



City of Hamilton
EMERGENCY & COMMUNITY SERVICES COMMITTEE
AGENDA

Meeting #: 21-006
Date: June 3, 2021
Time: 1:30 p.m.
Location: Due to the COVID-19 and the Closure of City Hall (CC)

All electronic meetings can be viewed at:

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

City's YouTube Channel:
<https://www.youtube.com/user/InsideCityofHamilton> or Cable 14

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

1. CEREMONIAL ACTIVITIES
2. APPROVAL OF AGENDA
(Added Items, if applicable, will be noted with *)
3. DECLARATIONS OF INTEREST
4. APPROVAL OF MINUTES OF PREVIOUS MEETING
 - 4.1. May 6, 2021
5. COMMUNICATIONS
6. DELEGATION REQUESTS
7. CONSENT ITEMS

7.1. Hamilton Veterans Committee Minutes

7.1.a. March 23, 2021 - No Quorum Report

8. STAFF PRESENTATIONS

8.1. Adaptation and Transformation Update 3 (HSC20020(c)) (City Wide)

9. PUBLIC HEARINGS / DELEGATIONS

10. DISCUSSION ITEMS

10.1. Service Manager Consent for CityHousing Hamilton to Sell Jamesville Property (HSC21011) (Ward 2)

11. MOTIONS

12. NOTICES OF MOTION

13. GENERAL INFORMATION / OTHER BUSINESS

14. PRIVATE AND CONFIDENTIAL

14.1. Emergency Shelter Services Team Staffing (HSC21017) (City Wide)

Pursuant to Section 9.1, Sub-section (b) of the City's Procedural By-law 21-021 and Section 239(2), Sub-section (b) of the *Ontario Municipal Act, 2001*, as amended, as the subject matter pertains to personal matters about an identifiable individual, including City or a local board employees.

14.2. Status Change of the Housing Programs Officer Position (HSC21019) (City Wide)

Pursuant to Section 9.1, Sub-section (b) of the City's Procedural By-law 21-021 and Section 239(2), Sub-section (b) of the *Ontario Municipal Act, 2001*, as amended, as the subject matter pertains to personal matters about an identifiable individual, including City or a local board employees.

15. ADJOURNMENT



EMERGENCY & COMMUNITY SERVICES COMMITTEE MINUTES 21-005

1:30 p.m.
Thursday, May 6, 2021
Council Chambers
Hamilton City Hall
71 Main Street West

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

Regrets: Councillor T. Whitehead – Leave of Absence

THE FOLLOWING ITEMS WERE REFERRED TO COUNCIL FOR CONSIDERATION:

1. Residential Care Facility (RCF) Liaison Report 3rd Quarter Update (HSC20040(b)) (City Wide) (Item 7.1)

(Jackson/Pauls)

That Report HSC20040(b), respecting Residential Care Facility (RCF) Liaison Report 3rd Quarter Update, be received.

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

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

2. Accessing Capital Repair Finds from the National Housing Strategy Co-Investment Fund for CityHousing Hamilton (HSC19048(a)) (City Wide) (Item 10.1)

(Jackson/Nann)

(a) That the General Manager of Healthy and Safe Communities Department, as the Service Manager, be authorized to enter into and execute the Letter of Intent with the Canadian Mortgage and Housing Corporation for funding

through the National Housing Strategy Co-Investment Fund – Repair and Renewal Stream to support CityHousing Hamilton;

- (b) That staff report back to the Emergency and Community Services Committee with any Service Manager consents or other approvals required to execute CityHousing Hamilton’s Credit Agreement with the Canadian Mortgage and Housing Corporation for the National Housing Strategy Co-Investment – Repair and Renewal Stream; and,
- (c) That the City of Hamilton will act as guarantor of the long-term financing and performance obligations identified in the Letter of Intent, not to exceed \$87,413,328 in repayable loans and \$58,275,552 in forgivable loans and that the General Manager, Finance and Corporate Services, and City Clerk be authorized to execute any agreements and ancillary documents relating to the guarantee.

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

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

3. Citizen Committee Report - Seniors Advisory Committee - Snow Removal Recommendations and HSR Services (Item 10.2)

(Jackson/Pauls)

That Seniors Advisory Committee Citizen Committee Report respecting Snow Removal Recommendations and HSR Services, be received.

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

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

4. Citizen Committee Report - Seniors Advisory Committee - Proposed Statement regarding Long-Term Care Homes (Item 10.3)

(Jackson/Clark)

That Seniors Advisory Committee Citizen Committee Report respecting Proposed Statement regarding Long-Term Care Homes, be received and referred to staff for a report back to the Emergency and Community Services Committee.

