sustainability and climate adaptability projects, such as upgrading lighting, installing building control systems, etc.; and,
- Collaborate with the education and research sectors to find new and cost effective technologies and approaches to retrofitting old buildings to improve energy efficiency, climate adaptability, and quality.



## STRATEGY 5:

Ensure that innovative initiatives to improve the quality of private sector rental housing are implemented in both purpose-built multi-residential buildings and secondary units.

### *Implementation Actions*

- Increase landlord and tenant engagement and education regarding rental housing rights and responsibilities through a community development approach that addresses language, mental health, and cultural barriers and stigmas;
- Further increase City resources dedicated to proactive enforcement of property standards; and,
- Integrate enforcement actions with desired housing outcomes.



### STRETCH Targets:

- 100% of community housing units are online and occupied by 2023
- Adequately fund capital reserves for community housing to address future capital needs
- Reduce emergency calls for community and affordable housing multi-residential buildings to the City average by 2023

#### To meet Hamilton`s needs the following are required:

- Adequate funding for community housing repairs and reserve funds
- Trades skills development to increase the number of tradesperson resources available for affordable housing development and rehabilitation



*Requiring energy saving programs and initiatives in all new buildings or retrofits would be critical to reduce utility costs, thus keeping the units affordable in the longer term. However, This might mean marginally higher costs at the outset but it is for long term gain.*

*- from the Expert Survey*

Abigail is over 90 years of age, living in social housing. Her unit was bed bug infested and she experienced severe reactions to bites. She was unable to prepare her unit for treatment and her poor eyesight made it impossible to see where the infestations were highest. She was too embarrassed to report it and began sleeping in her bathtub.

The social housing provider, through their pest control team assisted tremendously to first, reduce the stigma of bed bugs, clearly explaining how bed bugs travel and that the best housekeeper in the world such as Abigail could still have bedbugs. They prepared her room, taking apart her furniture, bagging her clothes and liaising with the Community Relations Worker to find her a place to stay during the time she needed to be absent from her apartment for the treatment. Once the treatment was completed, the team returned to put the furniture and apartment back together. The team continued inspections and further treatments and today, Abigail is back sleeping in her own bed without bed bugs.

## OUTCOME

# 5

All people experience equity in housing and housing-related services



### SMART Targets:

- o Housing Services Division staff receive education on the history of Indigenous peoples in Canada by the end of 2020, prior to the City deadline, and all new staff receive the education within 100 days of the start of work
- o 100% of community housing provider staff receive education on the history of Indigenous peoples in Canada by 2023, and all new staff receive the education within 100 days of the start of work
- o 100% of Housing Services Division staff are trained within 6 months of the adoption of a City of Hamilton Equity, Diversity and Inclusion Framework, and all new staff receive the training within 100 days of the start of work
- o Completion of an equity, diversity, and inclusion audit of all Housing Services Division processes and programs by 2023
- o 250 private landlords attend education sessions on tenant and landlord rights, responsibilities, and best practices

### STRATEGY 1:

Implement an equity, diversity, and inclusion framework for decision making within and delivery of services by the Housing Services Division, building on the City-wide Equity, Diversity, and Inclusion Framework under development.

#### *Implementation Actions*

- Conduct an environmental scan of best practices for implementation of equity, diversity and inclusion frameworks within the housing sector; and,
- The consultation process for the framework will actively seek out a diversity of perspectives within diverse communities, including voices that are traditionally not heard or consulted by the housing sector, both within groups that are typically consulted and those that are not.

## STRATEGY 2:

Ensure Indigenous peoples engaging with housing and homelessness services are served in a culturally appropriate manner.

### *Implementation Actions*

- In the spirit of truth and reconciliation, ensure that City staff, community housing provider staff, and government funded affordable housing provider staff are educated on the history of Indigenous peoples in Canada, including the history and legacy of colonialism and residential schools, the United Nations Declaration on the Rights of Indigenous Peoples, treaties and aboriginal rights, Indigenous law, and Aboriginal-Crown relations. The content of the education program will be approved by the Hamilton Executive Director's Aboriginal Coalition and the City's Talent and Diversity Section, and where possible, delivered by Indigenous peoples.

## STRATEGY 3:

Dedicate, in a manner that respects Indigenous autonomy and self-determination, a certain portion of housing and homelessness funding envelopes to Indigenous organizations delivering housing and homelessness services primarily to the Indigenous community.

### *Implementation Actions*

- Provide Housing Services Division and other City staff support to build capacity within Indigenous organizations as requested by those organizations.

## STRATEGY 4:

Ensure that clients, participants, and tenants are meaningfully engaged in planning and decision making in the areas that impact their lives.

### *Implementation Actions*

- Create a living experience engagement framework for the Housing Services Division;
- Consult with all stakeholders, including those with living experience of housing challenges and/or interactions with the housing system, on housing system and operational changes; and,
- Ensure that Indigenous voices, including those with living experience of housing challenges, are fully incorporated into all housing-related decision making processes.

## STRATEGY 5:

Improve information and knowledge sharing within the housing sector.

### *Implementation Actions*

- Develop and implement a public campaign to increase awareness and knowledge of the housing rights and responsibilities of both landlords and tenants. This campaign will include rental housing best practice guidelines;
- Cross promote existing housing affordability and quality improvement programs such as energy efficiency programs provided by utility companies, the Electrical Support Program, and renovation programs including for accessibility modifications, etc.;
- Ensure that information and knowledge sharing are key components of housing-related system, program, and service integration and coordination initiatives;
- Create a public awareness campaign to provide education and understanding to reduce stigma associated with affordable housing and homelessness to increase inclusion and equity in Hamilton;
- Secure opportunities for facilitated knowledge sharing about intentional mixed-income development based on new models and approaches to complete communities; and,
- Release a “State of Homelessness in Hamilton” report each year starting in 2020.



### STRETCH Targets:

- All people experience equity in housing
- Hamilton is an inclusive and equitable community
- In a rental market tenant survey in both private sector and community housing, 80% of renters report experiencing equity in housing



To meet Hamilton`s needs the following are required:

- o Elimination of the stigma associated with poverty and homelessness
- o Elimination of discrimination in housing and housing services
- o A systematic review of barriers that limit equity in housing
- o Completion of a rental market tenant survey by 2023
- o Mixed-income development done through a lens of equity



Alba recalls her childhood home being full of chaos. Survivors of residential school, her mother and grandmother struggled to cope with the years of trauma they endured. She often assumed the parental role for her younger siblings. It was also at this young age that she was introduced to alcohol. As an adult, Alba appeared to have it all: a family, a house – even a dog! But behind closed doors, she was entrenched in an abusive relationship, fearing for her and her daughter’s safety. Eventually, when her daughter moved out, Alba fled. She left the province and secured a seasonal job that provided room and board for a few months. But eventually, when the job ended, Alba returned to Ontario. A bed to sleep in was never guaranteed. She bounced between shelters, couches and the streets. Her drinking increased. Then Alba decided that she was sick and tired of being sick and tired. With the support of local social services providers and the SOS Housing First program, she moved into her own apartment. Wonderful and overwhelming all at once, slowly it became her foundation. Her drinking decreased. Her health improved. With stability in her life now, Alba looks for opportunities to help and support others.

*“Homelessness impacts women differently than men, and as an Indigenous woman, there is even more to consider... My identity was established in my community: I held a high status because of my family and was respected. As a woman, same with many other women I know, we are caregivers. It is hard to admit that caregivers need a caregiver.”*

- Alba

# APPENDIX A

## EQUITY, DIVERSITY, INCLUSION FRAMEWORK AND GENDER BASED ANALYSIS PLUS

A core value of the HHAP is to have a person-centred approach to housing and homelessness. This means always evaluating the supports and solutions needed to ensure everyone has a home on an individual basis and matching households to the housing and support services that best meet their needs, preferences, and self-identification with various groups (Indigenous Peoples, youth, families, newcomers, etc.).

Outcome Area 5 of the HHAP is that “All people experience equity in housing and housing-related services,” which is simplified from the original HHAP. Additionally, in February 2019 Council directed staff to:

- implement an equity-diversity-and-inclusion lens framework to City policy and program development, practices, service delivery, budgeting, business planning and prioritization; and,
- develop and integrate a consistent gender and equity framework, inclusive of evaluative tools, to the City’s Housing and Homelessness Action Plan and service delivery.

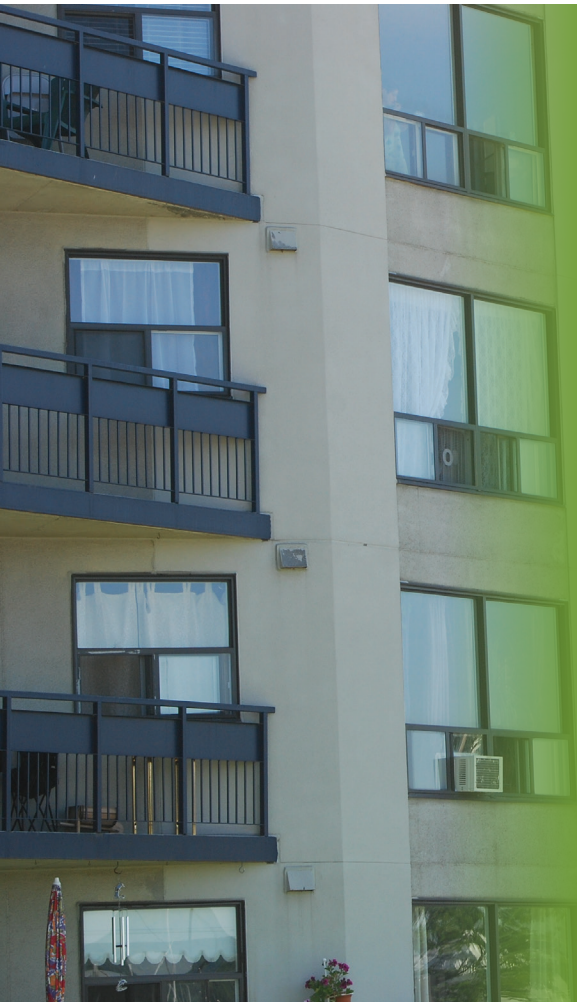
The City of Hamilton acknowledges the strengths and resiliency of unique populations, as well as the structural and institutional barriers each population may experience as a result of systemic discrimination and oppression. Such experiences may relate to discrimination in employment; education; access to housing; access to social, health, financial, and other resources and supports; and, access to various public and private settings and resources. All actions and decisions relating to housing and homelessness policy, programs, and services must use a formalized equity, diversity, and inclusion framework and Gender Based Analysis Plus (GBA+) to ensure they are effectively meeting the specific needs of a diversity of individuals and households.

The Housing Services Division is committed to continuing to strengthen the active practice of equity, diversity, and inclusion principles in its work. This means recognizing and working to address disproportionate structural barriers faced by individuals and groups, ensuring equity is fundamental to all decisions, and meaningfully consulting with those impacted by the Division’s work. The work of integrating equity, diversity, and inclusion principles into the foundations of the Division’s daily practice will be strengthened and supported by the implementation of the forthcoming corporate-wide and housing-specific equity, diversity, and inclusion frameworks.

The processes and decisions regarding housing and homelessness policy development, program development, operations, program evaluation, partner assessment, and oversight must consider the unique needs of diverse populations, while understanding that a person’s experiences are impacted by intersecting aspects of their identities including but not limited to race, gender identity, sexual orientation, and ability.

Gender Based Analysis Plus (GBA+) provides structured analytical processes that can be applied to a wide range of issues to assess how diverse groups of women, men and non-binary people may experience policies, programs, services, and initiatives, and help ensure that public policy decisions result in more equitable and inclusive impacts. The “plus” in GBA+ acknowledges that GBA goes beyond biological (assigned sex) and socio-cultural (gender) differences to consider many identity factors such as race, ethnicity, religion, age, mental or physical ability, immigration status, socioeconomic status, etc.<sup>1</sup> Existing GBA+ tools assess diversity and inclusion considerations and implications by exploring who may be impacted, how they are impacted, and why.

Applying GBA+ involves seven steps: identify the issue; challenge the assumptions; gather the facts; provide options and make recommendations; monitor and evaluate; document; and communicate. GBA+ can assist in challenging and moving beyond assumptions that may lead to unintended and unequal impacts of policy, planning, and funding allocation, and contribute to the development of communication, consultation and engagement plans centred on those who are directly impacted.



Samira, a quiet, brave woman from Sudan crossed the border into Canada on foot on a cold day in November. As someone who has chosen to speak out against the injustices of her government it is not safe for Samira to stay in Sudan. Her search for safety and protection led her to Hamilton. When she arrived, she called the women’s shelters in the city, looking for a place to stay. They all gave her the same response – “sorry we have no room”. She was referred to Open Homes, a multi-church and community volunteer program that supports refugee claimants upon their initial arrival in Hamilton by providing housing and companionship.

A young couple had just finished their screening and orientation and offered to host Samira by providing a safe, comfortable base for her as she has navigated the complexities of the refugee claim process. They helped her to use the Hamilton bus system and helped her to understand and process some of the confusing cultural differences she is encountering.

Samira recently moved out into an apartment of her own. Her journey has just begun – but she is facing what lies ahead with a network of friends cheering her on and ready to support her each step of the way.

<sup>1</sup> Government of Canada. (2018). What is GBA+?. Retrieved from: <https://cfc-swc.gc.ca/gba-acis/index-en.html>



# APPENDIX B

## DEFINING AFFORDABLE HOUSING

Definitions of affordable housing, especially the term “affordable” can be confusing and vague. “Affordable housing” can be defined by several independent parameters and encompasses so much of the housing continuum that two people talking about “affordable housing” may not be talking about the same thing. “Affordable housing” is a broad term that encompasses all types of housing that persons or households with low or moderate incomes can access without spending an inordinate proportion of their income.

### *Affordable Rental Housing*

The affordability of rental housing can be defined based on a proportion of a person or household’s income, or based on a percentage of the average or median market rent, for a defined area. Often, the definition includes a threshold in the position of households on the income spectrum, the most universal with low and moderate income households being at or below the 60th income percentile for renters living in a defined area. Different documents define affordable housing slightly differently. For the purposes of the HHAP and the City of Hamilton, generally, affordable housing means:

1. Housing that costs 30% or less of gross household income for households with a low to moderate income. Low to moderate income for renters is defined as income at or below the 60th income percentile for renters in the City of Hamilton, and for owners the 60th income percentile for all Hamiltonians; and/or,
2. Housing that is less than 125% of the CMHC average market rent for the same unit type and size, in the local housing market zone, or city-wide. Note that CMHC uses 80% of median market rent rather than the average for their programs.

This broad term “affordable housing” can be categorized into more specific and descriptive definitions.

### *Community and Social Housing*

The Federal Government introduced the term “community housing,” in the National Housing Strategy. The Ontario and Canada Mortgage and Housing Corporation Bilateral Agreement defines community housing and social housing, both of which are almost always also affordable housing, based on the type of organization that manages it and the program under which it was created, as follows:

**COMMUNITY HOUSING:** Community-based housing that is owned and operated by non-profit housing corporations and housing co-operatives or housing owned directly or indirectly by provincial, territorial or municipal governments or district social services administration boards and includes Social Housing.

**SOCIAL HOUSING** (in Ontario): Housing, the administration of which was on April 1, 2018 within a “Program” in Schedule C to the Social Housing Agreement (SHA) between CMHC and MMAH dated November 15, 1999 and is still within a “Program” in Schedule C to the SHA at the times of the commitment and use of the CMHC Funding for it.

This definition of social housing includes housing built and operated under specific historical programs and managed according to the Housing Services Act, 2011. Generally, social housing is rented on a rent-geared-to-income (RGI) basis, but social housing projects may also have units that are at market rent because the tenants’ incomes increased such that they no longer qualify for RGI, or by the housing provider’s choice (often with City approval) to create a mix of incomes in the building or complex.

### *Defining Levels of Rental Affordability & Affordable Homeownership*

Delineating and naming portions of the continuum of affordable rental housing can facilitate clearer discussions of affordable housing in Hamilton. While the above definitions are fairly universal, the categories shown in the infographic “Towards a Greater Understanding of Housing Affordability,” were created for use in the Hamilton housing and homelessness sector. The will be (have been) adopted by Council through adoption of this plan.

### *Affordable Ownership Housing*

For ownership housing “affordable” is typically defined on the basis of the income needed to afford to purchase and carry a home. Income is referred to in absolute numbers or percentile of the income range for a defined area.



Martha is a widowed senior in her late seventies who received an Ontario renovates loan in 2016. The program enabled her to get the major repairs and accessibility requirements she would not have been able to make on her own. Her bathroom was renovated for accessibility features and she was once again able to take a shower. Repairs to the exterior stairs and walkway meant she could leave her home for medical appointments, shopping and to visit family and friends. Much needed repairs were also made to her home such as replacing the windows, fascia and eavestroughs. Not only did the house look better she once again felt a sense of pride in her home. Without this program she probably would not be able to continue living in her home.

## Towards a Greater Understanding of Housing Affordability



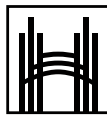
# CONTACT INFORMATION

**Questions regarding this report should be directed to:**

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Housing Services Division, Healthy and Safe Communities Department  
City of Hamilton

Telephone: (905) 546-2424 ext.3728  
Email: James.O'Brien@hamilton.ca

Available online at [www.hamilton.ca/housingactionplan](http://www.hamilton.ca/housingactionplan)



Hamilton

**Ministry of Municipal  
Affairs and Housing**

Assistant Deputy Minister's Office  
Housing Division

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Municipales et du Logement**

Bureau du sous-ministre adjoint  
Division du Logement

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Toronto ON M7A 2J3  
Tél. : 416 585-6800



March 24, 2020

Dear Service Manager,

I am writing to thank you for completing the five-year review of your local Housing and Homelessness Plan, pursuant to the *Housing Services Act, 2011 (HSA)*, and addressing the Policy Statement: Service Manager Housing and Homelessness Plans, 2016.

The five-year review process provides an important opportunity for Service Managers to engage with the broader community, consider relevant changes in local needs and priorities and determine new strategies to improve outcomes for Ontarians.

Thank you for the opportunity to review your amended plan. Local Housing and Homelessness Plans are extremely useful to the Ministry to inform the ongoing and future work in housing and homelessness policy and program development. With respect to homeless enumeration, the Ministry plans to implement a by-name list approach beginning in 2021. Service Managers in many Ontario communities are implementing by-name lists to provide real-time data about people experiencing homelessness in their communities.

The Ministry will be engaging in a series of conversations about implementing by-name lists and will be consulting with Service Managers; your Housing and Homelessness Plan is helping to inform the province's understanding of how enumeration results are currently used locally within your community.

I extend my best wishes to you and Council for the successful implementation of your plan. We look forward to working with you and reviewing updates through your annual progress reports.

If you have any questions, or would like to discuss your plan further, please do not hesitate to contact me or your local Municipal Services Office.