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

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

5. Citizen Committee Report - Seniors Advisory Committee - Funding for the International Federation of Aging Conference Taking Place in Niagara Falls, Canada, from November 9-12, 2021 (Item 10.4)

(Jackson/Merulla)

That \$200 USD be allocated from the 2021 approved budget funds for the Seniors Advisory Committee to pay half the virtual registration fee for two committee members to attend the International Federation of Aging Conference.

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

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

FOR INFORMATION:

(a) APPROVAL OF AGENDA (Item 2)

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

5. COMMUNICATIONS (Item 5)

- 5.1. Correspondence from Sean Ferris, Habitat for Humanity, Hamilton, respecting affordable housing

Recommendation: to be received.

(Jackson/Clark)

That the agenda for the May 6, 2021 Emergency and Community Services Committee meeting be approved, as amended.

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

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

(b) DECLARATIONS OF INTEREST (Item 3)

There were no declarations of interest.

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

(i) April 22, 2021 (Item 4.1)

(Jackson/Merulla)

That the Minutes of the April 22, 2021 meeting of the Emergency and Community Services Committee be approved, as presented.

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

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

(d) COMMUNICATIONS (Item 5)

(i) Correspondence from Sean Ferris, Habitat for Humanity, Hamilton, respecting affordable housing (Added Item 5.1)

(Jackson/Clark)

That the correspondence from Sean Ferris, Habitat for Humanity, Hamilton, respecting affordable housing, be received.

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

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

(e) CONSENT ITEMS (Item 7)

(i) Various Advisory Committee Minutes (Item 7.2)

(Merulla/Jackson)

That the following Advisory Committee Minutes, be received:

1. Seniors Advisory Committee Minutes – March 5, 2021 (Item 7.2 (a))
2. Housing and Homelessness Advisory Committee Minutes – January 5, 2021 (Item 7.2 (b))

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

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

(f) ADJOURNMENT (Item 15)

(Merulla/Pauls)

That there being no further business, the Emergency and Community Services Committee be adjourned at 1:50 p.m.

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

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

Respectfully submitted,

Councillor N. Nann
Chair, Emergency and Community Services
Committee

Tamara Bates
Legislative Coordinator
Office of the City Clerk



Hamilton

NOTES

Hamilton Veterans Committee

March 23, 2021

4pm

Virtual Meeting/ WebEx platform

Present: Chair: Ed Sculthorpe
 Vice-Chair: Don Jackson
 Members: Mike Rehill, Dave Steckham

Absent with
Regrets: Bob Fyfe, Rod Paddon, Dave Baldry

Also Present: Brydie Huffman, Carolyn King

Pursuant to Section 5.4(4) of the City of Hamilton's Procedural BY-LAW NO. 21-021 at 4:30pm the Staff Liaison to the Committee advised those in attendance that quorum had not been achieved within 30 minutes after the time set for the Hamilton Veterans Committee, therefore, the Staff Liaison to the Committee noted the names of those in attendance and the meeting stood adjourned.

Respectfully submitted,

Brydie Huffman
Heritage Presentation Coordinator,
Heritage Resource Management



CITY OF HAMILTON
HEALTHY AND SAFE COMMUNITIES DEPARTMENT
Housing Services Division

TO:	Chair and Members Emergency and Community Services Committee
COMMITTEE DATE:	June 3, 2021
SUBJECT/REPORT NO:	Adaptation and Transformation of Services for People Experiencing Homelessness Update 3 (HSC20020(c)) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Rob Mastroianni (905) 546-2424 Ext. 8035 Nadia Zelisko (905) 546-2424 Ext. 2548 Greg Tedesco (905) 546-2424 Ext. 7168
SUBMITTED BY:	Edward John Director, Housing Services Division Healthy and Safe Communities Department
SIGNATURE:	

RECOMMENDATION

- (a) That Council approve the authority of the General Manager of the Healthy and Safe Communities Department or his designate to continue to enter into contracts necessary to secure access and purchase of service for continued enhancement of supports for Hamilton's homeless-serving system during COVID-19 including:
- (i) Continued operation of 378 Main Street East (the former Cathedral Boys School) as a temporary shelter for men at an approximate cost of \$1.5 M for the period of July 1, 2021 to no later than December 31, 2021;
 - (ii) The rental of hotel rooms for expanded temporary housing, staffing and additional supports, cleaning, food and associated services in the approximate amount of \$7.1 M for the period of July 1, 2021 to December 31, 2021 and in the approximate amount of \$3.6 M from January 1, 2022 to no later than March 31, 2022 from vendors and providers satisfactory to