Sincerely,

[original signed by]

Joshua Paul  
Assistant Deputy Minister, Housing Division

- c. Peter Kiatipis, Director, Community Housing Policy
- Jim Adams, Director, Housing Programs
- Aly Alibhai, Director, Municipal Services Division
- Hannah Evans, Assistant Deputy Minister, Municipal Services Division

## Housing and Homelessness Action Plan Five-Year Strategy Update May 22, 2019

Strategy	Status	Update	Recommend	Responsible
<b>Strategy 1.1</b> Advocate for the creation of a National Housing Strategy and advocate to provincial and federal levels of government to adequately fund new affordable housing development	Complete	Together the City of Hamilton, service providers and citizens advocated for a National Housing Strategy (NHS). Launched in 2017, the 10-year, \$55-billion NHS signaled a new role, new approach, and renewed commitment to housing for the federal government. It is a sweeping, complex and ambitious initiative that focuses on meeting key housing outcomes including building up to 125,000 new affordable housing units, cutting homelessness in half, and renovating and modernizing 300,000 homes. To date two new development projects and one significant social housing retrofit project have been awarded funding through the NHS Co-Investment Fund, and others are in the process of applying.	Complete - Remove	
<b>Strategy 1.4</b> Explore the feasibility of inclusionary zoning (i.e. zoning that requires/mandates a certain component of larger developments to be affordable housing) and seek necessary provincial legislative changes that would facilitate the implementation of inclusionary zoning in Hamilton	Actioned	Council has supported inclusionary zoning in principle; however, the new provincial government is expected to take a different approach to inclusionary zoning. In the newly released Housing Supply Action Plan and proposed implementing legislation, inclusionary zoning will be focused in areas of high growth and near major transit areas.	Actioned and embedded	Province & City
<b>Strategy 1.5</b> 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	Actioned	Hamilton's Downtown Secondary Plan now permits the use of density bonusing through Sec. 37 of the <i>Planning Act</i> . The Downtown Secondary Plan specifically includes the following bonusing provisions: rental and affordable housing, community facilities, child care centres, cultural amenities and transit station improvements. Work is underway by the Planning Division on guidelines to implement density bonusing.	Embedded	City
<b>Strategy 1.7</b> Inventory and map affordable housing development opportunities including: underutilized commercial space that can be converted to residential, vacant residential space in buildings, vacant government land that is viable for affordable housing	Actioned	The Real Estate Division reviewed and consulted with Councillors on hundreds of parcels of surplus City-owned land. Of these, the Affordable Housing Site Selection Subcommittee approved 20 suitable for affordable housing development or available for market sale, with proceeds from such sales directed into a dedicated reserve fund to be used for future development of affordable housing. Four sites have been allocated by Council to CityHousing Hamilton for new development. The Real Estate and Housing Services Divisions are working on plans for a number of sites. Mapping and keeping a record of opportunities for affordable housing development is on the workplan of the Investment in Affordable Housing Team.	Actioned & embedded	City
<b>Strategy 1.8</b> Advocate for changes to the City's and senior governments' surplus land policy to make surplus land available for affordable housing development at discounted or no cost	Actioned	As noted above, the City has dedicated 20 City-owned sites for affordable housing, either as land for new affordable housing development or to be sold with the proceeds used to fund new development on another site. The previous provincial government initiated the Affordable Housing Lands Program, but it has not been continued by the current government. As part of the National Housing Strategy, the Federal Lands Initiative will transfer surplus lands and buildings to eligible participants at discounted to no cost.	Actioned - IAH Team is monitoring	City, Affordable Housing Developers & Community

## Housing and Homelessness Action Plan Five-Year Strategy Update May 22, 2019

Strategy	Status	Update	Recommend	Responsible
<p><b>Strategy 1.10</b> Provide learning opportunities to community leaders, decision makers and the general public around good urban planning principles in order to support their role as facilitators of affordable housing development</p>	Actioned	The Planning Division provides public urban planning learning opportunities. Events such as National Housing Day and the 2019 Housing Summit provide additional learning opportunities to diverse stakeholders.	Actioned & embedded	City & Community
<p><b>Strategy 1.12</b> Explore the feasibility of establishing a Housing Trust Fund to help finance affordable housing development.</p>	Complete	The Hamilton Community Land Trust has been established and has completed one unit in partnership with Habitat for Humanity Hamilton.	Complete - Remove	Hamilton Community Land Trust
<p><b>Strategy 2.1(a)</b> 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</p> <p><b>Strategy 2.1(b)</b> Encourage mixed housing and mixed income development in all urban neighbourhoods by ensuring all social housing communities have a market housing component</p> <p><b>Strategy 2.1 (c)</b> 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</p>	Actioned	An investment of \$63 million has been approved for the first large-scale revitalization of CityHousing Hamilton's (CHH's) portfolio. One of the goals of the revitalization of CHH's portfolio is to create communities with a broader mix of tenants. Revitalization projects include 500 MacNab, Jamesville, and Roxborough, and there are a number of new build projects planned as mixed communities. The new Downtown, Commercial Mixed Use, and Transit Oriented Zoning provides opportunities for mixed housing types and densities. The work on the new residential zoning is underway and will also promote mixed housing.	Actioned & embedded	City & Development community
<p><b>Strategy 2.2</b> Develop a policy and strategy to ensure the low and moderate income households in neighbourhoods experiencing economic growth and transformation are not displaced or negatively impacted by gentrification</p>	Actioned	The Downtown Secondary Plan requires the replacement of any demolished rental units on site and a transition plan to assist tenants until they can be rehoused in the replaced units or other suitable location at similar rents. The Housing Services Division has created the Tenant Defense Fund Pilot Program to help groups of tenants facing above guideline increases for which their landlords have applied to the Landlord and Tenant Board (LTB), hire professionals to represent them at the LTB, and by providing other types of assistance. Condominium conversion and demolition control policies are in place to restrict the conversion of rental units into condominiums when rental markets are tight. These policies are being reviewed.	Actioned & embedded	City, Community & senior levels of government
<p><b>Strategy 2.3</b> Increase homeownership opportunities for renters- including social housing tenants (e.g. down payment assistance programs, rent-to-own initiatives, and education on purchase process, etc.)</p>	Actioned	The City of Hamilton administers the Down Payment Assistance Program which is funded by a revolving loan fund initially created with Federal-Provincial funds.	Embedded	City & senior levels of government
<p><b>Strategy 2.4</b> Expand portable and in-situ rent subsidy programs (i.e. rent supplements and/or housing allowances that go with the tenant and are not tied to a particular unit)</p>	Actioned	Since 2016, the City has invested \$1.1 M annually to support low income tenants through portable housing allowances. The Provincial and Federal Governments have both committed to providing portable housing benefits.	Embedded	City & senior levels of government



## Housing and Homelessness Action Plan Five-Year Strategy Update May 22, 2019

Strategy	Status	Update	Recommend	Responsible
<b>Strategy 2.5</b> Investigate the feasibility of developing an emergency housing subsidy to help tenants and homeowners bridge temporary financial crisis situations	Actioned	The City has continued to provide the Housing Stability Benefit (HSB) to homeless individuals and families including providing a last month rent deposit directly to the landlord, paying rental arrears, and paying utility arrears. The HSB can be accessed by Ontario Works recipients or those with low income. The Housing Help Centre no longer offers the Rent Bank or the Housing Emergency Loan Program. HSB is a benefit provided by the City of Hamilton by Ontario Works Case Managers or through the Housing Help Centre. The recently expanded City Emergency Repair Program helps low income homeowners with emergency home repairs.	Actioned & embedded	City & Province
<b>Strategy 2.8</b> Explore options that ensure social housing applicants and tenants have as much choice as possible (e.g. increase in the number of times they can refuse an offer to be housed; choice based letting)	Complete	The City's Offer and Refusals Policy was revised in 2016 following community consultation. It outlines criteria for refusals and the maximum number of refusals. The Housing Services Division provided training on the Offers and Refusals Policy in 2016 and 2017. At this time, the City of Hamilton is not implementing a choice-based system due to concerns over the impact such a system would have on vulnerable households.	Complete - Remove	City
<b>Strategy 2.9</b> Advocate for changes to income policies including: increased social assistance rates (shelter components), Living Wage policy, Guaranteed Annual Income is allocated based on tax information, ODSP benefits delivery	Actioned	The City does not directly influence policies regarding social assistance rates. The City participated in the 2017 Provincial Basic Income Pilot which was cancelled in 2018 by the subsequent government.	Embedded	Community, City & Province
<b>Strategy 3.1</b> Expand housing with support options including mobile, in-situ and transitional housing options	Actioned	The Residential Care Facilities system is undergoing a comprehensive review with the goal of improving services. CityHousing Hamilton has submitted a proposal to the LHIN for more transitional housing units. In 2015, the City also funded a Rapid Rehousing Program for Women that adheres to the Housing First philosophy. The City has provided financial support for case management services at a number of transitional housing and supportive housing programs including: YWCA Hamilton (65 units), Wesley Youth Homes (8 units), and Indwell Strathearne Suites (39 units). A Housing First for Youth demonstration project called "Endaayaang" is currently underway. Additional Provincial investment through the Home for Good Program allocated an additional \$2 M for housing with supports in Hamilton.	Embedded	City, community, Province
<b>Strategy 3.7</b> Encourage the development and implementation of enhanced eviction prevention policies in the social housing system	Actioned	City of Hamilton developed new guidelines and a toolkit for financial eviction prevention practices for social housing providers. Starting in 2015 and continuing, numerous educational workshops have been conducted on these guidelines and the Toolkit. The Toolkit continues to be shared and relevant.	Embedded	City

## Housing and Homelessness Action Plan Five-Year Strategy Update May 22, 2019

Strategy	Status	Update	Recommend	Responsible
<b>Strategy 3.8</b> Ensure high quality, trauma-informed services and supports for individuals and families in homelessness and/or insecure housing situations	Actioned	Housing Services Division Clinical Social Workers (CSWs) work with men and women who are homeless and/or at risk of homelessness. Research shows an established link between trauma and addiction; that victims of trauma often attempt to control emotional pain, feelings of being hyper alert, and social withdrawal through the use of drugs, alcohol and/or self-harm, which frequently leads to housing instability. CSWs provide brief intervention and ongoing counselling. The Housing Services Division and partners such as the health care sector and community agencies, will continue to seek opportunities to partner to provide trauma-informed services and supports (i.e. Vanier Towers).	Embedded	City, Community, LHN
<b>Strategy 3.9</b> Advocate for an increase to the Ontario Works and Ontario Disability Support Program personal needs allowance	Unknown	These are community led initiatives and actions.	Embedded	Community, City & Province
<b>Strategy 3.10</b> Support the implementation of current and emergent local housing and homelessness systems plans that address housing with supports	Actioned	Creation of the community-wide By Name Priority List (BNPL) informs a coordinated access system that streamlines the process by which people experiencing homelessness access housing and supports. The BNPL will help 'triage' homeless individuals with respect to their needs and experiences with homelessness. The Housing Services Division and City-funded homeless-serving agencies have worked together to transform the first-come, first-serve approach to a rights-based system that prioritizes resources based on client needs.	Embedded	City & Community
<b>Strategy 4.2</b> Review the impacts of continued proactive enforcement of property standards on the supply of affordable rental properties	Actioned	The City of Hamilton bylaw enforcement team continues to review the impact of continued proactive enforcement of property standards. City Council has directed bylaw to continue this process. IAH Team is reviewing the impacts to inform the rental licensing pilot program included in the report back to Council. On the Investment in Affordable Housing Team Work plan and Outstanding Business List.	Embedded	City
<b>Strategy 4.3</b> Continue proactive enforcement of property standards of affordable rental housing.	Actioned	City bylaw enforcement team continues to practice proactive enforcement of property standards. This continues to be the City's approach since Council passed a motion on September 25, 2013 approving a program focused on the permanent proactive enforcement program of rental housing conditions.	Embedded	City
<b>Strategy 4.4</b> Develop a communication strategy to landlords about maintenance responsibilities and available programs to rehabilitate the housing stock	Actioned	The Housing Help Centre through their landlord liaison officers continue to proactively engage landlords about maintenance and other responsibilities. The Housing Services Division promotes available maintenance programs through stakeholder groups. The IAH Team regularly communicates with landlord groups to provide program information on renovation programs and other matters. Ongoing work with landlords will have a broader focus.	Embedded	City
<b>Strategy 4.5</b> Develop and implement a proactive and coordinated strategy to address bed bugs	Actioned	The first Bed Bug Strategy has been completed and is being implemented in partnership with the Housing Help Centre and other stakeholders.	Embedded	City

## Housing and Homelessness Action Plan Five-Year Strategy Update May 22, 2019

Strategy	Status	Update	Recommend	Responsible
<b>Strategy 4.7</b> Support and monitor housing providers in the implementation of the Accessibility for Ontarians with Disabilities Act (AODA) on the Built Environment	Complete	The Housing Services Division provides written notification and training opportunities to social housing providers on their responsibilities with regard to human rights, including the duty to accommodate persons with disabilities and the AODA. In Nov. 2016, the Housing Services Division provided an AODA information session to 30 social housing providers which resulted in renovation projects that impacted approximately 500 units.	Embedded	City
<b>Strategy 4.8</b> Expand assistance programs to facilitate modifications for persons with disabilities in private market housing (e.g. Ontario Renovates).	Complete	The Ontario Renovates Program supports accessibility modifications to affordable rental and owned housing with up to \$5,000 per unit. The Emergency Repair Program was expanded to include all low income homeowners and accessibility modifications.	Embedded	City
<b>Strategy 4.9</b> Inventory, rate and increase the number of social housing units that meet the needs of persons with disabilities through existing and new housing opportunities.	Complete	2017 Social Housing Accessible Unit Program - \$500,000 block funding was invested to increase the number of accessible units in the social housing portfolio. 14 social housing providers received funding to make non-accessible units more accessible, improve or update accessible units, and add accessibility features to common areas. An inventory of all accessible and modified social housing units is underway to assess the accessibility of the social housing stock, facilitate better matching of applicants with accessible units and help applicants make informed choices about the size, type and location of units.	Embedded	City
<b>Strategy 4.12</b> Plan and implement community building efforts that will develop a "sense of community" in all social housing (e.g. activities that will positively enhance neighbour relations)	Actioned	The Housing Services Division is coordinating a community building effort at Vanier Towers in partnership with CityHousing Hamilton. Broader community work led by the Social Planning and Research Council of Hamilton (SPRC) in partnership with Hamilton East Kiwanis Non-Profit Homes Inc., Victoria Park Community Homes Inc. and McGivney Community Homes Inc. has created a resident engagement initiative in the South Mountain. Supported by a two-year grant from the Ontario Trillium Foundation, the primary purpose of the small grants program is to encourage and facilitate resident engagement in neighbourhoods.	Embedded	City & community
<b>Strategy 4.14</b> Develop and implement person-centred made-in-Hamilton occupancy standards for social housing.	Complete	Occupancy standards determine the size and type of unit a household is eligible to receive rent-geared-to-income assistance. Social housing providers follow the Occupancy Standards policy which was developed after 18-months of consultation with housing providers, advocates and community agencies. The Occupancy Standard policy was revised in 2017 to specify criteria and to remove previous unit size restrictions based on the age and sex of dependents	Embedded	City

## Housing and Homelessness Action Plan Five-Year Strategy Update May 22, 2019

Strategy	Status	Update	Recommend	Responsible
<b>Strategy 5.1</b> Develop a system navigator role focused on supporting people in directly accessing appropriate housing supports	Complete	The enhancements to Access to Housing guides applicants through the social housing application process, provides information about other suitable housing options, and connects applicants to the available City and community resources and supports that can help people obtain and maintain market housing. The Housing Services Division has added additional resources to triage housing needs and support households on the Access to Housing Waitlist. Housing with supports review and social services integration work will help inform a navigation role going forward.	Embedded	City & community
<b>Strategy 5.2</b> Develop a practice of cross-sectored case conferencing to ensure optimal services for people	Actioned	The Housing Services Division has implemented a System Housing Triage for the purpose of accelerating housing solutions, involving representatives from the men's and women's emergency shelter system, the youth serving sector, and our Indigenous partners, including Housing First programs for all four sectors. This Triage table also includes the Social Navigator Program, Mental Health Street Outreach, and housing providers. This is part of a Plan, Do, Study, Act (PDSA) cycle which allows us to take lessons learned from the Triage and incorporate them into a sustained, ongoing housing solutions table.	Embedded	City & community
<b>Strategy 5.3</b> Develop web and print based resources that comprehensively outline all housing options in Hamilton and relevant contact information in a variety of languages and forms	Complete	City housing web content was updated in 2015 and includes the Eviction Prevention Toolkit, translation sheets and the Hamilton Immigration Partnership Council Guide. Access to housing web content was updated in 2018 to reflect changes. The Housing Guide for Persons With Disabilities was completed in 2018	Embedded	City & community
<b>Strategy 5.4</b> Develop information and data sharing protocols across relevant housing, income and other support systems	Actioned	In 2019, the City of Hamilton was required to implement a Homeless Management Information System called HIFIS (Homeless Individuals and Families Information System) in accordance with Federal homelessness policy. By the end of implementation (March 2021), the HIFIS system will be implemented across all services for people experiencing homelessness and enable service providers to share information to improve people's access to housing and support services. The Housing Services Division has increased the number of agencies utilizing the program and established information sharing protocols which will allow HIFIS to be used across sectors as part of the Coordinated Access System. This work is ongoing as part of the social services integration work.	Embedded	City, senior level of government & community
<b>Strategy 5.5</b> Through training and cross-sectored collaboration, provide comprehensive and certification-based training on a number of service-improvement areas, such as understanding the housing system and anti-oppressive and anti-racist service provision	Actioned	Core Collaborative Learning offers a wide range of training modules on housing and homelessness through a lens of anti-oppression and anti-racist service provision. Since 2015, the City has provided 16 training sessions on best practices such as shelter diversion, motivational interviewing, the Service Prioritization Decision Assistance Tool (SPDAT), progressive engagement, and housing focussed sheltering. Over 400 service provider staff have attended these trainings. Other events to build cross sectoral collaboration include system planning, leadership academy, and coordinated access learning sessions.	Embedded	City, senior level of government & community

## Housing and Homelessness Action Plan Five-Year Strategy Update May 22, 2019

Strategy	Status	Update	Recommend	Responsible
<b>Strategy 5.6</b> Encourage organizations to engage in service and system planning	Actioned	Through the Housing and Homelessness Action Plan Planning Group all sectors focused primarily on housing and homelessness work together on system-wide planning with the Housing and Homelessness Action Plan as the road map. Additional expert system planning tables have been created to discuss coordinated access in the homelessness serving system to ensure comprehensive system designs and transformation.	Embedded	City, senior level of government & community
<b>Strategy 5.7</b> Engage tenants and landlords regarding rights and responsibilities through: Outreach, Mediation and Public Awareness	Actioned	The Housing Help Centre and Hamilton's four Housing First programs have taken proactive steps to achieve the goals of this strategy. As of June 2018, Hamilton's Housing First Landlord Liaisons and Intensive Case Management teams have successfully connected 683 individuals and households to appropriate housing, providing ongoing advocacy and mediation to both tenants and landlords, bridging the relationship to foster increasing housing stability with Hamilton's most vulnerable homeless individuals and families.	Embedded	City & community
<b>Strategy 5.9</b> Ensure that clients/participants/tenants are meaningfully engaged in planning and decision making in the areas that impact their lives. This includes: a model for citizen engagement which will be applied to the Action Plan implementation phase and the Housing Services Division; citizen engagement as part of housing and homelessness service funding relationships with community based agencies.	Actioned	The Housing Services Division practices meaningful engagement through active consultation with the following groups: the Housing and Homelessness Advisory Committee, Homelessness Funding Implementation Group, Housing and Homelessness Action Plan Planning Group, Aboriginal Community Advisory Committee, and Coalition of Hamilton Indigenous Leadership. A formalized engagement approach will be approved through the Housing and Homelessness Action Plan Planning Group.	Embedded	City





# COMMUNITY Profile



## THE FIVE-YEAR REVIEW OF HAMILTON'S HOUSING AND HOMELESSNESS ACTION PLAN

Hamilton's 10-year Housing and Homelessness Action Plan (the "Action Plan"), endorsed in 2013 by the Hamilton community and Hamilton City Council, is a strategic implementation plan developed to guide actions to ensure that everyone in Hamilton has a home. Housing is one piece of an interconnected socio-economic puzzle and a foundational piece that creates ripple effects in the economic, social, and physical well-being of individuals, families, and communities. Housing is a foundational building block for community.

When the Action Plan was endorsed, a commitment was made to comprehensively report on and review it at the mid-point of its implementation. This five-year review of the Action Plan is underway, with the final revised Action Plan to be submitted to the Minister of Municipal Affairs and Housing in June 2019.

### PROVINCIAL DIRECTION FOR HOUSING AND HOMELESSNESS PLANS

In April 2018, the Provincial Government released a guide for the five-year review of municipal housing and homelessness plans to ensure all plans align with the Long-Term Affordable Housing Strategy. This guide highlights eight areas of focus that must be addressed in all housing and homelessness plans:



1. Accountability and outcomes
2. Goal of ending homelessness
3. Coordination with other community services
4. Indigenous peoples housing needs
5. A broad range of community needs
6. Non-profit housing corporations and non-profit housing cooperatives
7. The private housing market
8. Climate change and environmental sustainability

Many of these areas of focus need to be expanded in Hamilton's Action Plan through the five-year review process with the addition of new strategies, objectives, targets, and metrics.

## FOUNDATIONS OF THE HOUSING AND HOMELESSNESS ACTION PLAN

There are several foundational elements to the Housing and Homelessness Action Plan which were adopted in 2013 and will guide the five-year review. These include the aspiration that:

**everyone has a home...home is the foundation**

and the seven core values and five outcome areas shown below.

# CORE VALUES

- 1 RIGHTS-BASED AND ANTI-DISCRIMINATION:** Housing is a fundamental human need. Some groups of people face disproportionate barriers to safe and secure housing. Often, these barriers are a result of racism, oppression and discrimination. Efforts must acknowledge these inequities and intentionally work to eliminate them.
- 2 PERSON-CENTRED SUPPORTS:** People and their experiences are central in all planning and development considerations. People are supported in ways that make sense for their unique circumstances and their economic, cultural and gendered realities. This includes a commitment to strategies that ensure people are more secure in their housing and do not become homeless.
- 3 RISK AND PROTECTIVE FACTORS:** Evidence demonstrates that people who have more protective factors in their lives are able to better mediate risks. Successful community responses around homelessness and housing insecurity work to increase the protective factors and decrease the risk factors in people's lives.
- 4 EVIDENCE-BASED, MEASURABLE AND IMPACT-DRIVEN:** People in our community deserve housing and homelessness responses that are based on intentional planning and good evidence and that have measurable positive impacts and outcomes.
- 5 EFFICIENT AND EFFECTIVE USE OF COMMUNITY RESOURCES:** Human and financial resources spent to address housing and homelessness are investments in our community that reduce public costs in other areas.
- 6 INTEGRATED AND COMPREHENSIVE COMMUNITY PLANNING:** The private, public and voluntary sectors, along with engaged citizens, are all important and interconnected parts of the community that plans together, as is the voice of people who have experienced homelessness and housing insecurity. To ensure this integrated planning is authentic, transparency and communication must be at the core of our work.
- 7 PLACE AND NEIGHBOURHOODS:** Place matters. People will exercise choice over where they live. A full range of quality housing options contributes to neighbourhoods that are healthier and more dynamic. Healthy neighbourhoods are also a place where community and less formal supports can flourish and support people to feel connected and included in all elements of civic life.

# OUTCOME AREAS

- 1 SUPPLY**  
There is more affordable rental and ownership housing in Hamilton to meet the need and demand
- 2 AFFORDABILITY, STABILITY, AND CHOICE**  
Increase people's housing affordability, stability and choice
- 3 HOUSING WITH SUPPORTS**  
People have the individualized supports they need to help them obtain and maintain housing
- 4 QUALITY**  
People live in housing that is good quality, safe and suitable to their needs
- 5 EQUITY**  
People receive respectful, quality service within a "user-friendly" system and experience equity in housing

## ELEMENTS OF THE HOUSING AND HOMELESSNESS ACTION PLAN UNDER REVIEW

The other elements of the Action Plan are under review. These include the 54 strategies, including the critical investment strategies; 16 targets; and the work plans. A mid-term progress update report of each strategy over the last five years is being produced.

**STRATEGIES** Based on research on changes in housing conditions, trends, and issues in Hamilton, each strategy is being reviewed and considered for removal due to completion, removal due to lack of current relevance, revision to meet current conditions, or retention. New strategies are being considered for addition to the Plan to address new areas of focus and provincial direction.

**TARGETS** Each target of the Action Plan is being reviewed. When the Action Plan was first developed the decision was made to set the targets based on the true housing need in the community. Aspirational goals and accounting of the full housing need in Hamilton are shown in a series of issue briefs produced to support the five-year review. Revised targets will be SMART following provincial direction: specific, measurable, achievable, relevant, and time-bound. Aspirational targets will be retained, but reframed as Stretch Targets.