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the General Manager of the Healthy and Safe Communities Department or his designate;

- (iii) Continuation of COVID-19 related supports for the homeless-serving system, including but not limited to security services, enhanced cleaning, food and associated services in the approximate amount of \$2 M for the period of July 1, 2021 to December 31, 2021 and in the approximate amount of \$1 M from January 1, 2022 to no later than March 31, 2022 from vendors and providers satisfactory to the General Manager of the Healthy and Safe Communities Department or his designate;
 - (iv) Continuation of operation of COVID-19 isolation services for people experiencing homelessness in the approximate amount of \$1.1 M for the period of July 1, 2021 to December 31, 2021 and in the approximate amount of \$540 K from January 1, 2022 to no later than March 31, 2022;
 - (v) Continuation of enhanced drop-in services including but not limited to The Living Rock Ministries, Mission Services of Hamilton Inc., Wesley Urban Ministries Inc. and The Hamilton Young Women's Christian Association (YWCA) in the approximate amount of \$1.5 M for the period of July 1, 2021 to December 31, 2021 and in the approximate amount of \$740 K from January 1, 2022 to no later than March 31, 2022;
- (b) That an evidence-based transition plan for Hamilton's emergency shelter system through post-COVID recovery be approved, with full costing and implementation details to be brought forward for review and approval by Committee and Council at a future date. The transition plan includes the following items for approval:
- (i) Temporarily increase the women's emergency shelter system capacity by up to 70 beds over and above the two existing women's emergency shelters (26 beds at current reduced capacity), by:
 1. Opening Emma's Place for up to two years (15 beds) at an approximate cost of \$1.45 M allocated as follows; one-time renovation cost of approximately \$400 K, and operating cost of \$310 K for a total of \$710 K in 2021 and operating cost of \$744 K in 2022; and,
 2. Continue to temporarily extend hotel and case management operations for up to 55 beds up to March 31, 2022, funded as per recommendation (a)(ii), while completing a further needs assessment for alternative solutions for ongoing support;

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- (ii) Further investigate transitional adaptations to the emergency shelter system through COVID-19 recovery, including: temporarily increasing the men's emergency shelter system capacity for up to two years through hotels while conducting a Request for Proposals (RFP) process to identify alternative solutions for ongoing support; investigate increasing the family emergency shelter system capacity; and completing a further needs assessment for ongoing support for couples in the emergency shelter system.
- (c) That all such purchases and grants outlined in Recommendations (a) and (b) pertaining to Budget Year ending December 31, 2021 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 in year program and/or department/corporate surplus;
- (d) That all such purchases and grants outlined in Recommendations (a) and (b) pertaining to Budget Year ending December 31, 2022 be included in the 2022 Operating Budget for Council deliberation through the 2022 Budget process;
- (e) One-time investment of \$2 M for housing allowances for clients of City funded Intensive Case Management (ICM) programs as well as additional staffing support to assist in the administration of the new allowances that will serve up to 93 individuals or households over 4 years;
 - (i) That one additional temporary staff be included in the Housing Services Division complement at an approximate annual cost of \$70 K to support the administration services required to deliver the program as outlined in Recommendation (e) and within the funding as stipulated in Recommendation (e);
 - (ii) That Recommendation (e) and (e) (i) be funded annually over the 4 years, from the Housing Supplement/Housing Allowance Reserve, #112252, and if necessary, from in-year surpluses of the division and or department;
 - (iii) That any in-year Housing Services Division surplus not required to fund Recommendations (a), (b) and (e) be transferred into the Housing Supplement/Housing Allowance Reserve, #112252 to a maximum of \$2.28 M.

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- (f) That the General Manager of the Healthy and Safe Communities Department or his designate 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 above on terms and conditions satisfactory to the General Manager of the Healthy and Safe Communities Department or his designate and in a form satisfactory to the City Solicitor.

EXECUTIVE SUMMARY

The City of Hamilton, in collaboration with a wide range of community partners, continues to support the implementation of the COVID-19 response framework to support the adaptation and transformation of services for people experiencing homelessness. The recommendations within this report articulate the mid- and long-term actions within this response framework and support the continuation of COVID-19 emergency supports through a transition to a more responsive, resilient, sustainable and housing-focused homeless-serving system in alignment with the outcomes and strategies within Hamilton's Housing and Homelessness Action Plan.

Housing Services Division's COVID-19 response framework initially projected the need for isolation services, drop-ins, and hotel rooms for expanded temporary sheltering during COVID-19 to June 30, 2021 based on projected available funding at the time; however, there is a demonstrated need in the community to have the option to maintain these responses to March 31, 2022 in order to continue to respond to immediate and ongoing needs during COVID-19 for people experiencing homelessness. Through the availability of existing and additional Federal and/or Provincial homelessness funding for COVID-19 response it is expected that the City would be able to continue these supports; however, in the absence of additional funding there may be an impact to the City Reserves and or levy.

While there is a need to ensure enhanced emergency supports continue during COVID-19, Housing Services Division will continue to work alongside community stakeholders to identify and address the long-term actions needed to support adaptation within Hamilton's homeless-serving system. Reliance on hotels for emergency sheltering is an unsustainable response in our local context and it is necessary to develop an evidence-based approach to sustainably address ongoing needs in the emergency shelter system. This includes an assessment of needs related to transitional and long-term core capacity, availability and continued need of isolation spaces, drop-in programs and their contribution to system-level outcomes and the availability of housing-focused supports including enhancement of housing affordability programs.

The Housing Services Division continues to prioritize a transition toward a sustainable, responsive, and outcome focussed homeless-serving system informed by lived experience, evidence-based research and best practice that is effectively integrated into

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the broader social safety net. This includes supporting opportunities for enhancements to local prevention and permanent housing supports, understanding that the adaptation of the local homeless-serving system will continue to be a necessity through post-COVID recovery. In ongoing development and adaptation of systems-level responses, Housing Services Division will continue to prioritize the work alongside Indigenous partners to develop connections to housing and supports that are culturally appropriate, rooted in the spirit and actions of reconciliation that recognize the values of autonomy and self-determination.

Concurrent with all activities recommended in this report is an on-going vaccination strategy within shelters and other programs for individuals experiencing homelessness. Hamilton's Public Health Services and the Shelter Health Network are leading the vaccination strategy in partnership with service providers and the Housing Services Division.

Alternatives for Consideration – See Page 11

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: The recommendations in Report HSC20020(c) support the implementation of the COVID-19 response framework and continuation of COVID-19 emergency supports. To date, Housing Services Division has received \$12.3 M in Social Services Relief (SSRF) Phase 3 Funding to assist with costs related to serving the homeless population during the pandemic from March 1, 2021 to December 31, 2021. Council has approved funding of \$4.6 M from the Municipal Safe Restart Reserve in the 2021 budget.

The expected additional COVID-19 related costs from April 2021 to December 2021 are \$21.4 M. This includes the \$13.9 M in the Recommendations (a) and (b), as well as other costs for staffing and previously committed costs up to June 2021 of \$7.5 M. These costs exceed current approved funding by \$4.5 M. COVID-19 related costs up to March 2022 are expected to be \$6.6 M and do not have an approved funding source. The total unfunded COVID-19 costs from July 2021 to March 2022 is \$11 M.

Housing Services Division request that Recommendations (a) and (b) be considered for funding through available Municipal Safe Restart Reserve funds while continuing to explore other financial options to support the COVID-19 response framework.

Recommendation (e) does not qualify for COVID funding as is not included in the chart below. The estimated cost to fund the Housing Allowances and staff over 4 years is approximately \$2.28 M. Housing Services Division requests that Recommendation (e) be funded from Housing Supplement/Housing Allowance Reserve, #112252, and if necessary, from in year surpluses of the division and or department.

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In 000's	Forecast July 2021 to December 2021	Forecast January 2022 to March 2022	Total
Recommendation (a)(i)	\$1,500	-	\$1,500
Recommendation (a)(ii)	7,100	3,600	10,700
Recommendation (a)(iii)	2,000	1,000	3,000
Recommendation (a)(iv)	1,100	540	1,640
Recommendation (a)(v)	1,500	740	2,240
Recommendation (b)(i)(1)	710	744	1,454
Other Costs	200	-	200
Costs committed April - June	7,300	-	7,200
Total Forecasted Expenditures	\$21,410	\$6,624	\$28,034
Total SSRF Funding Available	(\$12,302)	-	(\$12,302)
<u>Municipal Safe Restart</u> 2021 Approved Budget	(4,637)	-	(4,637)
Levy Pressure	(\$4,471)	(\$6,624)	(\$11,095)

When the 2021 Preliminary budget was prepared the costs related to hotels, case management and isolation services were significantly less. As the pandemic emergency response continued and positive case levels increased, agreements were renegotiated to account for more beds and at an increased cost.