Critical investment strategies will not be identified in the revised Action Plan. There are several large housing initiatives underway that are expected to lead to significant change in the housing sector federally, provincially, and municipally. These include the release of the replacement for the Federal-Provincial Investment in Affordable Housing Program (Provincial Community Housing Renewal Strategy), a comprehensive review of Hamilton's systems of housing with supports, The Plan to End Homelessness in Hamilton, to name a few. Additionally, the new provincial government has not yet stated its housing objectives. Given that substantial shifts in housing priorities in Hamilton are possible, priorities will not be set in the Action Plan itself but will be addressed through future implementation planning work.





## DATA, RESEARCH, TRENDS, KEY ISSUES, AND THE CURRENT STATE OF HOUSING IN HAMILTON

Work on the five-year review started with a scan of the most recent housing-related data and research. This information is being released in topic specific briefs outlining housing trends, key issues, and the current state of housing in Hamilton. Briefs are being written on the following topics:

- CORE HOUSING NEED
- CHALLENGES FOR NEW DEVELOPMENT
- ENVIRONMENTAL SUSTAINABILITY AND CLIMATE CHANGE
- HOUSING AND INDIGENOUS PEOPLES
- IMMIGRATION AND HOUSING
- SOCIAL HOUSING AND CAPITAL REPAIR NEEDS
- HAMILTON'S HOUSING STOCK
- HOUSING AND SENIORS
- HOUSING MARKET TRENDS
- ACCESS TO HOUSING SOCIAL HOUSING WAIT LIST
- EQUITY
- HOMELESS SERVING SYSTEM

## CONCLUSION

The revised Action Plan will continue to address the full range of housing issues for households with lower incomes, from homelessness to affordable homeownership. It will include existing, revised, and new strategies, as well as existing, revised, and new objectives, targets, and metrics to guide Hamilton's work in overcoming housing challenges for the next five years.

The City of Hamilton is committed to ending homelessness. Work with community partners is currently underway to inform a Homelessness System of Care that is responsive and adaptive; that helps people secure housing and appropriate supports through a coordinated response within the boarder context of a system planning framework. The specifics of what it means to end homelessness in Hamilton will be included within the revised Action Plan.

The Housing and Homelessness Action Plan is currently going through a review process. This brief is one of series of products coming out of the Action Plan review. The Action Plan can be found at:

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



## QUESTIONS OR COMMENTS?

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# COMMUNITY Profile

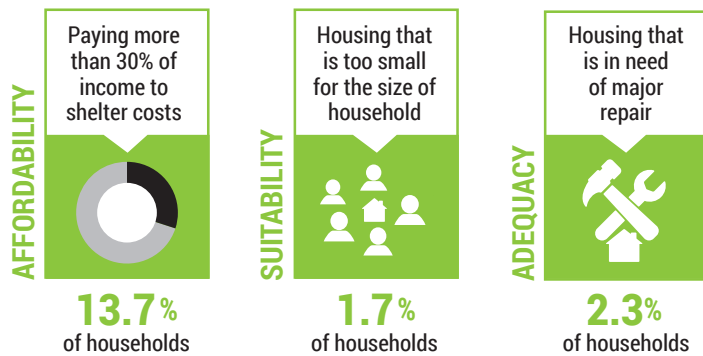


NOTE: Unless otherwise noted, findings are from the 2016 Census.

## A PICTURE OF THE 15% OF HAMILTON HOUSEHOLDS IN CORE HOUSING NEED

### WHAT IS CORE HOUSING NEED?

A household is in core housing need if it has affordability, suitability, or adequacy problems and would have to spend 30% or more of its before-tax income to pay the median rent for alternative, acceptable (meets all three housing standards below) local housing.



**15%** = 30,765 households = **63,585** people  
of Hamilton households over

The incomes of all of these households are below the 40th income percentile for all of the GTA with incomes of less than \$62,766. Of these households in Hamilton, 32% are in core housing need.

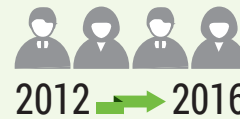
The percentage of households in core housing need varies across Hamilton.

Core housing need is primarily a matter of affordability. 20% of renter households pay more than 50% of their gross incomes on housing costs.

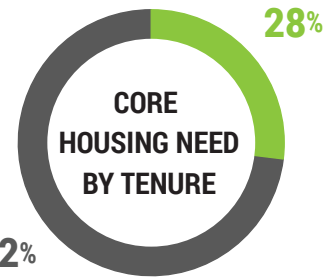
### FOCUS ON NEWCOMERS

**35%**

of newcomers who arrived in Canada between 2012 and 2016 are in core housing need.



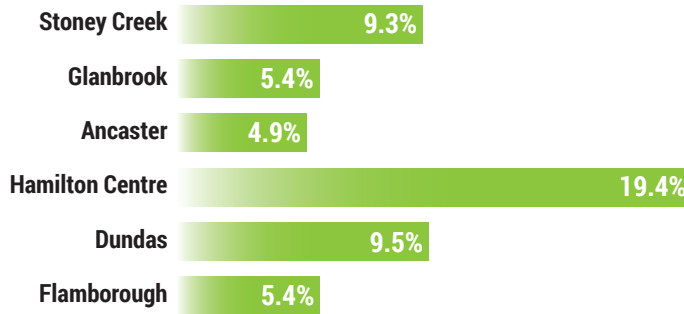
Core housing need decreases significantly the longer they have been in Canada. New Canadians arriving before 2007 have a slightly lower core housing need than the Hamilton average.



### CORRELATION, NOT CAUSATION

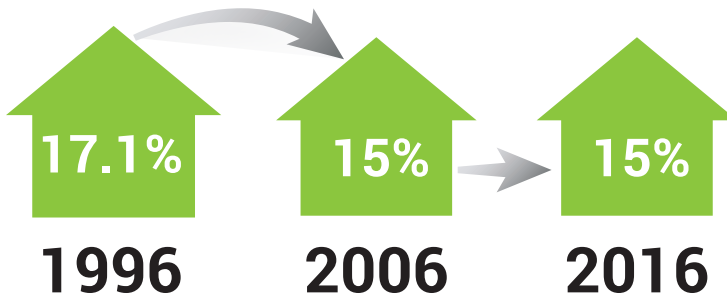
Age of Dwelling	Tenants of older buildings are more likely to be in core housing need
Household Size	1 person and 6+ person households are more likely to be in core housing need
Structure Type	Households living in mobile homes or apartment buildings are more likely to be in core housing need

### CORE HOUSING NEED ACROSS HAMILTON



The rate of core housing need in Hamilton Centre, 19.4%, is significantly higher than in other areas of Hamilton; however, areas generally considered to be wealthier have significant core housing need. In both Stoney Creek and Dundas, almost 10% of households are in core housing need. This includes both ownership and rental households.

### CORE HOUSING NEED TRENDS IN HAMILTON



Core housing need in Hamilton is better than in Toronto and the same as Ontario as a whole.

JURISDICTION	CORE HOUSING NEED (%)
Toronto	23
Mississauga	18
Brampton	17
St. Catharines	16
Windsor	15
<b>Hamilton</b>	<b>15</b>
London	15
Ottawa	13
Guelph	12
<b>ONTARIO</b>	<b>15%</b>
<b>CANADA</b>	<b>13%</b>

### PRIMARY MAINTAINER CHARACTERISTICS

Characteristic of Primary Maintainer	% in Core Housing Need	% of Hamilton Households
Aboriginal	30.0%	2.0%
Single parent	28.9%	11.5%
Visible minority	21.5%	13.5%
Female	20.5%	41.0%
Newcomers	15.7%	4.7%
Overall Hamilton	15.0%	
Male	10.5%	59.0%
Couples without children who own their home	2.3%	19.0%

### WHAT DOES THIS MEAN FOR HAMILTON?

Hamilton is a growing community that continues to have significant challenges for those facing affordability concerns with housing. As we can see over the past ten years the strategic focus of the Hamilton community is creating a positive impact as we manage a more connected Greater Toronto and Hamilton region and overall population growth in Hamilton. These two factors that coincided with a stagnation of funding for affordable housing and homelessness and the economic downturn of 2008 should have resulted in significantly increased core housing need in the Hamilton community, but instead maintained the core housing need percentage as a part of responsible growth strategies.

### QUESTIONS OR COMMENTS?

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# COMMUNITY Profile



## CHALLENGES FOR NEW DEVELOPMENT

As the City of Hamilton plans for the next round of new affordable housing development it is imperative that real estate and construction data is analysed to identify trends and impacts on the industry. Being future-ready is about analyzing these trends and identifying and reacting to changing industry conditions.

The latest research on development trends points to the rapidly increasing levels of complexity faced by the development industry. Affordable housing development projects are impacted by a range of local, regional and international market forces and dynamics.

Some of the market forces and contributing factors having the greatest impacts on affordable housing development in Hamilton include: market dynamics, changing government policy, environmental regulations, economic factors, changes in public infrastructure and transportation, varying tenant and resident use patterns, immigration and demographics.

### KEY FINDINGS

The Altus Group 2018 Construction Cost Guide reports that US economic policies on international trade agreements and interest rates continue to bring uncertainty to the construction industry. The report also indicates that there are many expected yet undetermined outcomes of trade implications such as Brexit.

One of the biggest challenges in the construction industry in Hamilton is project cost escalation. Analyzing pricing risks is key to developing affordable housing projects and units more affordable to the population most in need.

A series of factors including project cost escalation, trades availability, competition, and union agreements have been identified as having major impact on construction market forces in Hamilton. Delays in development approval processes also result in cost escalation and force affordable housing proponents to absorb these costs, or redesign to reduce costs, which results in additional approval processes.



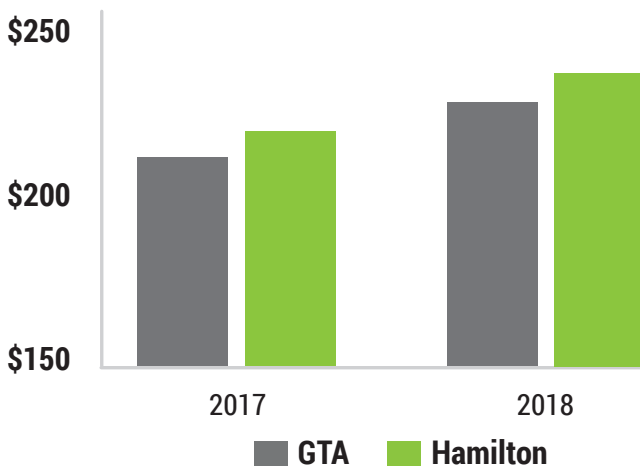
One of the biggest challenges in the construction industry in Hamilton is project cost escalation.

## SPECIFICS

The costs to construct an affordable rental housing unit have increased. In November 2016, the development cost of a typical affordable unit in Downtown Hamilton (approximately 750 sq. ft.) was approximately \$240-250 K (based on the Altus Guide). Currently, construction costs lie between \$280 and \$300 K.

- Construction costs in Hamilton are **4%** higher than in the GTA;
- Trends in the last couple of years point to a **10-12%** per year increase in construction costs due to pressure on the construction market specific to trades availability, competition and shortage;
- Private sector profit margins are being “squeezed.” In 2016, the typical rate of Return On Investment (ROI) was 15%. Currently, the typical ROI is **8-10%**;
- Construction cost escalation allowance is key to meeting construction estimates and allow for inflation in material and labour costs between the date of the submission of a project proposal and the construction start date.

### HAMILTON / GTA - Construction Costs (avg/sq. ft.)



## CONSTRUCTION COST IMPACTS

As construction costs escalate, the impact is significant for affordable housing developers. For example, a \$10 M affordable housing project involving a two year process from the initial RFP to the breaking ground may result in \$2 M in escalated construction costs. A detailed construction estimate is necessary to capture future market conditions and accurately project the project construction costs. The timing required for municipal and other development approvals can also result in delays.

Increased contingency to the estimated construction budget is necessary to allow for labour and material cost increases that may result from international, national, regional and local economic uncertainties.

With construction project cost escalation, trade availability concerns and development approval challenges, accurate forecasting, performance measurement and benchmarking are critical tools for assessing the viability of affordable housing projects.



## QUESTIONS OR COMMENTS?

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# COMMUNITY Profile



## ENVIRONMENTAL SUSTAINABILITY AND CLIMATE CHANGE

Sustainable development meets the needs of the present without compromising the needs of future generations. Its goal is the creation of communities where living conditions and economic resources meet human needs without denigrating the integrity and stability of natural ecological systems.

The Hamilton housing sector plays an active role in creating a stronger, cleaner and more climate resilient community, by reducing energy consumption and carbon emissions in both new development and retrofit projects in existing social housing and the affordable rental stock. Energy efficient housing is less expensive to operate, less vulnerable to increased energy costs, and provides higher quality living environments.

### RETROFITS FOR ENERGY EFFICIENCY AND REDUCED GREENHOUSE GAS EMISSIONS

In 2017, provincial programs funded 15 "building retrofit" projects in Hamilton's social housing stock with a total value of \$7.17 M. The projects include higher energy efficiency upgrades focused on HVAC heating and cooling systems and LED lighting. Once completed, these retrofits projects will improve efficiency and reduce greenhouse gas emissions by an estimated 1,291,360 kilograms of carbon dioxide per year.

Another building retrofit technology that can create substantial energy consumption reductions and cost savings is the installation of building automation systems. These systems provide automatic centralized control of the heating, ventilation, and other systems with the goals of improved occupant comfort, more efficient operations, reduced energy consumption and operating costs, and improved life cycles of utilities.

CityHousing Hamilton (CHH) has installed building automation systems to control heating in 13 of its buildings (3,501 units) with total projected annual cost savings of \$759,091 and substantial reductions in electricity and gas consumption. Such systems are financed through the cost savings.

Data from the

### Prairie Climate Centre Climate Atlas

points to an average temperature increase of 3-5°C for the Greater Toronto Area over the next 35-40 years.



CHH is taking adaptation and mitigation measures to retrofit buildings and improve heating, cooling, and humidity control systems. They recently completed a pilot project retrofitting the heat pump system in a low-rise apartment building and are monitoring this to determine the degree of efficiencies.

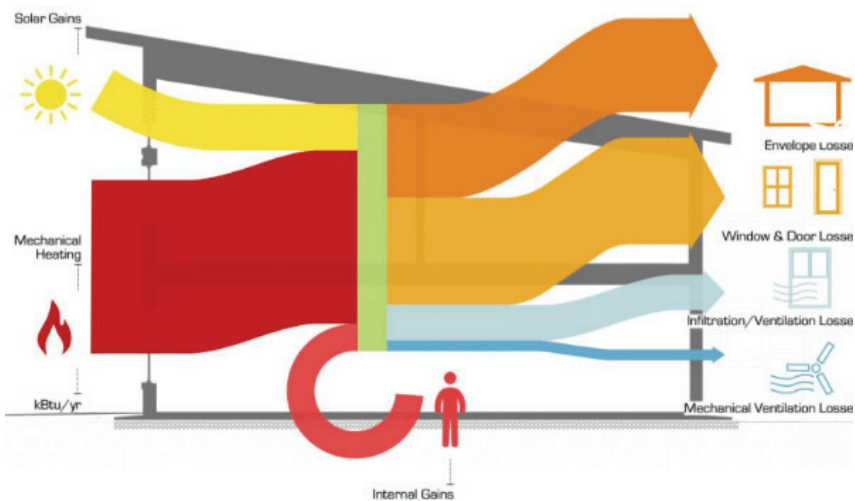


## ENERGY EFFICIENT SYSTEMS SUCH AS THE PASSIVE HOUSE DESIGN

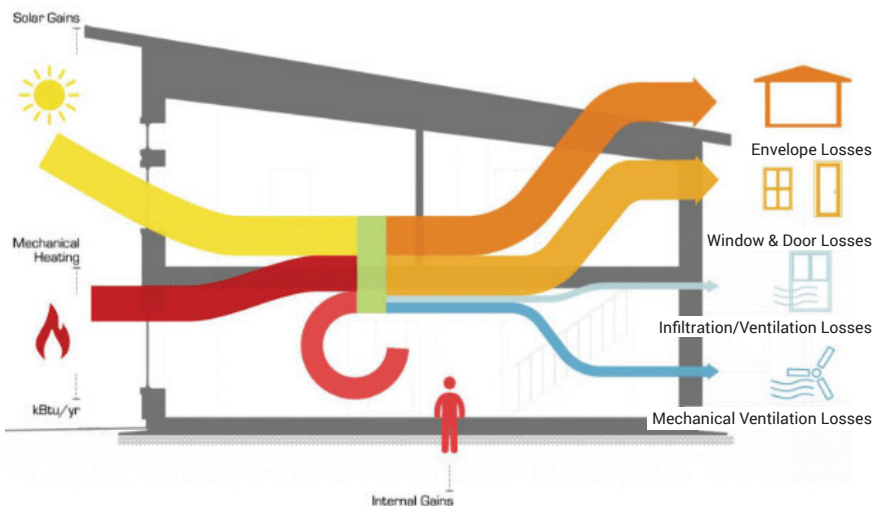
The City of Hamilton encourages energy efficiency in new affordable rental units built through the New Rental Construction Component of the Investment in Affordable Housing Program Extension, Social Infrastructure Fund, and the Poverty Reduction Fund. Innovative approaches such as “Passive House building standard” encourage environmentally sustainable development.

Passive House buildings are exceptionally energy efficient and don't require a furnace or air conditioner to stay at a comfortable temperature. Passive House buildings use as little as 10% of the energy used in typical buildings by making use of the sun, internal heat sources such as heat producing appliances, and heat recovery systems.

### CODE BUILT HEATING GAINS AND LOSSES



### PASSIVE HOUSE BUILT HEATING GAINS AND LOSSES



Graphic: Courtesy of Passive Design Solutions

Buildings achieving Passive House standards consume up to 90% less energy than conventional buildings, leading the way to environmentally sustainable, economically affordable and resilient housing. Floors and walls as well as an extremely well insulated building envelope, triple glazed windows and insulated frames keep the desired pleasant temperature inside.

Indwell, a local charity that creates affordable housing communities, has developed two Passive Housing buildings with more than 100 affordable housing units for those with high levels of need, mental illness and other disabilities.

Hamilton has several Passive House multi-residential projects in various stages of pre-development. The YWCA Ottawa Street 50-unit project is the first affordable housing project dedicated to women and women led families in Hamilton. It is also the first total pre-cast concrete mid-rise Passive House construction in Eastern Canada. Several other affordable housing development proponents in the pre-development stages are planning to make use of the Passive House standards for their buildings.

These sustainability innovations are transforming local affordable rental housing construction, delivering buildings that significantly reduce greenhouse gas emissions and promote high quality affordable living. Achieving the Passive House design standards in affordable housing developments will generate the necessary social, economic and environmental requirements to create healthy communities for present and future generations.

## QUESTIONS OR COMMENTS?

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# COMMUNITY Profile



## HOUSING AND INDIGENOUS PEOPLE

The Housing and Homelessness Action Plan five-year review is an opportunity to assess the Action Plan, as well as strengthen it and ensure the guidance it provides is up-to-date and relevant. Part of this review includes direction from the Province for a greater focus on the housing needs of Indigenous Peoples (including First Nations, Inuit, and Métis).

At a minimum, the revised Action Plan must include a strategy for engagement with Indigenous organizations and demonstrate a commitment to coordination and collaboration with Indigenous housing providers and service providers to support access to culturally appropriate housing and homelessness services for Indigenous Peoples. Hamilton’s Action Plan review will take a more comprehensive approach to the housing needs of Indigenous Peoples (including First Nations, Inuit, and Métis).

Hamilton’s approach to the housing needs of Indigenous Peoples has been in the spirit of the recommendations from the Truth and Reconciliation Commission report, Honouring the Truth, Reconciling for the Future.

### INDIGENOUS DEFINITION OF HOMELESSNESS:

Indigenous homelessness, from an Indigenous perspective, is about the disconnection from things like spirituality, the family, land, to each other, to cosmology, to Creator. It refers to the Indigenous perspective on interconnectivity. In 2017, the Canadian definition of homelessness was extended to include a specific Indigenous definition:

Indigenous homelessness is a human condition that describes First Nations, Métis and Inuit individuals, families or communities lacking stable, permanent, appropriate housing, or the immediate prospect, means or ability to acquire such housing. Unlike the common colonialist definition of homelessness, Indigenous homelessness is not defined as lacking a structure of habitation; rather, it is more fully described and understood through a composite lens of Indigenous worldviews. These

include: individuals, families and communities isolated from their relationships to land, water, place, family, kin, each other, animals, cultures, languages and identities. Importantly, Indigenous people experiencing these kinds of homelessness cannot culturally, spiritually, emotionally or physically reconnect with their Indigeneity or lost relationships.



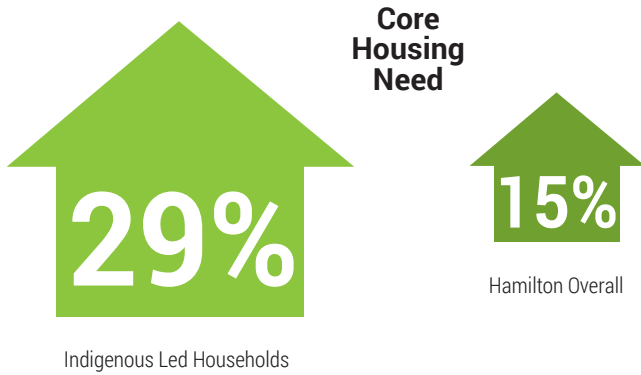
(Aboriginal Standing Committee on Housing and Homelessness, 2012).