Staffing: N/A

Legal: N/A

HISTORICAL BACKGROUND

On January 16, 2020, the Emergency and Community Services Committee approved recommendations outlined in Report HSC20004 Recommended Projects from Coming Together to End Homelessness: Call for Applications 2019.

On June 19, 2020, the Emergency and Community Services Committee approved Report HSC20020 Adaptation and Transformation of Services for People Experiencing Homelessness, outlining COVID-19 related adaptations to Hamilton's emergency shelter system until June 30, 2021.

On July 13, 2020, the Emergency and Community Services Committee approved recommendations outlined in Report HSC20020(a) Adaptation and Transformation of Services Update 1. Housing Services Division purchased services of rental hotel rooms

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and associated services, such as cleaning, security and food provision to meet the needs of homeless individuals, couples and families. Women's emergency shelters and other emergency shelter providers received additional financial support to increase staffing capacity.

On December 4, 2020, the Emergency and Community Services Committee approved recommendations outlined in Report HSC20061 Women's Shelter and Support Investment Options.

On February 4, 2021, the Emergency and Community Services Committee approved Report HSC20020(b) which authorized an additional grant to a maximum amount of \$673,166 to the Good Shepherd Centre Hamilton to continue to operate 378 Main Street East (the former Cathedral Boys School) as a temporary shelter for 45 men to June 30, 2021.

On March 31, 2021, City Council approved the Community Homelessness Prevention Initiative (CHPI) Service Manager Service Agreement motion, authorizing the General Manager, Healthy and Safe Communities Department, or their designate, to implement funds provided by the Ministry of Municipal Affairs and Housing in the continued delivery the Community Homelessness Prevention Initiative.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

None

RELEVANT CONSULTATION

The Housing Services Division continues to participate in regular meetings and consultation with the sector planning tables including the Women's Housing Planning Collaborative, the Men's Emergency Services Coordination Committee, as well as an ad hoc sector group representing community partners in the health and housing sector. These groups continue to advise that shelter capacity must be maintained to address current needs and potential rise in demand for emergency shelter supports through the pandemic. There remains ongoing support for continuing and expanding responses that allow for maximizing physical distancing to enhance safety for both shelter residents and agency staff.

While the focus of this report is decreasing dependency on temporary shelter, Housing Services Division will continue to communicate and engage with the Coalition of Hamilton Indigenous Leadership, partner organizations and sector planning tables to look for ongoing permanent solutions to address system pressures.

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ANALYSIS AND RATIONALE FOR RECOMMENDATION

At the onset of COVID-19, the Housing Services Division developed a framework to guide its transition from emergency response to adaptation and transformation of its services through post-COVID recovery. In the short- and medium term, a key component of the framework and response has been maintaining the appropriate number of emergency shelter beds currently available while COVID-19 cases in the community continue to rise, while also ensuring that individuals and families are able to isolate if they test positive for COVID-19.

The agreements in place with hotels and the establishment of the temporary shelter at the former Cathedral Boys School allowed the City to ensure that additional emergency beds are available for families, men, women and couples throughout the pandemic. These actions were guided by health and safety considerations around the need to reduce capacity in existing shelters so that residents could safely stay while observing physical distancing guidelines recommended through consultation with Public Health Services. These expanded supports remain critical in order to be able to maintain expanded service levels where possible in the event of COVID-19 outbreaks within the emergency shelter system.

In 2020, Hamilton's emergency shelter system saw an 18% increase in length of stay and a 7% decrease in unique individuals served, with length of stay primarily driving occupancy pressures. As of March 2021, there were 503 emergency shelter spaces in Hamilton, an increase in 162 beds over pre-COVID capacity of 341. An analysis of 2020 shelter bed use shows that to effectively maintain available options during the transition period an increase in capacity is required. As such, the recommendation is to further investigate options for transitional and long-term adaptations to the emergency shelter system through COVID-19 where necessary, including how to facilitate the temporary increase standard emergency shelter capacity above pre-COVID levels. Implementation of this transition plan through post-COVID recovery will be evidence-based and informed by intersectional, culturally safe and trauma-informed approaches.