(Canadian Definition of Indigenous Homelessness in Canada  
<http://www.homelesshub.ca/sites/default/files/COHhomelessdefinition.pdf>)



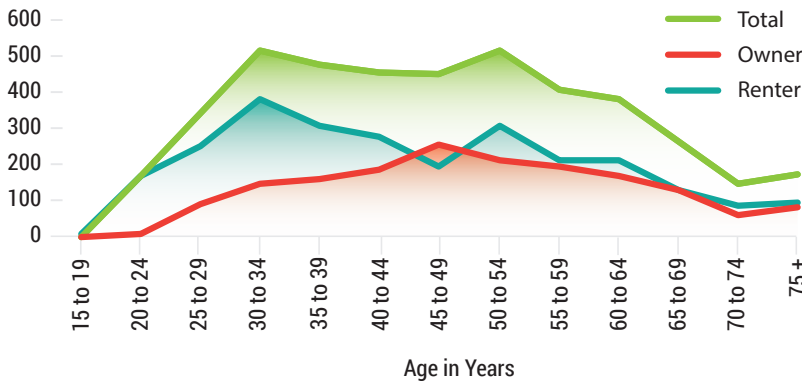
## KEY FINDINGS

Indigenous led households have a core housing need of 29%, almost double the Hamilton core housing need of 15%. In the 2018 Point in Time Connection, 22% of those engaged experiencing homelessness identified as Indigenous.

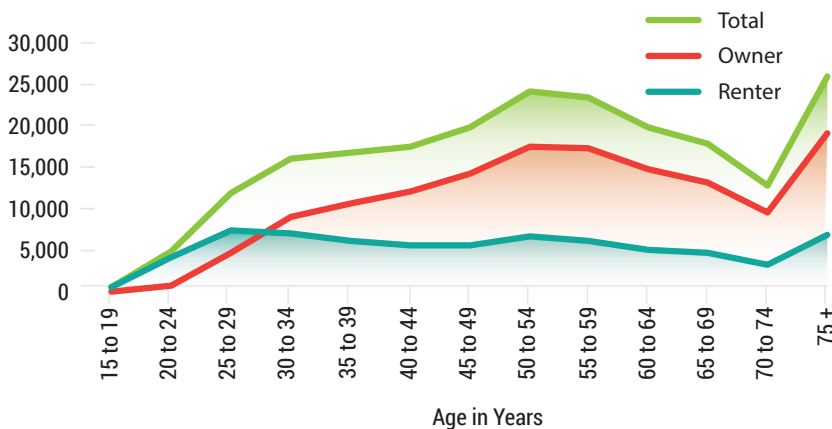


In Hamilton, 4,295 households identify as Indigenous. This is 2.0% of the overall number of households. Of those identifying as Indigenous, 60.9% are renters, and the primary household maintainer tends to be younger than the rest of the Hamilton community.

### INDIGENOUS MAINTAINED HOUSEHOLDS Source: 2016 Census



### HAMILTON HOUSEHOLDS Source: 2016 Census



Similar proportions of Indigenous and non-Indigenous households have moved to Hamilton within the last five years (11.6% versus 12.5%); however, Indigenous households are more likely to move within Hamilton. In the last five years 35% of Indigenous households have moved within Hamilton, compared to 21.5% of non-Indigenous households.

## POLICY APPROACH

In 2017, the City of Hamilton approved the Poverty Reduction Investment Plan which allocates \$1 M a year to Indigenous poverty reduction with a focus on housing related areas. This funding is administered and allocated by the Hamilton Executive Directors Aboriginal Coalition and focuses on safe, stable, affordable housing and is supported by wrap around supports.

The Indigenous community in Hamilton trends younger than the overall population. They also tend to be in greater housing need, experience more unstable housing situations, and face a greater unemployment challenge.

The City of Hamilton and the Indigenous community, in the spirit of reconciliation have already started down the path of a made-in-Hamilton solution. This includes true collaboration, Indigenous representation at housing and homelessness related decision-making tables, and a commitment to culturally appropriate programs and approaches to solutions for the Indigenous population. Examples include the Point in time Connection collaboration, joint work on the by-name priority list for serving the most vulnerable in Hamilton, and continued dialogue with the Aboriginal Community Advisory Board and Housing and Homelessness Action Plan Planning Group about how best to support the work being done in the Indigenous community related to housing and homelessness.

## QUESTIONS OR COMMENTS?

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# COMMUNITY Profile



## IMMIGRATION AND HOUSING

In the 2016 Census, “recent immigrants” are defined as “landed between 2011 and 2016.” In other words, recent immigrants have gained official status as immigrants in Canada within the past five years.

The Housing and Homelessness Action Plan identifies ethno-cultural identity as a structural risk factor that can impact people’s ability to obtain safe, affordable, and suitable housing. The structural risk factors for housing insecurity that are impacted by ethno-cultural identity include:

- Immigrants can experience discrimination because of race, ethno-cultural identity, language, and country of origin in applying for rental units.
- Language barriers may impact a household’s ability to navigate the housing system of services.
- Landlords often discriminate because of the lack of a Canadian credit rating or local references.
- Some recent immigrants have lower incomes in their first years in Canada which can make finding housing more challenging.
- Some recent immigrants with limited incomes may have difficulty paying both first and last month’s rent to secure a unit.
- Some recent immigrants’ households are large and there is a shortage of large rental units.

### KEY FINDINGS

**30% = 63,875**

of total Hamilton households

Hamilton households are led by immigrants

Immigrant led households are slightly more likely to be in core housing need

**16.3%**  
in core need

vs

**15%**  
of the overall population

Extreme affordability challenges are faced by

**10.7%**

of immigrant led households, or

**6,855**

households

**76%**

of immigrant led households are comprised of

**2+**

persons

only 24% are one person households compared to 28% overall of Hamilton one person households

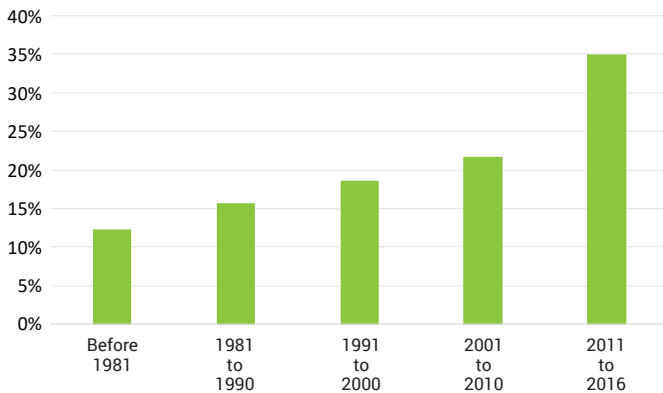


Immigrants face greater challenges related to housing than the overall Hamilton community during their early years in Canada. There is significant evidence based on housing data to indicate that Hamilton is successfully integrating immigrants overtime. The data shows success in homeownership and lower rates of core housing need in established immigrant households vs the overall population.

The Action Plan continues to use an equity and inclusion lens as part of the review. Additionally, these statistics reinforce the Provincial direction of the need for commitment to service delivery that is based on inclusive and culturally appropriate responses to the broad range of housing needs. These approaches produce significant success within the recent immigrant community.

### CORE HOUSING NEED, BY DATE OF IMMIGRATION

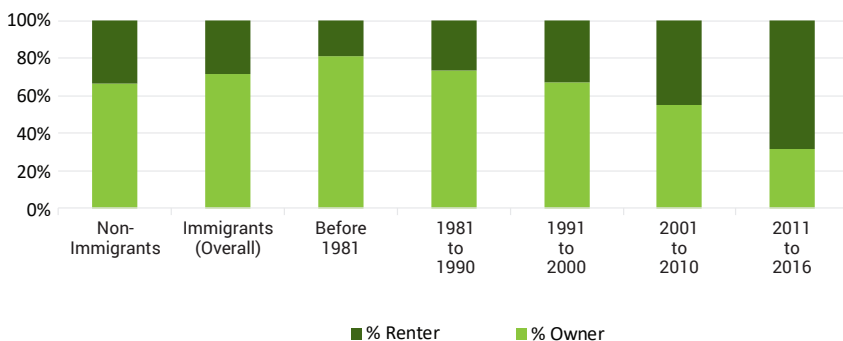
Source: 2016 Census



Core housing need decreases over time for immigrants. Those who have arrived since 2011 experience a core housing need double the Hamilton average. But the new Canadian population who arrived before 1990 are less likely to be in core housing need as the general population.

### TENURE, BY IMMIGRATION STATUS

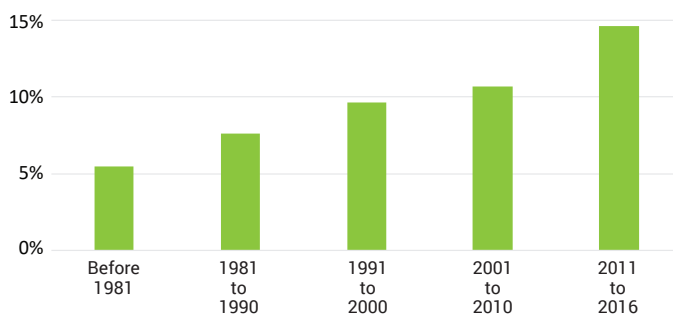
Source: 2016 Census



Ownership within the immigrant community increases based on how long ago they immigrated to Canada. Much like core housing need, there is a positive trend for new Canadians based on their length of time in Canada, where they are more likely over all to be homeowners than the Hamilton population.

### NEWCOMERS PAYING MORE THAN 50% OF THEIR INCOME ON HOUSING

Source: 2016 Census



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## SOCIAL HOUSING AND CAPITAL REPAIR NEEDS

Social housing refers to subsidized housing that was built and operated under a variety of historical federal and provincial housing programs. It includes units rented on a rent-geared-to-income (RGI) basis. Social housing is a critical component of the housing continuum as it provides necessary shelter and stability for many Hamilton households in need. Hamilton's 13,800 social housing units are operated by 42 different providers, the largest of which is CityHousing Hamilton with 7,000 units.

Social housing providers are responsible for maintaining their assets and ensuring that their tenants live in affordable, adequate, and suitable housing. The structural quality of housing is important, but its ability to meet people's needs in terms of size, function, accessibility, and suitability, is also important. Social housing providers work closely with the Housing Services Division in its role as housing Service Manager to undergo long-term strategic asset management that considers long term financial viability, capital and operating costs, tenant management, and other opportunities and constraints.

### CAPITAL INVESTMENT NEEDS

Most of the social housing in Hamilton was built prior to 1980 and requires significant capital investment in repairs, replacements, and retrofits to ensure that units are not lost and continue to meet the needs of low income households. When responsibility for social housing in Ontario was devolved from the Province to local governments in 2001, the stock was already in poor condition and the Province provided very little funding to municipalities for maintenance or repair. With little funds from any source available for maintenance and repair over the past years, the condition of the stock continued to deteriorate.

Additionally, much of Hamilton's social housing was built prior to current requirements for accessibility and does not adequately accommodate the needs of persons with disabilities. As the population ages, this is becoming an increasingly significant issue. Modifications to the housing stock are needed to meet the changing accessibility needs of the aging population.

The Housing Services Division compiles and analyzes information on the condition of Hamilton's social housing stock through the completion of building condition assessments. Because of the lack of investment, the capital repair backlog for Hamilton's social housing stock is currently approximately \$222 M and projected to grow to \$632 M over the next 10 years.

This investment backlog is beyond the financial capacity of the City or social housing providers and as such, providers are dependent on other partners, particularly the higher levels of government, to shoulder a substantial proportion of the cost. Portions of the capital repair backlog that are not funded by the upper levels of government will ultimately fall to the City as the City is responsible for social housing buildings that are not adequately managed by the respective social housing provider.





## INVESTMENT

While it is not enough to put a significant dent in the problem, all three levels of government have made substantial capital investments in the condition of social housing stock over the last few years through programs such as the Social Housing Improvement Program (SHIP), Social Housing Apartment Retrofit Program (SHARP), Social Housing Apartment Improvement Program (SHAIP), 10 year Federal Housing Strategy, Municipal Capital Grant Program Funding, Municipal Tax Capital Budget, and the Poverty Reduction Fund. Some of these programs will continue, but recent programs were funded by the provincial carbon tax and have since been discontinued. Hamilton lost \$17 M in provincial funding that had been allocated for social housing repairs.

These programs funded the following types of initiatives:

- Climate change/greenhouse gas emission reduction
- Accessibility modifications
- Unit restoration at turnover
- Health and safety repairs and maintenance
- Preventive maintenance

### THE CITY OF HAMILTON FUNDED OVER

# \$20 M

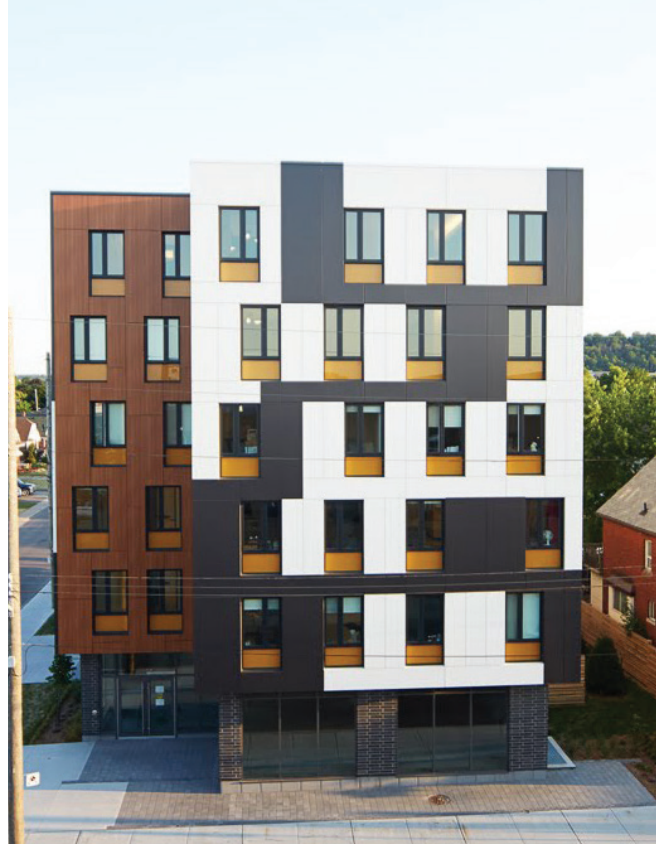
### IN GREENHOUSE GAS REDUCTION PROJECTS

Through the SHARP and SHAIP, the City of Hamilton was able to successfully fund over \$20 M in greenhouse gas reduction projects which will reduce the carbon footprint of social housing and reduce ongoing operating costs through higher efficiency energy products (heating/cooling/LED lightning). In 2017, the City of Hamilton made an investment of \$500,000 for accessibility modifications.



## THE HOUSING AND HOMELESSNESS ACTION PLAN

There are several strategies in the Housing and Homelessness Action Plan pertaining to social housing repairs and accessibility modifications and the Housing Services Division is committed to addressing the need for repairs, renovations and energy retrofits within the social housing stock.



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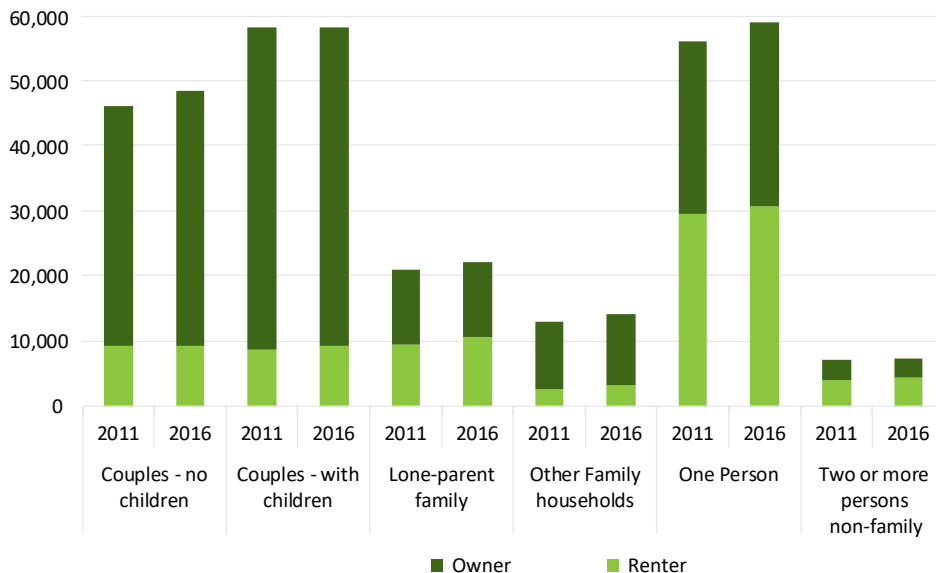


## HAMILTONIANS AND THEIR HOUSING STOCK

Households across Hamilton are dynamic and diverse, creating a need for a range of different home types, sizes, tenures, and amenities. The most common household types are single person, couples with children, and couples without children. One significant difference between these three types of households is that couples with or without children are far more likely to own their home, whereas single person households are 2.5 to 3 times more likely to be renters. Since 2006, the number of single person households has been increasing faster than couple households.

MOST OF HAMILTON'S PURPOSE-BUILT RENTAL STOCK was built between 1940 and 1980 when the tax system and federal and provincial government programs promoted its development. Changes to the tax system in 1972 reduced incentives to develop new rental housing and the rental and affordable housing support programs ended after the 1980's. However, the demand for rental and affordable housing did not decrease. With the decline of support programs from upper levels of government, the development of purpose-built rental housing was no longer financially viable. Only very recently is this situation beginning to change in Hamilton, at least in the high end of the rental market. In the other market segments the lack of new development, coupled with the loss of rental housing through condominium conversions, is shrinking the supply of purpose-built rental housing while demand continues to increase. This constrained supply is one factor contributing to the dramatic increase in rents in the last several years.

HOUSEHOLD TYPE, BY TENURE



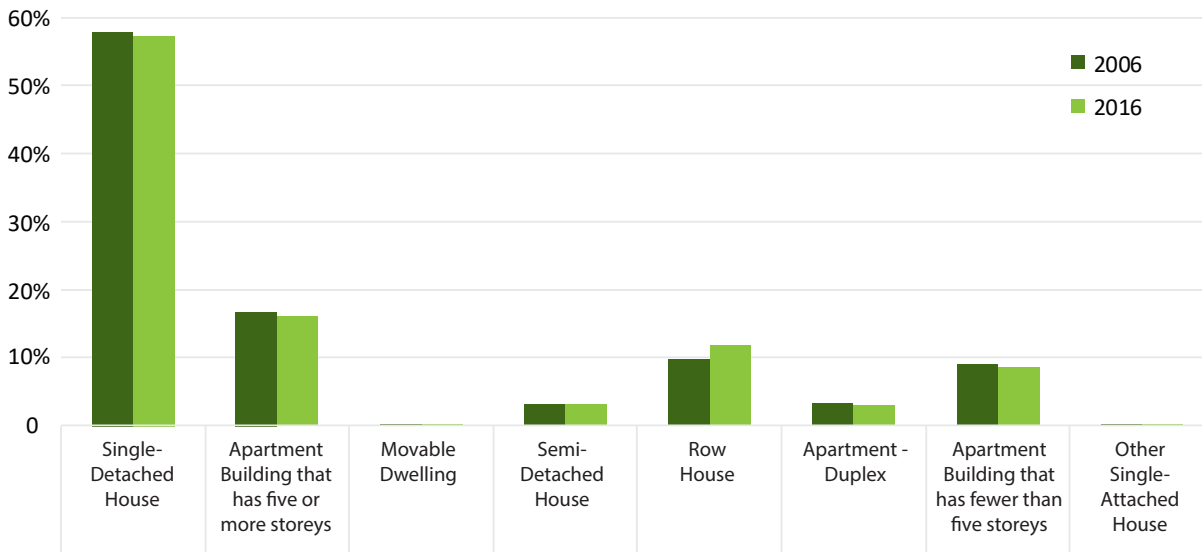
Two person households are the most common household size having increased by 10.5% since 2006. However, the greatest increase by percent is households with six or more persons, an increase of 19.7%. This indicates an increasing need for large units.

## HAMILTON'S HOUSING STOCK

There has been an overall increase in the number of housing units between 2006 and 2016, but the growth has not been consistent across housing types. When cross-tabbed with housing tenure (rental or ownership), some interesting trends emerge.

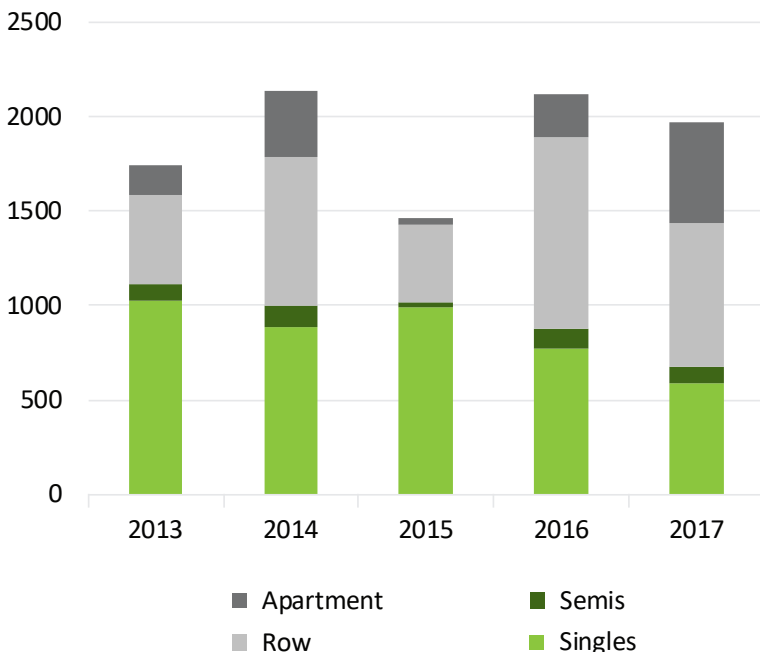
In the rental sector there is an increase in the percentage of renter households in single detached homes (10.4% to 13.5%) and a decrease in the percentage of renters in apartments in buildings of five or more stories (47% to 43.4%). These trends can be explained by the relative lack of new rental (or condo) apartments built in Hamilton over this period.