The proposed COVID-19 transition plan for the women's emergency shelter system accounts for the outcomes of the Women's Shelter and Support Investment Options RFP process completed in November 2020. The RFP process was undertaken to enhance gender-specific emergency shelter beds for women, trans-feminine, trans-masculine and non-binary adults and was initiated following the closure of Native Women's Centre Mountainview shelter in September 2020, a 15-bed city-funded emergency shelter for women. The RFP evaluation committee identified two viable projects: 1) Good Shepherd's Emergency Shelter proposal; and 2) Mission Services' Emergency Shelter proposal. The COVID-19 transition plan recommends leveraging the work completed through this RFP process by working with Mission Services through

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Emma's Place (15 beds), in addition to extending hotel and case management operations for up to 55 beds up to March 31, 2022 while Housing Services Division completes a further needs assessment for alternative solutions for ongoing support, including the viability of the previously approved Good Shepherd proposal.

In the implementation of the transition plan for Hamilton's emergency shelter system through post-COVID recovery, Housing Services Division will also continue to work with Public Health Services to determine feasibility of safely returning men's emergency shelters to pre-COVID capacities. An RFP process will then be conducted as needed to identify alternative solutions for ongoing support. This RFP process will allow the City to identify key components of emergency shelter service design informed by community in order to ensure that proposed service delivery and operations are in alignment with applicable service standards. In all upcoming emergency shelter projects, Housing Services Division will also explore the viability of long-term isolation spaces on site within these facilities.

The temporary continuation of COVID-19 emergency supports through 2021-22 allows for the City to maintain these interventions while working toward a transition away from a reliance on hotel usage toward more sustainable emergency shelter and permanent housing solutions required to meet long term needs. During this transition, Housing Services Division will continue to evaluate and assess the impact and effectiveness of these interventions, including expanded drop-in services, in order to assess long-term strategic alignment and contributions to systems level outcomes. Increased investments to support permanent housing placements and in-home case management supports approved through the 2019 Call for Applications process continue to support individuals and families with housing placements and in maintaining current tenancies and will be further supported through the expansion of housing allowances.

Higher Level Supports

There remains a need to support those experiencing chronic homelessness with complex needs through a permanent supportive housing intervention, which combines housing, intensive case management and clinical health services. This need has continued to be highlighted locally through the COVID-19 pandemic, most notably by the rise in, and visibility of, unsheltered homelessness and encampments. The City's Encampment Response Team utilizes the Encampment Protocol, approved by Council in September 2020, which outlines the actions taken when addressing reported encampments. This includes assessment of "acuity" in order to assist in connections to appropriate supports that meet individuals' needs and preferences.

In order to expand the availability of higher level supports, staff continue to explore further partnerships to meet this local need. To this end, in January 2021 the City of Hamilton entered into a strategic partnership with St. Joseph's Healthcare Hamilton and

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the Canadian Mental Health Association Hamilton on a pilot project that aimed to stabilize the housing of 15-20 individuals experiencing chronic homelessness with high acuity mental illness and/or substance use disorder through coordination of clinical and non-clinical supports. This included the integration of peer support, clinical health and addictions services, and existing City-funded Intensive Case Management (ICM) program support, as well as access to market rent units through CityHousing Hamilton and housing allowances through Housing Services Division. The pilot was guided by principles of trauma-informed and person-centred care and aimed to provide links to comprehensive primary care to facilitate management of concurrent health and social needs through new mechanisms of collaboration to ensure health and housing resources are accessible and appropriate to meet needs of highly acute individuals.

In order to continue to support the development of innovative partnerships to enhance the availability and accessibility of supports to those experiencing chronic homelessness with complex needs, staff continue to engage with sector partners and remain in talks with the province, the Hamilton Health Team and community agencies to explore further partnerships for the development of a permanent supportive housing solutions. Staff also continue to advocate for additional investments from other levels of government to adequately support those with complex needs in our community.

Housing Services Strategic Alignment

Extended length of stay at emergency shelters points to a need for continued efforts to support the long-term actions in the Housing Services Division's COVID-19 response framework, in alignment with Hamilton's Housing and Homelessness Action Plan, as well as Federal and Provincial direction for housing and homelessness initiatives. Specific Action Plan strategies linked to outcomes ensuring that people have the individualized supports they need to obtain and maintain housing include:

- improved coordination of access between homelessness programs and housing support services;
- increased housing supports that help tenants remained housed;
- increased 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; and,
- development of new person-centred and innovative supportive housing models based on the identified needs of people with living experience.