### HAMILTON HOUSING STOCK TYPE AS A PERCENTAGE OF OVERALL STOCK



With over 200,000 households in Hamilton, every percentage point difference in housing stock represents over 2,000 households.

### HOUSING STARTS, BY DWELLING TYPE (2013-2017)



Fewer single detached homes are being built and singles make up a smaller proportion of housing starts than in recent years. There was a significant uptick in apartment construction in 2017, which includes rental and ownership units.

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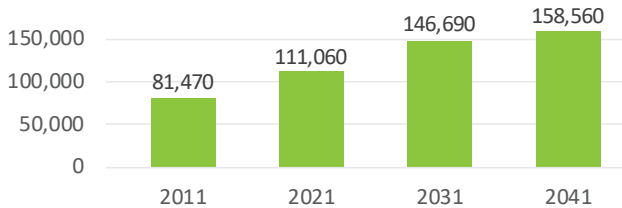
## HOUSING AND SENIORS: HAMILTON'S AGING SOCIETY

**17.3%**  
of the population is 65+

Hamilton's population is aging. Currently, 17.3% of the population is 65 years of age and over. The proportion and number of those aged 85 and over is rapidly increasing as well and currently represents 14,000 seniors, or 2.6% of Hamilton's population.

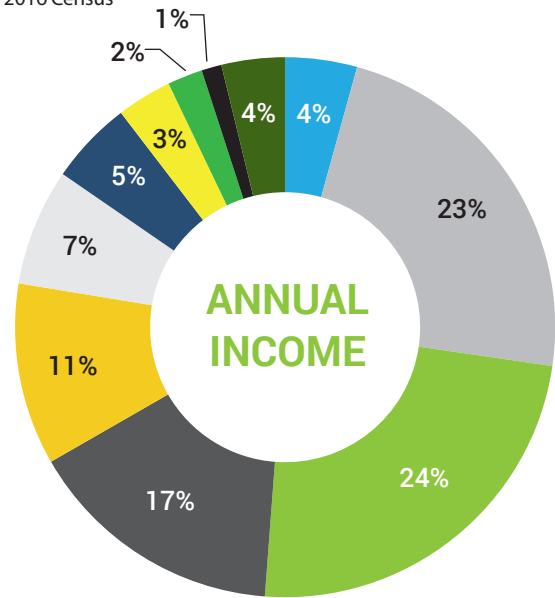
### SENIOR POPULATION FORECAST

Source: Hemson Consulting Ltd, based on Statistics Canada Data, Greater Golden Horseshoe Growth Forecasts to 2041, Technical Report, November 2012.



### ANNUAL INCOME (65+) IN PRIVATE HOUSEHOLDS

Source: 2016 Census



### HOUSING AFFORDABILITY FOR SENIORS

It is expected that between 2011 and 2041, Hamilton's aged 65+ population will increase by 94.6%. Thoughtful planning is especially important to accommodate this large cohort that is on a fixed income and will require additional supports to age successfully.

A significant number of these seniors will not be able to afford market rent or have the income to support homeownership. For many, housing affordability will be out of reach. Already many seniors struggle with housing costs. In 2015, over 77% of seniors living in private households had an income under \$50,000 a year.

- Under \$10,000
- \$60,000 to \$69,999
- \$10,000 to \$19,999
- \$70,000 to \$79,999
- \$20,000 to \$29,999
- \$80,000 to \$89,999
- \$30,000 to \$39,999
- \$90,000 to \$99,999
- \$40,000 to \$49,999
- \$100,000 and over
- \$50,000 to \$59,999





AFFORDABILITY

Paying less than 30% of income on housing costs

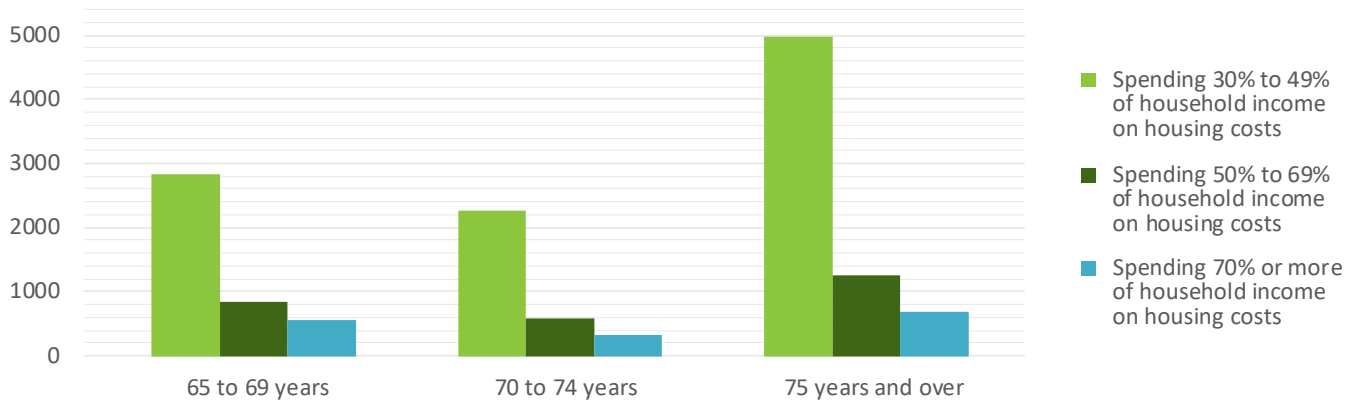


Housing is considered 'unaffordable' when a household spends more than 30% of their income on housing costs (including rent or mortgage and utilities). In Hamilton, there are a significant number of households with a primary maintainer aged 65+ who spend more than 30% of their income on housing.



SENIORS SPENDING ON HOUSING

Source: 2016 Census



WAIT TIMES FOR SUBSIDIZED HOUSING FOR SENIORS

At the end of 2017, there were 6,259 households waiting for rent-g geared-to-income (RGI) social housing. Nearly 14% of these were senior households. With an aging population, this number is expected to increase over time. The demand for social housing will continue to increase with the aging population and as the cost of rents and housing prices rise.

There are 39 Hamilton social housing projects categorized as 'seniors buildings'. This translates into 4,248 units or approximately 30% of the overall social housing stock. Since there is more 'seniors' housing stock, senior applicant households typically have less of a wait than non-seniors; however, the average wait time for a senior household is about 1.9 years.

**39 = 4,248 = 30%**

Hamilton social housing projects that are categorized as 'seniors buildings'

units

of overall housing stock

OUR HOMELESS SENIORS

**The 2018 Point In Time Connection (homelessness enumeration) data shows that 4% of those surveyed are aged 65+. This is an increase of 2% from 2016 findings.**

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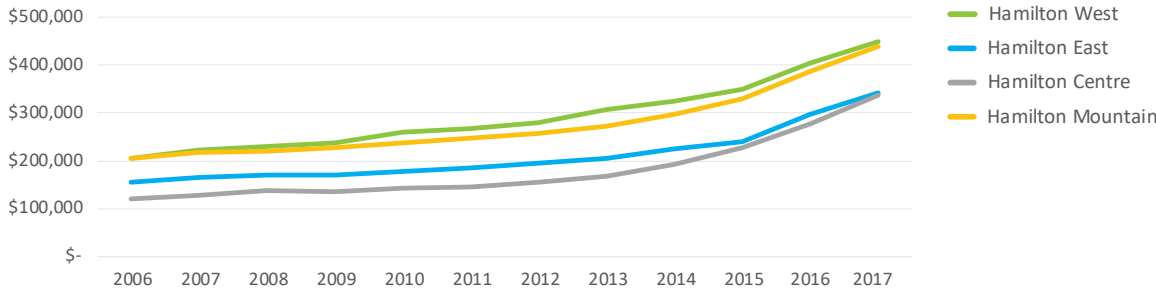


## HOUSING MARKET TRENDS

Homeownership has become increasingly unaffordable in Hamilton. In many areas of the City, housing prices have increased rapidly and significantly. For example, in 2017 the median price of homes sold in Central Hamilton was \$337,250, up 22% from 2016. In September 2018, the average resale price of a home for all of Hamilton was \$501,201 and the median price was \$475,000.

MEDIAN PRICES OF HOMES SOLD (2006-2017)

Source: Canada Mortgage and Housing Corporation (CMHC)



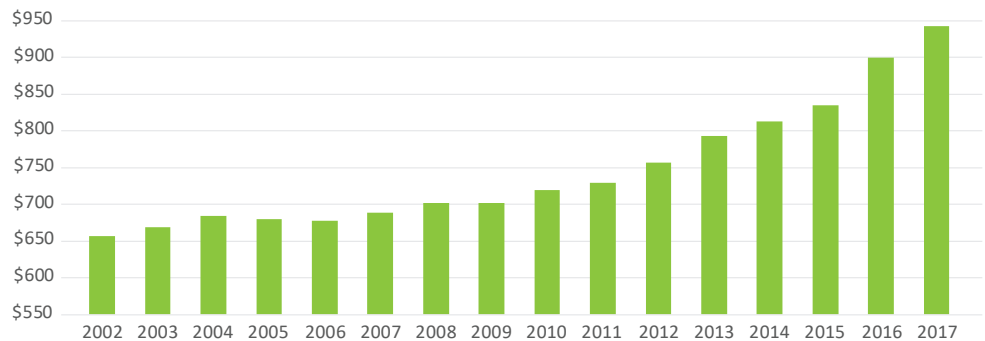
**Household incomes have not kept pace with home prices, with after tax median household incomes increasing from \$65,443 in 2005 to \$69,024 in 2015. This amounts to less than 0.5% growth per year.**

## RISING RENTS

In 2017, the Canada Mortgage and Housing Corporation (CMHC) city-wide average market rent (AMR) for all unit types was \$943/month. One-bedroom apartments rented for an average of \$850/month while units with three+ bedrooms had an AMR of \$1,159/month. Rents in Hamilton have been increasing rapidly, particularly in parts of the lower city where once traditionally affordable. Since 2012, city-wide rents have increased annually by an average of 4.1%, a pace twice the rate of inflation.

CITY OF HAMILTON, AVERAGE MARKET RENT (AMR) (2012-2017)

Source: Canada Mortgage and Housing Corporation (CMHC)

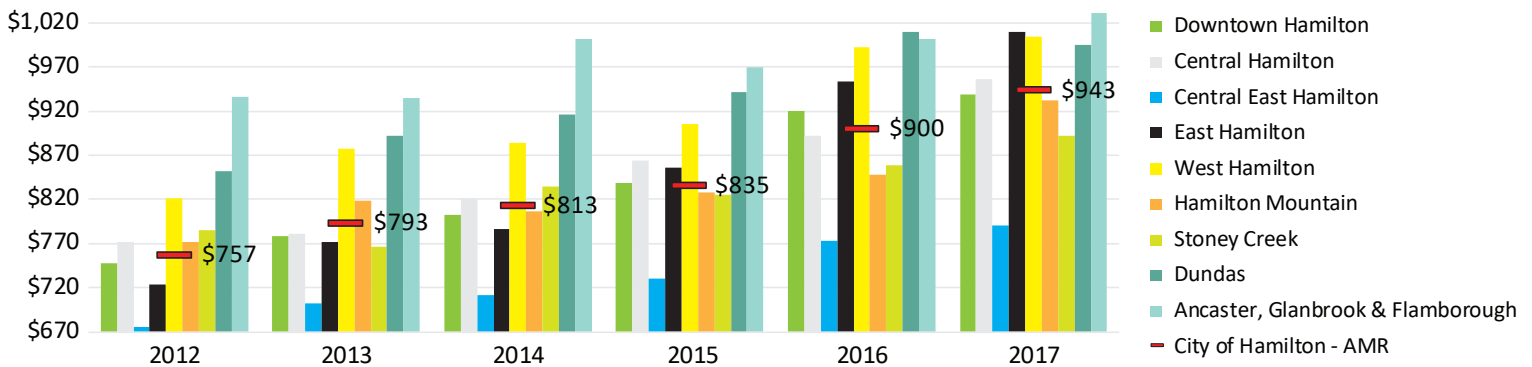


The affordability landscape has changed geographically over the past few years. In East Hamilton, east of the Red Hill, rents have risen by an average of 6.6%/year. Rents in the Downtown and Central areas have increased on average 4.3%/year. Central East, just west of the Red Hill, remains the most affordable area with an AMR of \$791.

Over the last six years, the relative affordability of the Mountain has fallen. The AMR on the Mountain is now below the city-wide AMR of \$943/month. The affordability gap has closed between renting in the surrounding communities of Glanbrook, Flamborough, Ancaster, Dundas and Stoney Creek and inner-city Hamilton areas such as the Downtown, West Hamilton, and East Hamilton.

AVERAGE MARKET RENT (AMR), CITY OF HAMILTON, BY AREA (2012-2017)

Source: Canada Mortgage and Housing Corporation (CMHC)



## LIMITED SUPPLY OF AFFORDABLE RENTAL AND OWNERSHIP HOUSING

Fewer new homes are being built today than in 2012. In fact, there was a 10% decrease in the number of housing starts from 2015 through 2017 when compared to the previous 3-year period. Hamilton's population has grown by 4.3% since 2013, and the number of households has increased by 4.1%. The population of Hamilton is 536,917 living in 210,795 households. It is projected to surpass 600,000 by 2020, further increasing to 778,000 by 2041. The projected population growth demands new housing is built. If the quantity of new units built does not keep pace with the growing population, there will be increasing upward pressure on rents and the price of new housing.

The affordable rental market is a segment of the housing market where under-supply is of particular concern. Very few new purpose-built rental units have been developed over the past few decades; and those that were built tend to be built as luxury rental housing. In the 1990's, a total of 3,249 rental units were constructed in Hamilton compared to over the past decade where only 1,465 rental units were built. As the demand increases for affordable rental housing, an absence of historical investments has resulted in a lack of supply and increased prices among the limited available affordable stock. Additionally, under current market conditions, it is challenging to profitably construct new affordable rental housing; therefore, to address additional demand this segment of rental housing tends to be built through charities or government financial assistance.

The provincial government has acknowledged the lack of housing supply and is consulting on the development of a new Housing Supply Action Plan, to be unveiled in 2019, with the goal of increasing the supply of housing built by the private sector.



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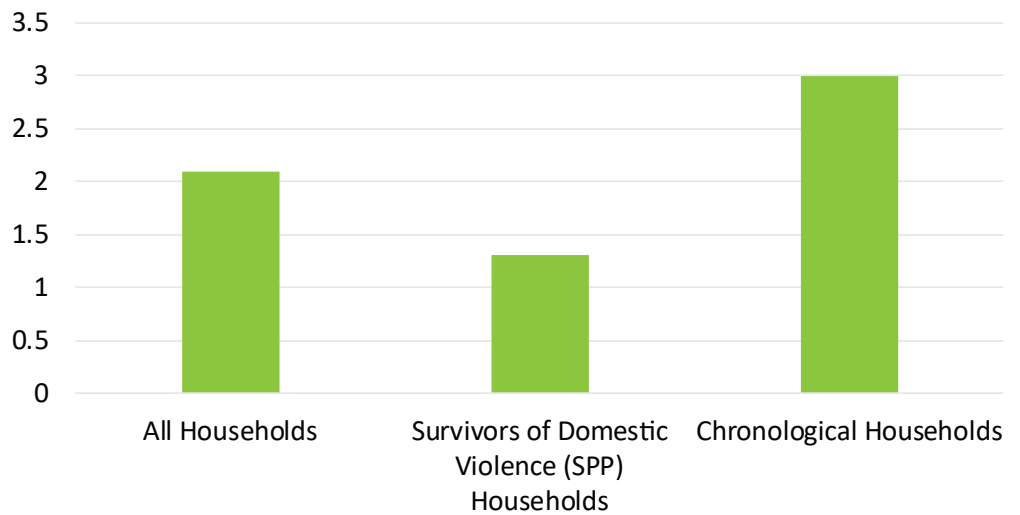
## SOCIAL HOUSING AND THE ACCESS TO HOUSING WAIT LIST IN HAMILTON

Hamilton has 13,800 social housing units, operated by 42 different social housing providers. Approximately half of Hamilton’s units are operated by CityHousing Hamilton, a local housing corporation owned by the City of Hamilton. The rest of the housing units are operated by non-profit and co-operative corporations.

### WAIT TIMES

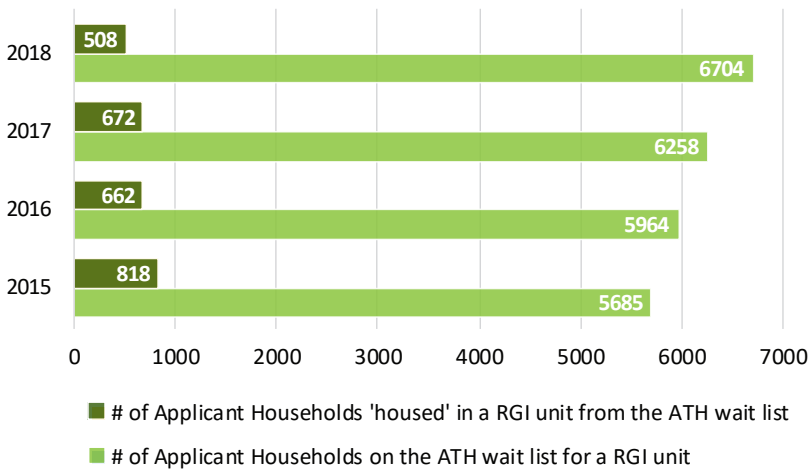
Eligible households may apply to be placed on a centralized wait list through Access to Housing (ATH) to wait for a rent-geared-to-income (RGI) unit. Households are selected in a chronological or first-come, first-served method based on application date, and subject to rotational priorities which include “homeless” and “youth” status’. Special priority is given to victims of abuse (SPP–Special Priority), “Urgent Safety” and “Urgent Terminal” households. All Housing Providers are required by the Housing Services Act (HSA) to give priority to victims of abuse.

2018 AVERAGE WAIT TIMES FOR A RGI UNIT, IN YEARS



There are not enough social housing units for those in need making the wait for social housing in Hamilton significant. Wait times range from several months to upwards of 10 years, depending on the household size, priority category, unit type the household qualifies for, and the specific housing buildings they have selected.

NUMBER OF HOUSEHOLDS ON ATH WAIT LIST FOR A RGI UNIT



THE GROWING WAIT LIST

Over recent years there has been a significant increase in the number of households on the centralized wait list. Between 2015 and 2018, there was an 18% increase in the number of households on the ATH wait list who were waiting for a RGI unit. This increase could be a result of increased need for RGI housing, but other influencing factors include:

- The success of the Housing First Housing Allowance program which requires participants to have an active application on the wait list.
- Increased efforts to identify individuals in precarious housing situations and ensure they have active applications on the wait list.

Between 2015 and 2018, there was a 38% decrease in the number of households 'housed' from the ATH wait list into a RGI unit. Social housing units are turning over more slowly in recent years due to rapidly increasing rents in the private rental market.

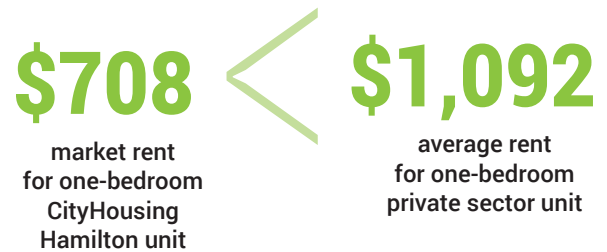
FACTORS IMPACTING WAIT TIMES

The length of time people wait for social housing depends on several factors including:

- the number of buildings an applicant has selected
- the location of the unit
- the size and type of unit needed (e.g. number of bedrooms, apartment or townhouse, bedrooms, modifications, etc.)
- the rate at which people move out and units become available

INCREASING RENT COSTS

When a household's income increases beyond the eligibility threshold for RGI assistance, the household may remain in the unit but must pay full social housing market rent. The gap between social housing market rent and private market rent is substantial and increasing. For example, the market rent for a one-bedroom unit in a typical CityHousing Hamilton building is approximately \$708, which is \$384 less than the average to rent a new private sector one-bedroom unit on private sector rental listings of \$1,092. Accordingly, social housing market rents continue to meet an affordability need although this prevents the turnover in social housing needed to address the wait list. Currently, there are approximately 780 households paying social housing market rent and residing in units that are otherwise intended to be RGI.



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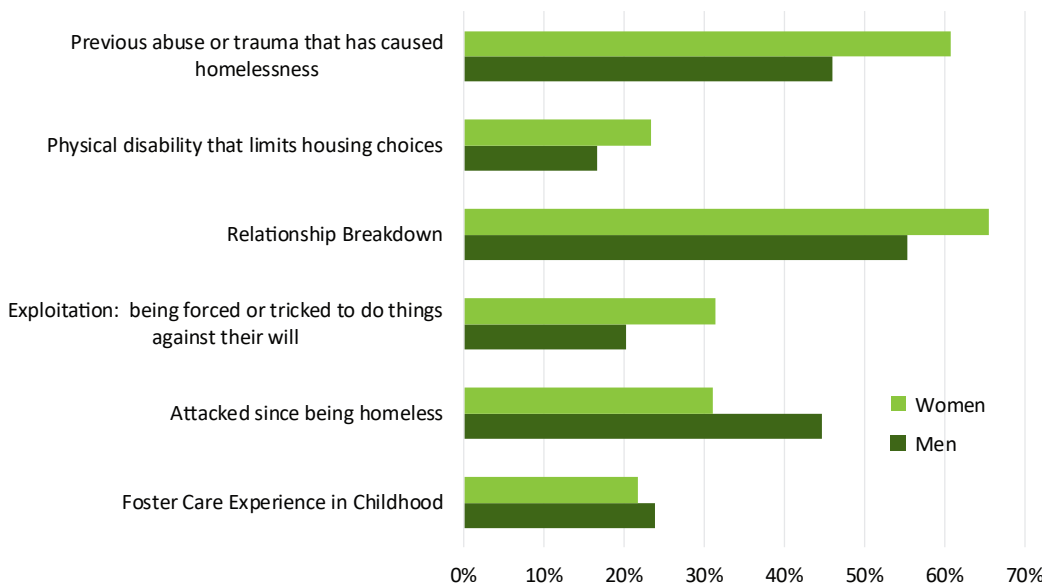
## EQUITY CONSIDERATIONS

Equity considerations remain an important aspect of community planning across Hamilton’s human services. An equity lens assists a community in achieving equitable outcomes in its planning and service provision<sup>1</sup>. There is recognition that in order for all people to have positive outcomes in housing affordability and housing stability, different approaches and supports may need to be applied.

### GENDER

Incorporating a gender analysis means to seek a better understanding of relationships between men and women, including their ability to access resources, their activities and the limitations they face<sup>2</sup>. Gender analysis acknowledges that gender identity, inclusive of transgender or non-binary identities, in connection with race, ethnicity, class, age, disability, may impact the way in which a person or group interacts with economic and social structures<sup>3</sup>.

**Housing instability and homelessness have a gender differentiated experience within our community. Data from Hamilton’s Point in Time Count 2018 in the graph to the left provides an example of differential experience of homelessness for men and women in our community.**



Structural inequities that impact women include:

- Higher rates of poverty due to labour market inequities
- Increased prevalence of raising children alone
- Women experience more frequent and severe violence by intimate-partners, including higher risk of sexual violence and homicide<sup>4</sup>

1 <https://www.toronto.ca/311/knowledgebase/kb/docs/articles/equity-diversity-and-human-rights/equity-lens.html>  
 2 [http://international.gc.ca/world-monde/funding-financement/gender\\_analysis-analyse\\_comparative.aspx?lang=eng](http://international.gc.ca/world-monde/funding-financement/gender_analysis-analyse_comparative.aspx?lang=eng)  
 3 [http://international.gc.ca/world-monde/funding-financement/gender\\_analysis-analyse\\_comparative.aspx?lang=eng](http://international.gc.ca/world-monde/funding-financement/gender_analysis-analyse_comparative.aspx?lang=eng)  
 4 <https://www.canadianwomen.org/the-facts/gender-based-violence/>

Since the 2014/2015 funding cycle, there has been a 26% funding increase for gender-specific homelessness programs. This includes 15 additional women's emergency shelter beds and the creation of gender-specific Housing First and Rapid Rehousing programs. Additionally, the Federal Government's National Housing Strategy commits to allocate 25% of future investments for women and girls across Canada.

## LGBTQ2S+

Lesbian, Gay, Bisexual, Transgender, Queer, Two-Spirit people continue to face discrimination that impacts their ability to obtain and maintain housing. Key considerations include:

- LGBTQ2S Youth are over-represented in youth homelessness population, and often experience homelessness and increased violence as a result of coming out<sup>5</sup>.
- Discrimination and misgendering from landlords impacting access to housing units<sup>6</sup>.
- Affordable housing and inclusive neighbourhoods.
- Housing needs of aging LGBTQ2S+ individuals, such as inclusive seniors housing<sup>7</sup>.

## DISABILITY

Equity considerations for individuals with disabilities are related to accessibility within our community. Understanding that a disability may be visible or invisible, physical and mental or cognitive, people with disabilities may risk housing instability for a number of different factors. People with disabilities are twice as likely to live below the poverty line<sup>8</sup>. In Hamilton's 2018 Point in Time Count, of the total 386 homeless individuals surveyed, 45% of respondents reported a chronic medical condition; 35% reported a physical disability; 44% report active substance dependency; and 47% report a mental health diagnosis or concern<sup>9</sup>. Additional considerations include:

- Accessibility of homeless-serving programs for individuals with mobility limitations, hearing loss or visual impairment<sup>10</sup>.
- Availability of accessible units, both rental and homeownership.
- Increase access to employment opportunities through accommodation and eliminating discrimination in the workplace.
- Improved understanding of mental health and other disabilities to decrease a person's experience of stigma.

5 <https://www.homelesshub.ca/about-homelessness/population-specific/lesbian-gay-bisexual-transgender-transsexual-queer>

6 *SPEAK OUT! Community Consultations on making Hamilton an LGBTQ+ Positive City, Social Planning and Research council of Hamilton, 2018*

7 *SPEAK OUT! Community Consultations on making Hamilton an LGBTQ+ Positive City, Social Planning and Research council of Hamilton, 2018*

8 <https://www.homelesshub.ca/about-homelessness/population-specific/people-disabilities>

9 *PIT Count Report 2018 (to be released shortly)*

10 <https://www.homelesshub.ca/solutions/priority-populations/people-disabilities>



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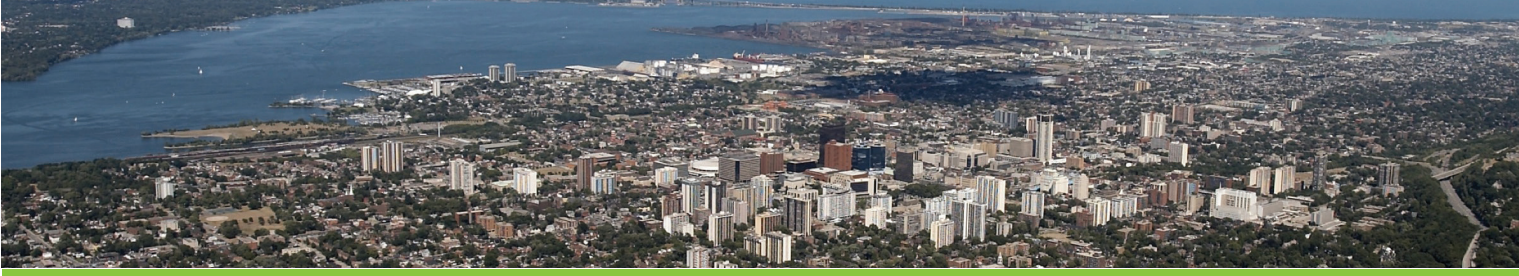
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Healthy and Safe Communities Department  
City of Hamilton

(905) 546-2424 Ext. 3728  
James.O'Brien@hamilton.ca  
[www.hamilton.ca/housingactionplan](http://www.hamilton.ca/housingactionplan)





# COMMUNITY Profile



## A HOMELESS-SERVING SYSTEM

Homelessness is a complex but solvable problem. Hamilton has a plan to end chronic homelessness by 2025. Understanding that this cannot be achieved by a single person, program or approach, Hamilton is developing a sophisticated homeless-serving system to respond to our community need. A systems response ensures that homelessness is a brief, rare and non-reoccurring event in a person or family's life.

A homeless-serving system includes components (shown in Figure 1) that support individuals and families who are homeless or at risk of homelessness. When the components of the homeless-serving system are attuned, they work in sync to produce positive housing outcomes that bring the community closer towards their shared goal of ending homelessness.

The role of the systems planner, a role assumed by the City in Hamilton, makes necessary adjustments to the overall system based on real-time data from the By-Name Priority List, current research and fluctuations of need or other emerging trends within the overall system. These adjustments ensure that the combined total of all activities still propel Hamilton closer to its overall goal of ending homelessness.



Figure 1. Source: Performance Management in a Housing First Context: A Guide for Community Entities. (n.d.). Retrieved from <https://www.homelesshub.ca/resource/performance-management-housing-first-context-guide-community-entities>





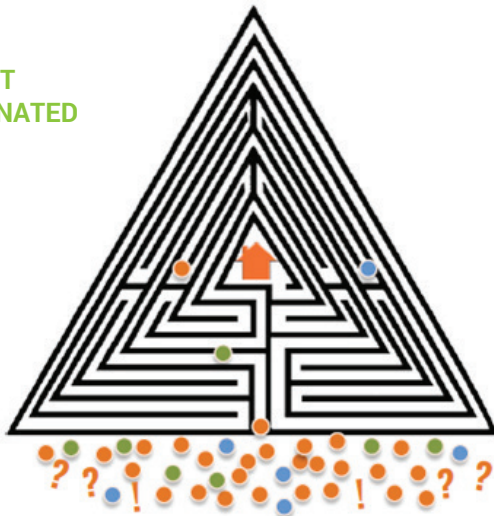
A By-Name Priority List (BNPL) is a centralized list of all persons experiencing homelessness at any given time within the homeless-serving system. All persons experiencing homelessness complete a common assessment tool that identifies the level of support they may require to stabilize their housing situation. The BNPL is the central data point that supports coordinated access to the homeless-serving system in Hamilton.



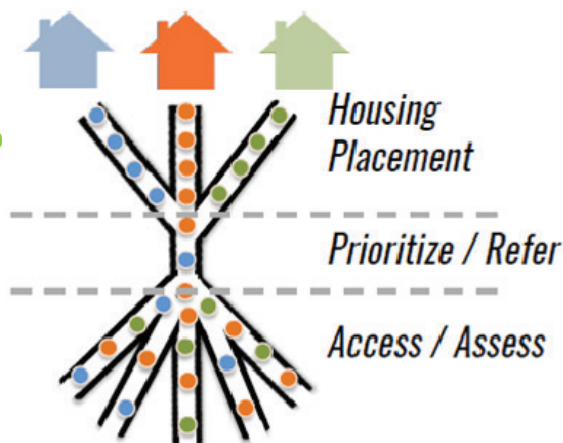
### COORDINATED ACCESS

Coordinated access to the homeless-serving system (Figure 2) is a standardized process by which individuals and families experiencing homelessness are right-matched to permanent housing and supports.

WITHOUT COORDINATED ACCESS



WITH COORDINATED ACCESS



### A HOMELESSNESS MANAGEMENT INFORMATION SYSTEM (HMIS)

To build a community By-Name Priority List and facilitate coordinated access, a shared database across the homeless-serving system is required. In Hamilton, we have adopted HIFIS 4.0 as our HMIS system, and will implement it widely in 2019. Not only will HIFIS provide real-time data to the By-Name Priority List, it will provide critical information about the flow within the overall system, highlight trends, and create ease between service providers for purposes of case management.

### QUESTIONS OR COMMENTS?

Please contact **James O'Brien** Senior Project Manager  
 Housing and Homelessness Action Plan  
 Housing Services Division  
 Healthy and Safe Communities Department  
 City of Hamilton

(905) 546-2424 Ext. 3728  
 James.O'Brien@hamilton.ca  
 www.hamilton.ca/housingactionplan

Figure 2 Source: OrgCode Consulting, Inc



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

<b>TO:</b>	Chair and Members Emergency and Community Services Committee
<b>COMMITTEE DATE:</b>	August 17, 2020
<b>SUBJECT/REPORT NO:</b>	Hamilton Arena Partners (HAP) Operating Agreement Renewal (CES14002(a)) (Ward 6)
<b>WARD(S) AFFECTED:</b>	Ward 6
<b>PREPARED BY:</b>	Steve Sevor (905) 546-2424 Ext. 4645
<b>SUBMITTED BY:</b>	Chris Herstek Director, Recreation Division Healthy and Safe Communities Department
<b>SIGNATURE:</b>	

### RECOMMENDATION(S)

- (a) That the City of Hamilton renew the Operating and Maintenance Agreement with Hamilton Arena Partners (HAP) for a further five year term effective March 6, 2019 which permits HAP to continue to maintain and operate the Mohawk 4 Ice Centre; and,
- (b) That the General Manager of Healthy and Safe Communities Department or his designate be authorized to execute, on behalf of the City of Hamilton, this Renewal Agreement, as well as any ancillary agreements, in a form satisfactory to the City Solicitor.

### EXECUTIVE SUMMARY

The City of Hamilton owns the Mohawk 4 Ice Facility that has been operated and maintained by Hamilton Arena Partners (HAP) since 2004. The Operating and Maintenance Agreement that has been in force since 2004 (the "Original Agreement") permitted two renewals, each for a period of five years. In 2014, Council approved the first five year renewal, which expired on March 5, 2019 (the "First Renewal Agreement"). The Original Agreement permits a second renewal of the Agreement for an additional five year term and HAP has expressed interest in continuing the operation of the facility as per the recently expired First Renewal Agreement. While the

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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: Hamilton Arena Partners (HAP) Operating Agreement Renewal  
(CES14002(a)) (Ward 6) - Page 2 of 5**

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relationship with HAP has been successful and staff support the request to enter into the second renewal of the Original Agreement, staff do not have authority to enter into the Second Renewal Agreement without Council approval.

**Alternatives for Consideration – See Page 4**

**FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

Financial: The financial arrangements stipulated in the Original Agreement will continue as a result of the proposed renewal. The principle debt remaining as of July 1, 2020 is \$4,007,241.

The 2017, 2018 and 2019 Audited Financial Reports (attached as Appendix “A”, Appendix “B” and Appendix “C” respectively to Report CES14002(a)) outline the financial operations of the facility over the 2017, 2018, and 2019 calendar years.

As per the Original Agreement, deficits are to be shared 50/50 between the City and HAP. In the event of an operating surplus, the first \$30,000 is applied to an operating stabilization account until that account reaches a threshold of \$250,000. As per the Original Agreement, the Four Pad Stabilization Reserve is funded to \$250,000 which is the current threshold.

The remaining operating surplus is distributed to the City of Hamilton (70%) and Hamilton Arena Partners (HAP) (30%). The operating surplus figures from 2017, 2018 and 2019 were split as follows:

	<b>2019</b>	<b>2018</b>	<b>2017</b>
City of Hamilton	\$26,480	\$11,719	\$3,177
Hamilton Arena Partners	\$11,349	\$5,022	\$1,362
<b>Total</b>	<b>\$37,829</b>	<b>\$16,741</b>	<b>\$4,539</b>

Staffing: N/A

Legal: Staff within Legal Services will prepare the appropriate agreement as reflected in the recommendation.

**HISTORICAL BACKGROUND**

The Mohawk 4 Ice Facility is owned by the City and contains four ice pads, a restaurant space, several meeting rooms and office space. In 2003, HAP worked with Corporate Finance staff to develop designs, financing options and agreements for the Mohawk Sports Park Four Pad Arena Development project.

**SUBJECT: Hamilton Arena Partners (HAP) Operating Agreement Renewal  
(CES14002(a)) (Ward 6) - Page 3 of 5**

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The construction of the Mohawk 4 Ice Centre was funded by an internal long-term loan amortized over a period of 20 years at an interest rate of 5.245%. Since March 2004, the City has engaged in a multi-year agreement with HAP to operate and maintain the Mohawk 4 Ice Centre. The term of the Original Agreement and the term of the First Renewal Agreement have now expired. HAP had previously expressed to the City their intention to continue to operate the Mohawk 4 Ice Centre as per the terms of the Original Agreement pursuant to a second renewal as contemplated in the Original Agreement (the “Second Renewal Agreement”).

At the time of the expression of continued interest by HAP, Recreation staff believed that the extension of the agreement could be completed through correspondence as done with other procurement agreements. While Report CES14002 spoke of the desire to allow a renewal of the agreement, it was not specifically mentioned in the formal recommendations of the Report. Legal Services staff recommended in late 2019 that in order to mitigate risk to the City, formal direction should be sought from Council. Staffing changes and the pandemic played an additional role in delaying CES14002(a)).

**POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

None

**RELEVANT CONSULTATION**

Finance staff within the Financial Planning, Administration, and Policy Division of Corporate Services provided input on all financial aspects of Report CES14002(a) and are supportive of the recommendations.

Recreation staff have consulted with Legal Services as it relates to the renewal of the agreement. Upon approval of the recommendations, Legal Services staff are prepared to draft the Second Renewal Agreement.

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

HAP continues to be a great partner with the City and has had multiple successive years of profit since the Original Agreement commenced. The debt repayment stemming from construction of the facility was originally calculated to be completed March 2025. As the relationship has been mutually beneficial, it is logical to remain in partnership with HAP through the end of the debt repayment. A continuance of this agreement ensures that the City is collecting revenue from HAP which will ultimately decrease the balance owing to the City for the construction of the facility.

While the operating surpluses are relatively low, HAP has managed the facility well in connection with City of Hamilton operating facilities considering the decreasing

**SUBJECT: Hamilton Arena Partners (HAP) Operating Agreement Renewal  
(CES14002(a)) (Ward 6) - Page 4 of 5**

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enrolment by ice users, competition with other private providers and the global adjustment fees for hydro that continue to fluctuate with little predictability.

**ALTERNATIVES FOR CONSIDERATION**

**Option #1:** Request for Proposal (RFP) to identify a new company to operate and maintain the facility.

Pros

- An RFP allows the City to entertain opportunities for a new partnership in a transparent manner.

Cons

- HAP has been an extremely vital partner in ensuring that ice needs are met for all ice stakeholders. HAP has built a strong relationship with the sport community not only as it relates to ice, but for the provision of commercial space as well; and,
- HAP has proved that they are good stewards of the facility by producing 13 consecutive years of operational surplus.

**Financial:** The current global economic climate as a result of the COVID-19 pandemic does not lend well to companies that would be interested in participating in an RFP. The negotiation of an RFP at this point may not result in favourable economic gain for the City.

**Staffing:** N/A

**Legal:** The City's legal staff would need to work in concert with staff from Procurement and Recreation to complete the required terms and conditions as well as agreements related to an RFP.

**Option #2:** That the City explores resuming operation and maintenance of the Mohawk 4Ice centre.

Pros

- All City owned arenas would be operated by City staff.

Cons

- The operations and maintenance of the facility is not currently budgeted;
- The efficiencies associated with having a third- party operator would be lost;
- There would be significant staffing requirements; and,

**SUBJECT: Hamilton Arena Partners (HAP) Operating Agreement Renewal  
(CES14002(a)) (Ward 6) - Page 5 of 5**

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- There would be a high demand for all bookings to be subsidized which is far different from the current business model that allows for an even split between subsidized rentals and full cost rentals.

Financial: The significant amount of funds required from human and material resources is currently not budgeted and has not been contemplated in multi-year budgets.

Staffing: Additional staffing compliment will be required to be able to run a facility of this size.

Legal: N/A

**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**

Appendix “A” to Report CES14002(a): 2017 Mohawk 4 Ice Centre Audited Financial Report

Appendix “B” to Report CES14002(a): 2018 Mohawk 4 Ice Centre Audited Financial Report

Appendix “C” to Report CES14002(a): 2019 Mohawk 4 Ice Centre Audited Financial Report

Financial Statements of

## **MOHAWK 4 ICE CENTRE**

Year ended December 31, 2017

# MOHAWK 4 ICE CENTRE

Financial Statements

December 31, 2017, with comparative figures for 2016

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Canada  
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## INDEPENDENT AUDITORS' REPORT

To the Members of Council, Inhabitants and Ratepayers of the City of Hamilton

We have audited the accompanying financial statements of Mohawk 4 Ice Centre (the "Centre"), which comprise the statement of financial position as at December 31, 2017, and the statements of operations, changes in net debt and cash flows for the year then ended and notes, comprising a summary of significant accounting policies and other explanatory information.

### *Management's Responsibility for the Financial Statements*

Management is responsible for the preparation of these financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### *Auditors' Responsibility*

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.



An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the entity's preparation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

*Opinion*

In our opinion, the financial statements present fairly, in all material respects, the financial position of Mohawk 4 Ice Centre as at December 31, 2017, and its result of operations, its changes in net debt and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

*KPMG LLP*

Chartered Professional Accountants, Licensed Public Accountants

Hamilton, Canada  
February 27, 2018

# MOHAWK 4 ICE CENTRE

## Statement of Financial Position

December 31, 2017, with comparative information for 2016

	2017	2016
<b>Financial assets</b>		
Cash and cash equivalents	\$ 219,453	\$ 218,984
Accounts receivable	135,783	127,156
Due from the City of Hamilton (note 3)	137,806	170,860
	<u>493,042</u>	<u>517,000</u>
<b>Liabilities</b>		
Accounts payable and accrued liabilities	149,290	155,645
Deferred revenue (note 5)	390,884	371,195
	<u>540,174</u>	<u>526,840</u>
<b>Net debt</b>	<b>(47,132)</b>	<b>(9,840)</b>
<b>Non-financial assets</b>		
Prepaid expenses	47,132	9,840
<b>Accumulated surplus</b>	<b>\$ -</b>	<b>\$ -</b>

See accompanying notes to financial statements.

# MOHAWK 4 ICE CENTRE

## Statement of Operations

Year ended December 31, 2017, with comparative information for 2016

	Budget	2017	2016
<b>Revenues:</b>			
Ice rentals (note 3 (b))	\$ 2,246,102	\$ 2,325,111	\$ 2,287,687
League	527,700	557,422	523,511
Leases	158,800	156,400	157,300
Advertising	99,996	104,015	102,851
Vending	29,700	23,777	27,137
Other	11,660	17,606	11,719
Tournament	8,000	5,089	9,630
<b>Total revenues</b>	<b>3,081,958</b>	<b>3,189,420</b>	<b>3,119,835</b>
<b>Expenses:</b>			
Bank charges and interest	27,480	31,583	32,413
Insurance	46,800	47,937	47,524
League	189,600	174,810	183,877
Management fees (note 3 (c))	213,204	216,448	212,668
Marketing and sales	15,150	11,205	15,808
Office	12,000	10,045	9,923
Professional fees	3,300	3,300	5,600
Repairs and maintenance	222,500	214,913	215,299
Salaries and benefits	732,000	741,040	686,114
Telephone	6,000	3,926	5,010
Tournament	4,200	2,245	4,633
Travel	1,800	1,650	1,333
Training	3,000	3,507	70
Utilities	510,000	627,348	604,188
<b>Total expenses</b>	<b>1,987,034</b>	<b>2,089,957</b>	<b>2,024,460</b>
	1,094,924	1,099,463	1,095,375
Transfer to City of Hamilton's Reserve for Capital Projects (note 3 (d))	(125,000)	(125,000)	(125,000)
Transfer to City of Hamilton for debt repayment (note 3 (g))	(969,924)	(969,924)	(969,924)
<b>Net revenues</b>	<b>-</b>	<b>4,539</b>	<b>451</b>
Profit share expense (notes 3 (f), 4)	-	(4,539)	(451)
<b>Annual surplus</b>	<b>-</b>	<b>-</b>	<b>-</b>
Accumulated surplus, beginning of year	-	-	-
<b>Accumulated surplus, end of year</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

See accompanying notes to financial statements.

## MOHAWK 4 ICE CENTRE

### Statement of Changes in Net Debt

Year ended December 31, 2017, with comparative information for 2016

	2017	2016
Annual surplus	\$ -	\$ -
(Increase) decrease in prepaid expenses	(37,292)	38,352
Change in net debt	(37,292)	38,352
Net debt, beginning of year	(9,840)	(48,192)
Net debt, end of year	\$ (47,132)	\$ (9,840)

See accompanying notes to financial statements.

# MOHAWK 4 ICE CENTRE

## Statement of Cash Flows

Year ended December 31, 2017, with comparative information for 2016

	2017	2016
Cash provided by (used in):		
Operating activities:		
Annual surplus	\$ -	\$ -
Change in non-cash assets and liabilities:		
Accounts receivable	(8,627)	5,115
Prepaid expenses	(37,292)	38,352
Accounts payable and accrued liabilities	(6,355)	(8,768)
Deferred revenue	19,689	(34,763)
Due from City of Hamilton	33,054	127,166
Net change in cash and cash equivalents	469	127,102
Cash and cash equivalents, beginning of year	218,984	91,882
Cash and cash equivalents, end of year	\$ 219,453	\$ 218,984

See accompanying notes to financial statements.

# MOHAWK 4 ICE CENTRE

Notes to Financial Statements

Year ended December 31, 2017

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## 1. Nature of operations:

The Mohawk 4 Ice Centre (the "Centre") is a four pad arena complex owned by The Corporation of the City of Hamilton ("City of Hamilton"). The City of Hamilton entered into a 10 year partnership agreement (the "Agreement") with Hamilton Arena Partners Inc. ("HAP"), owned and operated by Nustadia Recreation Inc., to maintain and operate the Centre. The agreement was renewed in 2014 for an extension period of 5 years.

## 2. Significant account policies:

### (a) Basis of accounting:

These financial statements have been prepared in accordance with Canadian Public Sector Accounting Standards ("PSAS") as recommended by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada. Significant accounting policies adopted by the Centre are as follows:

### (b) Basis of accounting:

The Centre follows the accrual method of accounting for revenues and expenses. Revenues are normally recognized in the year in which they are earned and measureable. Expenses are recognized as they are incurred and measurable as a result of receipt of goods or services and the creation of a legal obligation to pay.

### (c) Revenues:

Revenues are recognized in the fiscal year in which the related services are performed.

### (d) Deferred revenue:

Deferred revenue represents funds collected for which related services have yet to be performed. These amounts will be recognized as revenue in the fiscal year in which the related services are performed.

# MOHAWK 4 ICE CENTRE

Notes to Financial Statements (continued)

Year ended December 31, 2017

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## 2. Significant account policies (continued):

### (e) Non-financial assets:

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

### (f) Operating and capital reserves and reserve funds

Operating and capital reserves and reserve funds held by the City of Hamilton for use by the Centre are not reported in these financial statements.

### (g) Use of estimates:

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of any contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

## 3. Transactions with the City of Hamilton:

### (a) Bank account:

HAP has established a bank account in its own name pursuant to the operating agreement between the City of Hamilton and HAP. This bank account is a trust account for the benefit of the City of Hamilton. The City of Hamilton may at any time require that all monies held in the trust bank account be transferred to another separate account maintained by the City of Hamilton.

### (b) Ice rentals:

The City of Hamilton shall have available 3,620 hours of prime-time ice at the Centre. The City of Hamilton is responsible for scheduling, invoicing and collecting the revenue for this ice time. During the year, ice rental revenue in the amount of \$516,052 (2016 - \$501,028) with respect to City of Hamilton ice time was included in revenue for the year.

### (c) Management fees:

Pursuant to the agreement between the City of Hamilton and HAP, the City of Hamilton has agreed to pay HAP an annual management fee of \$150,000, adjusted annually for increases in the consumer price index for Hamilton, for managing the facility on behalf of the City of Hamilton. In addition HAP is entitled to an annual commission equal to 10% of the gross revenues from sponsorship, advertising, vending, leasing and pouring and naming rights. During the year, the City of Hamilton paid HAP \$216,448 (2016 - \$212,668) with respect to these management fees and commissions.



# MOHAWK 4 ICE CENTRE

Notes to Financial Statements (continued)

Year ended December 31, 2017

### 3. Transactions with the City of Hamilton (continued):

(d) Reserves:

The City of Hamilton holds a capital fund reserve for the Centre in the amount of \$688,104 (2016 - \$628,415) to be used primarily to finance major capital repairs to the facility. The capital fund has not been included in the Centre's statement of financial position nor has its operations been included in the statements of operations and changes in net debt.

	2017	2016
Balance, beginning of year	\$ 628,415	\$ 572,151
Expenditures made on capital projects	(79,660)	(80,736)
Contribution to fund future capital projects	125,000	125,000
Interest income earned on the reserve	14,349	12,000
<b>Balance, end of year</b>	<b>\$ 688,104</b>	<b>\$ 628,415</b>

(e) Operating stabilization account:

The City of Hamilton will establish and control a stabilization account to help offset the City of Hamilton's cash requirements in dealing with future operating deficits of the Centre. The account is to be funded from the operating surplus to a maximum of \$30,000 per year. Deposits to the account will continue until the account balance is \$250,000.

As at December 31, 2011, the account was fully funded. Thus, no amounts were contributed to the operating stabilization account in 2017 or 2016.

(f) Operating deficits and surplus:

Subsequent to the first year of operations, the City of Hamilton and HAP have agreed to each fund 50% of any operating deficit. HAP's obligation to fund an operating deficit in any year is limited to the annual commission income for the year plus \$30,000. The first \$30,000 of the operating surplus is to fund the operating stabilization account. The remaining surplus is to be distributed to the City of Hamilton (70%) and HAP (30%). As the operating stabilization account is fully funded, the entire balance of the surplus is distributed between the City of Hamilton and HAP.

(g) Debt repayment:

The construction of the Centre was financed through development charges of \$5 million and internal debt of \$12 million. The internal debt charges bear interest at 5.245% and are repayable in blended monthly installments of \$80,828. The debt is held by the City of Hamilton and the Centre receives an internal debt charge allocation for its repayment. Total repayments made by the Centre in 2017 was \$969,924 (2016 - \$969,924).

# MOHAWK 4 ICE CENTRE

Notes to Financial Statements (continued)

Year ended December 31, 2017

## 4. Related party transactions:

These transactions are in the normal course of operations and are measured at the exchange amount, which is the amount of consideration established and agreed to by the related parties.

Accounts receivable include receivables, in the normal course of business, from related parties in the following amounts:

	2017	2016
Nustadia Recreation Inc.	\$ 10,327	\$ 4,084

Accounts payable and accrued liabilities includes trade payables, in the normal course of business, to related companies, in the following amounts:

	2017	2016
Hamilton Arena Partners Inc.	\$ 42,171	\$ 39,157
City of Hamilton	3,177	316
Nustadia Recreation Inc.	3,358	3,676

The Centre had the following related party transactions with Nustadia Recreation Inc. during the year:

	2017	2016
Advertising, leasing, and vending revenue recognized by the Centre from contracts administered by Nustadia	\$ 29,667	\$ 28,275
Wage recovery expenses	81,958	76,705

In accordance with the terms of the partnership agreement disclosed in note 3(f), the operating surplus has been allocated as follows:

	2017	2016
City of Hamilton	\$ 3,177	\$ 316
Hamilton Arena Partners Inc.	1,362	135
	\$ 4,539	\$ 451

# MOHAWK 4 ICE CENTRE

Notes to Financial Statements (continued)

Year ended December 31, 2017

## 5. Deferred revenue:

Included in deferred revenue are amounts for ice and facility rentals which will take place in the next fiscal year as well as amounts received for advertising contracts.

	2017	2016
Balance, beginning of year	\$ 371,195	\$ 405,958
Receipts	390,884	371,195
Transfer to revenue	(371,195)	(405,958)
	\$ 390,884	\$ 371,195

## 6. Financial risks and concentration of credit risk:

### (a) Credit risk:

The Centre is subject to credit risk. Credit risk is the risk that a counterparty may default on its contractual obligations resulting in a financial loss. The Centre is exposed to credit risk with respect to accounts receivable. The Centre assesses, on a continuous basis, accounts receivable and provides for any amounts that are not collectible in the allowance for doubtful accounts. The maximum exposure to credit risk of the Centre is the carrying value of accounts receivable at year end.

### (b) Liquidity risk:

The Centre is subject to liquidity risk. Liquidity risk is the risk that the Centre will be unable to fulfill its obligations on a timely basis or at a reasonable cost. The Centre manages its liquidity risk by monitoring its operating requirements and the preparation of a budget forecast to ensure sufficient funds exist to fulfill its obligations. The City of Hamilton also maintains the capital fund reserve and operating stabilization account in anticipation of future capital and operating requirements of the Centre.

## 7. Comparative information:

Certain comparative information has been reclassified to conform to the presentation adopted in the current year. There is no impact to ending accumulated surplus.

Financial Statements of

## **MOHAWK 4 ICE CENTRE**

Year ended December 31, 2018

# MOHAWK 4 ICE CENTRE

Financial Statements

December 31, 2018, with comparative figures for 2017

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## INDEPENDENT AUDITORS' REPORT

To the Members of Council, Inhabitants and Ratepayers of the City of Hamilton:

### ***Opinion***

We have audited the financial statements of Mohawk 4 Ice Centre (the Centre), which comprise:

- the statement of financial position as at end of December 31, 2018
- the statement of operations for the year then ended
- the statement of changes net debt for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies (Hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements, present fairly, in all material respects, the financial position of the Centre as at end of December 31, 2018, and its results of operations, its change in net debt and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

### ***Basis for Opinion***

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "Auditors' Responsibilities for the Audit of the Financial Statements" section of our auditors' report.

We are independent of the Centre in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.



## ***Responsibilities of Management and Those Charged with Governance for the Financial Statements***

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Centre's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Centre or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

## ***Auditors' Responsibilities for the Audit of the Financial Statements***

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.
- The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material





uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Entity to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

*KPMG LLP*

Chartered Professional Accountants, Licensed Public Accountants

Hamilton, Canada  
March 7, 2019

# MOHAWK 4 ICE CENTRE

## Statement of Financial Position

December 31, 2018, with comparative information for 2017

	2018	2017
<b>Financial assets</b>		
Cash and cash equivalents	\$ 339,578	\$ 219,453
Accounts receivable	216,290	135,783
Due from the City of Hamilton	-	137,806
	<u>555,868</u>	<u>493,042</u>
<b>Liabilities</b>		
Accounts payable and accrued liabilities	165,626	149,290
Deferred revenue (note 5)	410,739	390,884
Due to the City of Hamilton	27,711	-
	<u>604,076</u>	<u>540,174</u>
<b>Net debt</b>	<b>(48,208)</b>	<b>(47,132)</b>
<b>Non-financial assets</b>		
Prepaid expenses	48,208	47,132
<b>Accumulated surplus</b>	<b>\$ -</b>	<b>\$ -</b>

See accompanying notes to financial statements.

# MOHAWK 4 ICE CENTRE

## Statement of Operations

Year ended December 31, 2018, with comparative information for 2017

	Budget	2018	2017
<b>Revenues:</b>			
Ice rentals (note 3 (b))	\$ 2,308,278	\$ 2,376,311	\$ 2,325,111
League	553,000	573,565	557,422
Leases	158,800	161,448	156,400
Advertising	102,000	88,462	104,015
Vending	28,800	20,458	23,777
Other	11,420	17,692	17,606
Tournament	6,000	4,857	5,089
<b>Total revenues</b>	<b>3,168,298</b>	<b>3,242,793</b>	<b>3,189,420</b>
<b>Expenses:</b>			
Salaries and benefits	769,800	803,427	741,040
Utilities	577,500	565,216	627,348
Repairs and maintenance	224,500	247,823	214,913
Management fees (note 3 (c))	217,950	217,217	216,448
League	186,000	190,266	174,809
Insurance	44,100	45,842	47,937
Bank charges and interest	30,420	33,122	31,583
Marketing and sales	12,990	22,354	11,205
Office	12,864	12,577	10,045
Professional fees	3,300	6,300	3,300
Telephone	5,100	4,497	3,926
Training	3,300	3,719	3,507
Tournament	2,750	2,212	2,245
Travel	1,800	1,560	1,650
<b>Total expenses</b>	<b>2,092,374</b>	<b>2,156,132</b>	<b>2,089,957</b>
	1,069,924	1,086,661	1,099,463
Transfer to City of Hamilton's Reserve for Capital Projects (note 3 (d))	(100,000)	(99,996)	(125,000)
Transfer to City of Hamilton for debt repayment (note 3 (g))	(969,924)	(969,924)	(969,924)
<b>Net revenues</b>	<b>-</b>	<b>16,741</b>	<b>4,539</b>
Profit share expense (notes 3 (f), 4)	-	(16,741)	(4,539)
<b>Annual surplus</b>	<b>-</b>	<b>-</b>	<b>-</b>
Accumulated surplus, beginning of year	-	-	-
<b>Accumulated surplus, end of year</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

See accompanying notes to financial statements.

## MOHAWK 4 ICE CENTRE

### Statement of Changes in Net Debt

Year ended December 31, 2018, with comparative information for 2017

	2018	2017
Annual surplus	\$ -	\$ -
(Increase) decrease in prepaid expenses	(1,076)	(37,292)
Change in net debt	(1,076)	(37,292)
Net debt, beginning of year	(47,132)	(9,840)
Net debt, end of year	\$ (48,208)	\$ (47,132)

See accompanying notes to financial statements.

# MOHAWK 4 ICE CENTRE

## Statement of Cash Flows

Year ended December 31, 2018, with comparative information for 2017

	2018	2017
Cash provided by (used in):		
Operating activities:		
Annual surplus	\$ -	\$ -
Change in non-cash assets and liabilities:		
Accounts receivable	(80,507)	(8,627)
Prepaid expenses	(1,076)	(37,292)
Accounts payable and accrued liabilities	16,336	(6,355)
Deferred revenue	19,855	19,689
Due from City of Hamilton	165,517	33,054
Net change in cash and cash equivalents	120,125	469
Cash and cash equivalents, beginning of year	219,453	218,984
Cash and cash equivalents, end of year	\$ 339,578	\$ 219,453

See accompanying notes to financial statements.

# MOHAWK 4 ICE CENTRE

Notes to Financial Statements

Year ended December 31, 2018

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## 1. Nature of operations:

The Mohawk 4 Ice Centre (the "Centre") is a four pad arena complex owned by The Corporation of the City of Hamilton ("City of Hamilton"). The City of Hamilton entered into a 10 year partnership agreement (the "Agreement") with Hamilton Arena Partners Inc. ("HAP"), owned and operated by Nustadia Recreation Inc., to maintain and operate the Centre. The agreement was renewed in 2014 for an extension period of 5 years.

## 2. Significant account policies:

### (a) Basis of accounting:

These financial statements have been prepared in accordance with Canadian Public Sector Accounting Standards ("PSAS") as recommended by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada. Significant accounting policies adopted by the Centre are as follows:

### (b) Basis of accounting:

The Centre follows the accrual method of accounting for revenues and expenses. Revenues are normally recognized in the year in which they are earned and measureable. Expenses are recognized as they are incurred and measurable as a result of receipt of goods or services and the creation of a legal obligation to pay.

### (c) Revenues:

Revenues are recognized in the fiscal year in which the related services are performed.

### (d) Deferred revenue:

Deferred revenue represents funds collected for which related services have yet to be performed. These amounts will be recognized as revenue in the fiscal year in which the related services are performed.

# MOHAWK 4 ICE CENTRE

Notes to Financial Statements (continued)

Year ended December 31, 2018

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## 2. Significant account policies (continued):

(e) Non-financial assets:

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

(f) Operating and capital reserves and reserve funds

Operating and capital reserves and reserve funds held by the City of Hamilton for use by the Centre are not reported in these financial statements.

(g) Use of estimates:

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of any contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

## 3. Transactions with the City of Hamilton:

(a) Bank account:

HAP has established a bank account in its own name pursuant to the operating agreement between the City of Hamilton and HAP. This bank account is a trust account for the benefit of the City of Hamilton. The City of Hamilton may at any time require that all monies held in the trust bank account be transferred to another separate account maintained by the City of Hamilton.

(b) Ice rentals:

The City of Hamilton shall have available 3,620 hours of prime-time ice at the Centre. The City of Hamilton is responsible for scheduling, invoicing and collecting the revenue for this ice time. During the year, ice rental revenue in the amount of \$531,528 (2017 - \$516,052) with respect to City of Hamilton ice time was included in revenue for the year.

(c) Management fees:

Pursuant to the agreement between the City of Hamilton and HAP, the City of Hamilton has agreed to pay HAP an annual management fee of \$150,000, adjusted annually for increases in the consumer price index for Hamilton, for managing the facility on behalf of the City of Hamilton. In addition HAP is entitled to an annual commission equal to 10% of the gross revenues from sponsorship, advertising, vending, leasing and pouring and naming rights. During the year, the City of Hamilton paid HAP \$217,217 (2017 - \$216,448) with respect to these management fees and commissions.

# MOHAWK 4 ICE CENTRE

Notes to Financial Statements (continued)

Year ended December 31, 2018

### 3. Transactions with the City of Hamilton (continued):

(d) Reserves:

The City of Hamilton holds a capital fund reserve for the Centre in the amount of \$728,571 (2017 - \$688,104) to be used primarily to finance major capital repairs to the facility. The capital fund has not been included in the Centre's statement of financial position nor has its operations been included in the statements of operations and changes in net debt.

	2018	2017
Balance, beginning of year	\$ 688,104	\$ 628,415
Expenditures made on capital projects	(77,450)	(79,660)
Contribution to fund future capital projects	99,996	125,000
Interest income earned on the reserve	17,918	14,349
<b>Balance, end of year</b>	<b>\$ 728,571</b>	<b>\$ 688,104</b>

(e) Operating stabilization account:

The City of Hamilton will establish and control a stabilization account to help offset the City of Hamilton's cash requirements in dealing with future operating deficits of the Centre. The account is to be funded from the operating surplus to a maximum of \$30,000 per year. Deposits to the account will continue until the account balance is \$250,000.

As at December 31, 2011, the account was fully funded. Thus, no amounts were contributed to the operating stabilization account in 2018 or 2017.

(f) Operating deficits and surplus:

Subsequent to the first year of operations, the City of Hamilton and HAP have agreed to each fund 50% of any operating deficit. HAP's obligation to fund an operating deficit in any year is limited to the annual commission income for the year plus \$30,000. The first \$30,000 of the operating surplus is to fund the operating stabilization account. The remaining surplus is to be distributed to the City of Hamilton (70%) and HAP (30%). As the operating stabilization account is fully funded, the entire balance of the surplus is distributed between the City of Hamilton and HAP.

(g) Debt repayment:

The construction of the Centre was financed through development charges of \$5 million and internal debt of \$12 million. The internal debt charges bear interest at 5.245% and are repayable in blended monthly installments of \$80,828. The debt is held by the City of Hamilton and the Centre receives an internal debt charge allocation for its repayment. Total repayments made by the Centre in 2018 was \$969,924 (2017 - \$969,924).



# MOHAWK 4 ICE CENTRE

Notes to Financial Statements (continued)

Year ended December 31, 2018

## 4. Related party transactions:

These transactions are in the normal course of operations and are measured at the exchange amount, which is the amount of consideration established and agreed to by the related parties.

Accounts receivable include receivables, in the normal course of business, from related parties in the following amounts:

	2018	2017
Nustadia Recreation Inc.	\$ 14,988	\$ 10,327

Accounts payable and accrued liabilities includes trade payables, in the normal course of business, to related companies, in the following amounts:

	2018	2017
Hamilton Arena Partners Inc.	\$ 44,317	\$ 42,171
City of Hamilton	11,719	3,177
Nustadia Recreation Inc.	3,676	3,358

The Centre had the following related party transactions with Nustadia Recreation Inc. during the year:

	2018	2017
Advertising, leasing, and vending revenue recognized by the Centre from contracts administered by Nustadia	\$ 27,098	\$ 29,667
Wage recovery expenses	81,926	81,958

In accordance with the terms of the partnership agreement disclosed in note 3(f), the operating surplus has been allocated as follows:

	2018	2017
City of Hamilton	\$ 11,719	\$ 3,177
Hamilton Arena Partners Inc.	5,022	1,362
	\$ 16,741	\$ 4,539

# MOHAWK 4 ICE CENTRE

Notes to Financial Statements (continued)

Year ended December 31, 2018

## 5. Deferred revenue:

Included in deferred revenue are amounts for ice and facility rentals which will take place in the next fiscal year as well as amounts received for advertising contracts.

	2018	2017
Balance, beginning of year	\$ 390,884	\$ 371,195
Receipts	410,739	390,884
Transfer to revenue	(390,884)	(371,195)
	\$ 410,739	\$ 390,884

## 6. Financial risks and concentration of credit risk:

### (a) Credit risk:

The Centre is subject to credit risk. Credit risk is the risk that a counterparty may default on its contractual obligations resulting in a financial loss. The Centre is exposed to credit risk with respect to accounts receivable. The Centre assesses, on a continuous basis, accounts receivable and provides for any amounts that are not collectible in the allowance for doubtful accounts. The maximum exposure to credit risk of the Centre is the carrying value of accounts receivable at year end.

### (b) Liquidity risk:

The Centre is subject to liquidity risk. Liquidity risk is the risk that the Centre will be unable to fulfill its obligations on a timely basis or at a reasonable cost. The Centre manages its liquidity risk by monitoring its operating requirements and the preparation of a budget forecast to ensure sufficient funds exist to fulfill its obligations. The City of Hamilton also maintains the capital fund reserve and operating stabilization account in anticipation of future capital and operating requirements of the Centre.

Financial Statements of

## **MOHAWK 4 ICE CENTRE**

Year ended December 31, 2019

# MOHAWK 4 ICE CENTRE

Financial Statements

December 31, 2019, with comparative figures for 2018

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## INDEPENDENT AUDITORS' REPORT

To the Members of Council, Inhabitants and Ratepayers of the City of Hamilton:

### ***Opinion***

We have audited the financial statements of Mohawk 4 Ice Centre (the Centre), which comprise:

- the statement of financial position as at December 31, 2019
- the statement of operations for the year then ended
- the statement of changes net debt for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies (Hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements, present fairly, in all material respects, the financial position of the Centre as at end of December 31, 2019, and its results of operations, its change in net debt and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

### ***Basis for Opinion***

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "Auditors' Responsibilities for the Audit of the Financial Statements" section of our auditors' report.

We are independent of the Centre in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.



## ***Responsibilities of Management and Those Charged with Governance for the Financial Statements***

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Centre's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Centre or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

## ***Auditors' Responsibilities for the Audit of the Financial Statements***

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material



uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Entity to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

*KPMG LLP*

Chartered Professional Accountants, Licensed Public Accountants

Hamilton, Canada  
March 1, 2020

# MOHAWK 4 ICE CENTRE

## Statement of Financial Position

December 31, 2019, with comparative information for 2018

	2019	2018
<b>Financial assets</b>		
Cash and cash equivalents	\$ 79,659	\$ 339,578
Accounts receivable	216,060	216,290
Due from the City of Hamilton	240,137	-
	<u>535,856</u>	<u>555,868</u>
<b>Liabilities</b>		
Accounts payable and accrued liabilities	170,820	165,626
Deferred revenue (note 5)	417,532	410,739
Due to the City of Hamilton	-	27,711
	<u>588,352</u>	<u>604,076</u>
<b>Net debt</b>	<b>(52,496)</b>	<b>(48,208)</b>
<b>Non-financial assets</b>		
Prepaid expenses	52,496	48,208
<b>Accumulated surplus</b>	<b>\$ -</b>	<b>\$ -</b>

See accompanying notes to financial statements.



# MOHAWK 4 ICE CENTRE

## Statement of Operations

Year ended December 31, 2019, with comparative information for 2018

	Budget	2019	2018
<b>Revenues:</b>			
Ice rentals (note 3 (b))	\$ 2,363,726	\$ 2,387,839	\$ 2,376,311
League	556,000	593,813	573,565
Leases	168,938	165,938	161,448
Advertising	102,000	118,847	88,462
Vending	25,200	26,365	20,458
Other	14,450	20,143	17,692
Tournament	6,000	7,909	4,857
<b>Total revenues</b>	<b>3,236,314</b>	<b>3,320,854</b>	<b>3,242,793</b>
<b>Expenses:</b>			
Debt repayment to City of Hamilton (note 3 (g))	969,924	969,924	969,924
Salaries and benefits	813,000	838,867	803,427
Utilities	590,000	582,317	565,216
Repairs and maintenance	229,500	238,176	247,823
Management fees (note 3 (c))	218,400	224,809	217,217
League	189,600	195,832	190,266
Insurance	45,600	47,579	45,842
Bank charges and interest	29,580	32,170	33,122
Marketing and sales	15,120	16,347	22,354
Office	12,900	15,627	12,577
Telephone	4,560	4,744	4,497
Tournament	2,750	3,592	2,212
Professional fees	3,500	3,560	6,300
Travel	1,680	1,980	1,560
Training	4,200	1,221	3,719
Booking software	6,000	-	-
<b>Total expenses</b>	<b>3,136,314</b>	<b>3,176,745</b>	<b>3,126,056</b>
<b>Annual Surplus</b>	<b>100,000</b>	<b>144,109</b>	<b>116,737</b>
Transfer to City of Hamilton's Reserve for Capital Projects (note 3 (d))	(100,000)	(106,280)	(99,996)
	-	37,829	16,741
Profit share expense (notes 3 (f), 4)	-	(37,829)	(16,741)
<b>Annual surplus after reserve transfer and profit sharing</b>	<b>-</b>	<b>-</b>	<b>-</b>
Accumulated surplus, beginning of year	-	-	-
<b>Accumulated surplus, end of year</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

See accompanying notes to financial statements.

## MOHAWK 4 ICE CENTRE

### Statement of Changes in Net Debt

Year ended December 31, 2019, with comparative information for 2018

	2019	2018
Annual surplus	\$ -	\$ -
(Increase) decrease in prepaid expenses	(4,288)	(1,076)
Change in net debt	(4,288)	(1,076)
Net debt, beginning of year	(48,208)	(47,132)
Net debt, end of year	\$ (52,496)	\$ (48,208)

See accompanying notes to financial statements.

# MOHAWK 4 ICE CENTRE

## Statement of Cash Flows

Year ended December 31, 2019, with comparative information for 2018

	2019	2018
Cash provided by (used in):		
Operating activities:		
Annual surplus	\$ -	\$ -
Change in non-cash assets and liabilities:		
Accounts receivable	230	(80,507)
Prepaid expenses	(4,288)	(1,076)
Accounts payable and accrued liabilities	5,194	16,336
Deferred revenue	6,793	19,855
Due from City of Hamilton	(267,848)	165,517
Net change in cash and cash equivalents	(259,919)	120,125
Cash and cash equivalents, beginning of year	339,578	219,453
Cash and cash equivalents, end of year	\$ 79,659	\$ 339,578

See accompanying notes to financial statements.

# MOHAWK 4 ICE CENTRE

Notes to Financial Statements

Year ended December 31, 2019

---

## 1. Nature of operations:

The Mohawk 4 Ice Centre (the "Centre") is a four pad arena complex owned by The Corporation of the City of Hamilton ("City of Hamilton"). The City of Hamilton entered into a 10 year partnership agreement (the "Agreement") with Hamilton Arena Partners Inc. ("HAP"), owned and operated by Nustadia Recreation Inc., to maintain and operate the Centre. The agreement was renewed in 2014 for an extension period of 5 years. The agreement expired on March 5, 2019, and as at December 31, 2019 a new agreement has not been signed. However the Centre continues to be operated by HAP under all the terms and conditions of the original agreement and subsequent extension.

## 2. Significant account policies:

### (a) Basis of accounting:

These financial statements have been prepared in accordance with Canadian Public Sector Accounting Standards ("PSAS") as recommended by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada. Significant accounting policies adopted by the Centre are as follows:

### (b) Basis of accounting:

The Centre follows the accrual method of accounting for revenues and expenses. Revenues are normally recognized in the year in which they are earned and measureable. Expenses are recognized as they are incurred and measurable as a result of receipt of goods or services and the creation of a legal obligation to pay.

### (c) Revenues:

Revenues are recognized in the fiscal year in which the related services are performed.

### (d) Deferred revenue:

Deferred revenue represents funds collected for which related services have yet to be performed. These amounts will be recognized as revenue in the fiscal year in which the related services are performed.

# MOHAWK 4 ICE CENTRE

Notes to Financial Statements (continued)

Year ended December 31, 2019

---

## 2. Significant account policies (continued):

(e) Non-financial assets:

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

(f) Operating and capital reserves and reserve funds

Operating and capital reserves and reserve funds held by the City of Hamilton for use by the Centre are not reported in these financial statements.

(g) Use of estimates:

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of any contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

## 3. Transactions with the City of Hamilton:

(a) Bank account:

HAP has established a bank account in its own name pursuant to the operating agreement between the City of Hamilton and HAP. This bank account is a trust account for the benefit of the City of Hamilton. The City of Hamilton may at any time require that all monies held in the trust bank account be transferred to another separate account maintained by the City of Hamilton.

(b) Ice rentals:

The City of Hamilton shall have available 3,620 hours of prime-time ice at the Centre. The City of Hamilton is responsible for scheduling, invoicing and collecting the revenue for this ice time. During the year, ice rental revenue in the amount of \$547,473 (2018 - \$531,528) with respect to City of Hamilton ice time was included in revenue for the year.

(c) Management fees:

Pursuant to the agreement between the City of Hamilton and HAP, the City of Hamilton has agreed to pay HAP an annual management fee of \$150,000, adjusted annually for increases in the consumer price index for Hamilton, for managing the facility on behalf of the City of Hamilton. In addition HAP is entitled to an annual commission equal to 10% of the gross revenues from sponsorship, advertising, vending, leasing and pouring and naming rights. During the year, the City of Hamilton paid HAP \$224,809 (2018 - \$217,217) with respect to these management fees and commissions.

# MOHAWK 4 ICE CENTRE

Notes to Financial Statements (continued)

Year ended December 31, 2019

### 3. Transactions with the City of Hamilton (continued):

(d) Reserves:

The City of Hamilton holds a capital fund reserve for the Centre in the amount of \$665,598 (2018 - \$728,571) to be used primarily to finance major capital repairs to the facility. The capital fund has not been included in the Centre's statement of financial position nor has its operations been included in the statements of operations and changes in net debt.

	2019	2018
Balance, beginning of year	\$ 728,571	\$ 688,104
Expenditures made on capital projects	(185,796)	(77,450)
Contribution to fund future capital projects	106,280	99,996
Interest income earned on the reserve	16,543	17,918
<b>Balance, end of year</b>	<b>\$ 665,598</b>	<b>\$ 728,571</b>

(e) Operating stabilization account:

The City of Hamilton will establish and control a stabilization account to help offset the City of Hamilton's cash requirements in dealing with future operating deficits of the Centre. The account is to be funded from the operating surplus to a maximum of \$30,000 per year. Deposits to the account will continue until the account balance is \$250,000.

As at December 31, 2011, the account was fully funded. Thus, no amounts were contributed to the operating stabilization account in 2019 or 2018.

(f) Operating deficits and surplus:

Subsequent to the first year of operations, the City of Hamilton and HAP have agreed to each fund 50% of any operating deficit. HAP's obligation to fund an operating deficit in any year is limited to the annual commission income for the year plus \$30,000. The first \$30,000 of the operating surplus is to fund the operating stabilization account. The remaining surplus is to be distributed to the City of Hamilton (70%) and HAP (30%). As the operating stabilization account is fully funded, the entire balance of the surplus is distributed between the City of Hamilton and HAP.

(g) Debt repayment:

The construction of the Centre was financed through development charges of \$5 million and internal debt of \$12 million. The internal debt charges bear interest at 5.245% and are repayable in blended monthly installments of \$80,828. The debt is held by the City of Hamilton and the Centre receives an internal debt charge allocation for its repayment. Total repayments made by the Centre in 2019 was \$969,924 (2018 - \$969,924).

# MOHAWK 4 ICE CENTRE

Notes to Financial Statements (continued)

Year ended December 31, 2019

## 4. Related party transactions:

These transactions are in the normal course of operations and are measured at the exchange amount, which is the amount of consideration established and agreed to by the related parties.

Accounts receivable include receivables, in the normal course of business, from related parties in the following amounts:

	2019	2018
Nustadia Recreation Inc.	\$ 13,819	\$ 14,988

Accounts payable and accrued liabilities includes trade payables, in the normal course of business, to related companies, in the following amounts:

	2019	2018
Hamilton Arena Partners Inc.	\$ 42,814	\$ 44,317
City of Hamilton	26,480	11,719
Nustadia Recreation Inc.	3,494	3,676

The Centre had the following related party transactions with Nustadia Recreation Inc. during the year:

	2019	2018
Advertising, leasing, and vending revenue recognized by the Centre from contracts administered by Nustadia	\$ 31,256	\$ 27,098
Wage recovery expenses	72,226	81,926

In accordance with the terms of the partnership agreement disclosed in note 3(f), the operating surplus has been allocated as follows:

	2019	2018
City of Hamilton	\$ 26,480	\$ 11,719
Hamilton Arena Partners Inc.	11,349	5,022
	\$ 37,829	\$ 16,741

# MOHAWK 4 ICE CENTRE

Notes to Financial Statements (continued)

Year ended December 31, 2019

**5. Deferred revenue:**

Included in deferred revenue are amounts for ice and facility rentals which will take place in the next fiscal year as well as amounts received for advertising contracts.

	2019	2018
Balance, beginning of year	\$ 410,739	\$ 390,884
Receipts	417,532	410,739
Transfer to revenue	(410,739)	(390,884)
	<b>\$ 417,532</b>	<b>\$ 410,739</b>

**6. Budget:**

The budget data is based on the 2019 budget approved by the Facility Management Review Team on October 25, 2018.





## INFORMATION REPORT

<b>TO:</b>	Chair and Members Emergency and Community Services Committee
<b>COMMITTEE DATE:</b>	August 13, 2020
<b>SUBJECT/REPORT NO:</b>	Stoney Creek Arena (HSC20029) (Ward 5) <b>(Outstanding Business List Item)</b>
<b>WARD(S) AFFECTED:</b>	Ward 5
<b>PREPARED BY:</b>	Romas Keliacius (905) 546-2424 Ext. 4722
<b>SUBMITTED BY:</b>	Chris Herstek Director, Recreation Healthy and Safe Communities Department
<b>SIGNATURE:</b>	

### COUNCIL DIRECTION

At its meeting of May 16, 2019, the Emergency and Community Services Committee directed staff to report back on curling as part of the regular recreation facilities review in response to correspondence respecting Curling Facilities in Hamilton.

### INFORMATION

The Council direction was initiated by a request from the Glendale Curling Club in Stoney Creek and is why the Recreation Division prioritized Stoney Creek Arena for review.

Stoney Creek Arena is located at 37 King Street West in Stoney Creek next door to the Stoney Creek Recreation Centre. The 28,278 sq. ft. facility was built in the mid-1960s and has seating for 500 people.

The full property is 5.78 acres and contains the arena, recreation centre, parking and a play structure. The land is designated "Community Park" in Volume 2 - Old Town Secondary Plan, contained within the Urban Hamilton Official Plan. The lands are zoned "Community Park (P2) Zone" within Hamilton Zoning By-law 05-200, which permits Recreation, as defined in the By-law.

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**SUBJECT: Stoney Creek Arena (HSC20029) (Ward 5) - Page 2 of 4**

## Financials

The 2020 Council approved Operating Budget anticipates that the arena will operate with direct expenses of \$414,810, offset by \$163,420 in revenue for a total net loss estimated at \$251,390. There is 2.9 FTE allocated to this facility, with total compensation and benefits totalling \$189,901.

There are currently no capital projects planned for Stoney Creek Arena. The capital backlog is \$2.43 M which only represents the straight like for like parts replacement cost. There would be constructability costs, upgrade costs, due diligence, consultants, escalation and other factors that would need to be considered with any capital investment. Facility Condition Index (FCI) is a benchmark that is used to objectively assess the current and projected condition of a building asset. Stoney Creek Arena's rating is 19.9% (Poor).

## Facility Utilization

Last ice season, Stoney Creek Arena was used for 981 hours resulting in a utilization rate of 34%. The facility has been underutilized over the past three years with the most notable decline in hours happening with affiliated user groups. The last ice season saw affiliated rental hours drop by 31% to 585 hours. Table 1 below provides a summary of 3 years of utilization data for Stoney Creek Arena.

Table 1 – Stoney Creek Area Hours Used

Year	Public	Affiliated	Non-Affiliated	Total Hours	Avg./Week	Arena Utilization
2017-18	278	753	123	1154	48	40%
	24%	65%	11%			
2018-19	363.5	853	27	1,243.5	52	44%
	29%	69%	2%			
2019-20	365	585	31	981	41	34%
	37%	60%	3%			

In addition, there is still uncertainty around the return to play of hockey due to the COVID-19 pandemic. Hockey Canada has lifted the national ban on sanctioned activities, allowing its members the opportunity to work with local health authorities on return-to-hockey plans. The Ontario Hockey Federation has developed a Return to Hockey Framework using a phased approach to return with programming aligned to the Ontario Government - Framework for the Reopening of Ontario. This will have both short and long-term impacts on ice needs at the City of Hamilton. It would be reasonable to assume that this may push the demand for ice even lower based on lack

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**SUBJECT: Stoney Creek Arena (HSC20029) (Ward 5) - Page 3 of 4**

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of interest, lack of funds and lack of members to properly formulate an adequate number of teams.

#### Potential Alternative Uses

The 2008 Indoor Study identified a need for one additional ice pad in the short-term and another in the long-term in the Lower Stoney Creek area. A private triple pad ice arena (Gateway Ice Centre) opened in 2013 and has filled this need, while also drawing community rentals away from the City's nearby rinks.

The Recreation Division is currently in the process of developing a Recreation Master Plan. This plan will review, analyze and provide recommendations with respect to future city-owned indoor and outdoor recreation facilities, amenities and programs. With respect to arenas, the Recreation Master Plan will determine which arena facilities are surplus to community needs and should be decommissioned or repurposed, along with those that should be renewed or redeveloped. In addition, options for enhancing usage, cost avoidance, future investment, and multi-use facility development will be considered. If Stoney Creek arena was deemed surplus, there could potentially be alternative uses for the facility, some of which are listed below.

- B-Rated Community Centre

The Indoor Study noted a trend where single pads are being retired, converted to arena floor-based activities (e.g. ball hockey, in-line skating) or other uses, closed outright, or are being twinned. The Study recommended that if any existing arenas become surplus through new development, there could be opportunities to repurpose some buildings into B-rated community centres where needed.

- Stoney Creek Recreation Centre Expansion

If Stoney Creek Arena was ever deemed surplus, an alternative worth exploring would be the addition of a gymnasium to the existing Stoney Creek Recreation Centre. This could be feasible so long as connections from the existing building to the new addition are possible, compliance with zoning by-law and necessary site plan approval and building permit is received. The outdoor amenities (i.e. play structure and open space) will require relocation/removal. There appears to be ample parking to support a gymnasium addition, if the arena is demolished.

- Partnership/Alternative Use

There are a variety of partners that the City could work with at this facility if it can no longer sustain ice surfaces as a viable option. An example is the request from the Glendale Curling Club. Since the group no longer has a facility of their own, they are hoping to partner with the City and invest money into a City facility in Stoney Creek. The

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**SUBJECT: Stoney Creek Arena (HSC20029) (Ward 5) - Page 4 of 4**

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group claims that a partnership with the City would be cost effective and provide a much-needed destination point for local and visiting curlers with the additional promise of economic development spinoffs from curlers who come to the area to take part in bonspiels.

**Demolition**

The demolition of the facility is also an option if there is no demonstrated need for alternative uses. After demolition expenses, this would provide a net savings in operating expenses and a reduced pressure on the city-wide capital backlog.

**Next Steps**

The Recreation Master plan will provide guidelines on the future direction of Recreation assets. If the Stoney Creek Arena was no longer required for hockey and ice programming, it could be a potential curling facility, or one of the other options listed, if approved by committee and Council. Recreation staff will be reporting back to committee once the Recreation Master Plan has been completed.

**APPENDICES AND SCHEDULES ATTACHED**

None



Hamilton

## INFORMATION REPORT

<b>TO:</b>	Chair and Members Emergency and Community Services Committee
<b>COMMITTEE DATE:</b>	August 17, 2020
<b>SUBJECT/REPORT NO:</b>	2020 Arena Opening Plan (HSC20031) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Steve Sevor (905) 546-2424 Ext. 4645
<b>SUBMITTED BY:</b>	Chris Herstek Director, Recreation Division Healthy and Safe Communities Department
<b>SIGNATURE:</b>	

### COUNCIL DIRECTION

Not Applicable

### INFORMATION

Recreation division staff have submitted a plan to the Emergency Operations Committee in regard to the 2020 opening plan for City operated ice arenas.

Historically, the City sets opening dates that vary from mid-August through October. Our three twin pad arenas in addition to the Dave Andreychuk Arena/Mountain Skating Centre are normally operational by mid-August. The remaining 16 single pad arenas usually have staggered openings through the month of September (following Labour Day) and first week of October depending on the programming needs of our ice users.

The pandemic environment has caused staff to re-evaluate our annual operational plan to deal with the uncertainties associated with COVID-19. Recreation staff have recommended that the following arenas open for use on August 31, 2020:

- Chedoke Twin Pad Arena: two ice surfaces
- Morgan Firestone Arena: two ice surfaces
- Harry Howell Twin Pad Arena: two ice surfaces
- Rosedale Arena: one ice surface

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**SUBJECT: 2020 Arena Opening Plan (HSC20031) (City Wide) - Page 2 of 2**

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- Mohawk 4 Ice Centre: four ice surfaces (operated by Hamilton Arena Partners currently open for rentals and available for City use)

Recreation staff will work with all ice users to understand the programming needs under the current circumstances; the remaining arenas will be opened leading up to October as required following this assessment. Early discussions with ice user groups reveal a great deal of uncertainty about the programming needs. These discussions led Recreation staff to believe that the full inventory of municipal arenas may not be needed for the 2020/2021 ice season.

There are several factors that contribute to the uncertainty of how programming will occur in the upcoming ice season. Ice users are governed by the return to play guidelines of their provincial sport organization. While the guidelines have been crafted to recognize the current stages of reopening, some provincial sport organizations are still trying to determine how those guidelines are practically implemented. Locally, ice user groups need to determine if their organizations can comply with the restrictions including the gathering limitations related to their training environment. Some of the items that are still under consideration is the ability for user groups to organize games, tournaments and events. All these items contribute to the need for ice.

The return to play guidelines affect not only the ice users, but facility owners such as municipalities. For the City, Recreation staff must address items such as limiting use of dressing rooms, minimizing congregation areas of the facility and adequate spacing of rentals that allow for cleaning.

Additionally, ice users are trying to determine if the pandemic and the current restrictions will have an impact on registration numbers. In hockey, registrations are usually completed in the spring which would provide an organization an idea of the number of teams and required ice that they might need for the upcoming season. The closure of municipal facilities in March did not allow try-outs to occur and thus registrations for the upcoming season were not finalized. Figure skating, speed skating, and sledge hockey organizations are all in a similar position of not being able to forecast membership or predict the return of their members.

**APPENDICES AND SCHEDULES**

None