It is anticipated that as we transition away from emergency supports provided in response to the pandemic, a greater focus on movement into permanent housing will allow for reduced pressure on capacity for those staying longer within the shelter/hotel system and allow us to transition to lower sheltering capacities in the system. The recommendation to fund an expanded Housing Allowance program has the potential to

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SUBJECT: Adaptation and Transformation of Services for People Experiencing Homelessness Update 3 (HSC20020(c)) (City Wide) - Page 11 of 12

expedite this transition in the emergency system through a focus on immediate permanent housing solutions.

As proposed, the new Housing Allowance program would greatly assist City-funded Intensive Case Management Programs to facilitate housing placements (currently these programs have a combined yearly target of 344 housing placements). The recommended \$2 M Housing Allowance budget at an average of \$450 per month per allowance, would support 93 individuals over four years.

Staff, in consultation with City Departments and housing providers within the community, will also continue to develop an active and comprehensive portfolio of housing opportunities within the community that represent 'shovel ready' projects ideally placed to benefit from future permanent housing funding opportunities.

Actions outlined in the recommendations support the further implementation of these strategies alongside ongoing monitoring and evaluation processes to assess outcomes. Housing Services Division will continue to assess policy, program and capital components linked to future investment and the potential ongoing financial impacts associated, understanding that the adaptation and transformation of the local homeless-serving system will continue to be a necessity through post- COVID recovery.

Equity Considerations and Approach

Prioritizing the meaningful engagement and effective participation of people with living/lived experience in processes to inform services and the development and adaptation of systems-level responses remains critical in our local context. Within this work there is a distinct recognition of the systemic over-representation of Indigenous persons experiencing homelessness and the need to prioritize consistent approaches that acknowledge autonomy and self-determination as key pillars of engagement alongside Hamilton's Urban Indigenous Community.

Policies and guidelines, as well as subsequent systems responses and quality assurance processes linked to the implementation of recommendations for the homeless-serving system through COVID-19, should explicitly reference diversity and inclusion considerations and implications on program structure, implementation and operation as to consistently explore who may be impacted (i.e. considerations around gender, gender identity and expression, race, ability, sexual orientation, immigration status, socioeconomic status, etc.), how they are impacted and why.

ALTERNATIVES FOR CONSIDERATION

Should any of the recommendations not be supported, a 30-day provision should be included from date of decision to allow for a transitional wind-down of programs to adequately support clients, partner agencies, and their staff in closing these services.

SUBJECT: Adaptation and Transformation of Services for People Experiencing Homelessness Update 3 (HSC20020(c)) (City Wide) - Page 12 of 12

ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN

Economic Prosperity and Growth

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

Healthy and Safe Communities

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

Built Environment and Infrastructure

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

APPENDICES AND SCHEDULES ATTACHED

N/A

8.1



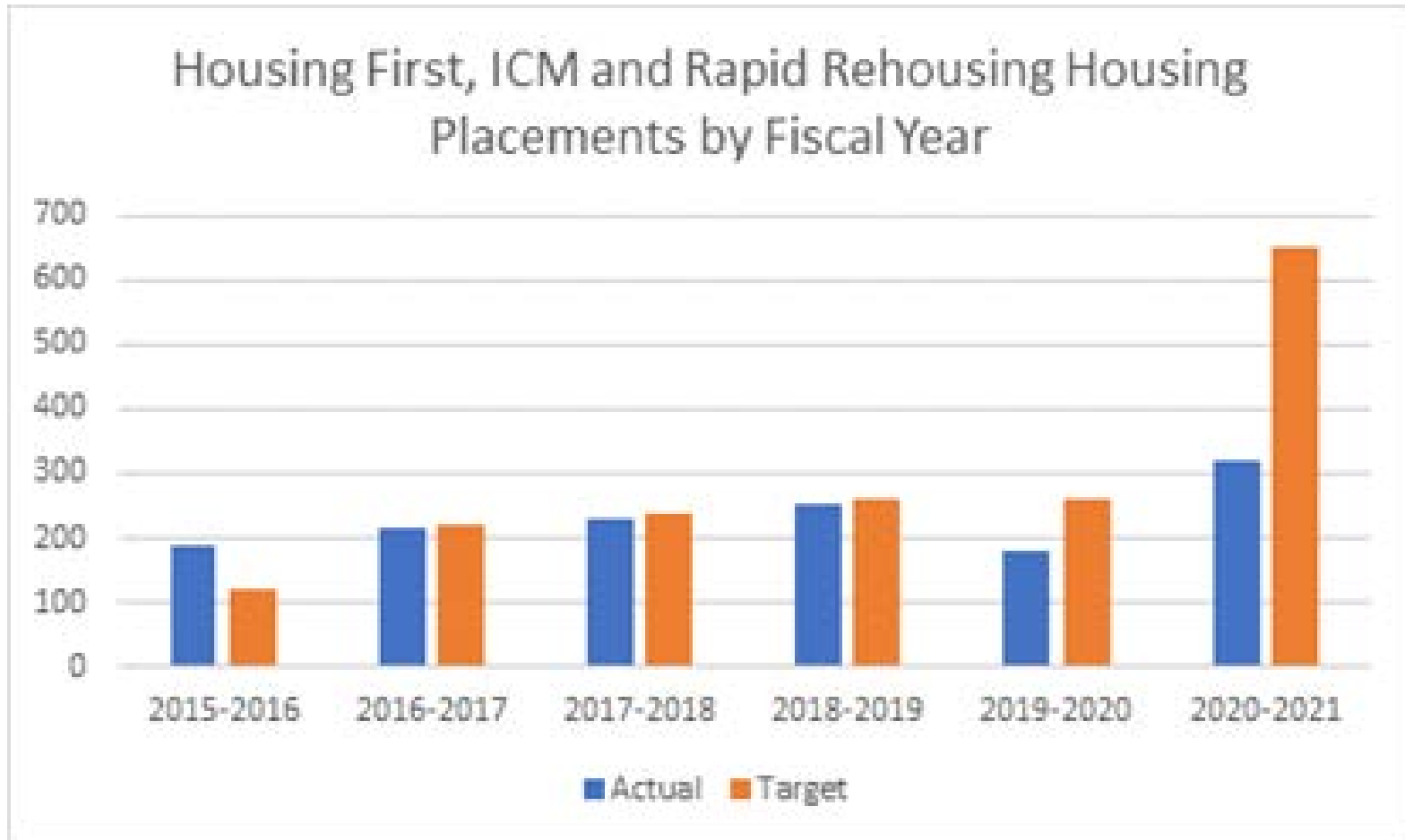
EMERGENCY AND COMMUNITY SERVICES COMMITTEE

Adaptation and Transformation of Services for People Experiencing Homelessness Update 3

June 3, 2021

Immediate Actions	Mid-Term Actions	Long Term Actions
<p>Unsheltered</p> <ul style="list-style-type: none"> ✓ Negotiate extensions to emergency funding to drop-ins and day centres to ensure continued access to hygiene and support opportunities. <p>Shelters</p> <ul style="list-style-type: none"> ✓ Strengthen shelter diversion and rapid rehousing initiatives ✓ Plan for decommissioning of First Ontario Centre as temporary shelter. ✓ Reconfigure space within existing shelters to maximise capacity and promote social distancing. ✓ Secure leases with hotels to ensure existing capacity is maintained. ✓ Determine need for alternative shelter sites. <p>Isolation</p> <ul style="list-style-type: none"> ✓ Plan for decommissioning of Bennetto Recreation Centre. ✓ Identify sustainable model for isolation services and appropriate location. <p>Permanent Housing</p> <ul style="list-style-type: none"> ✓ Maximise capacity of municipally-funded Intensive Case Management Programs to help house people from streets, shelters and hotels. ✓ Coordinate available housing subsidies to support access to permanent housing. 	<p>Shelters</p> <ul style="list-style-type: none"> ✓ Decommission First Ontario centre. ✓ Implement plans to maintain existing number of shelter beds. <p>Isolation</p> <ul style="list-style-type: none"> ✓ Decommission Bennetto Recreation Centre (by end of June 2021). ✓ Implement new isolation service model. <p>Permanent Housing</p> <ul style="list-style-type: none"> ✓ Explore opportunities to use any affordable housing projects under construction to serve this population. 	<p>Shelters</p> <ul style="list-style-type: none"> • Assistance with the planning and development process for those shelters looking to significantly and permanently establish facilities that are supportive and resilient to both the housing and health needs of the population. <p>Permanent Housing</p> <ul style="list-style-type: none"> • Maximise the amount and design of permanent low barrier supportive housing to significantly increase the availability and suitability of units. • Ensure the coordination and comprehensive integration of housing and health funding to promote effective, resilient and supportive housing forms.

Housing Programs Update



Homelessness Systems Planning

- In 2020, Hamilton's emergency shelter system saw an 18% increase in length of stay.
- Hamilton's emergency shelter system also saw a 7% decrease in unique individuals served in 2020, with increased length of stay primarily driving occupancy pressures.
- In 2021, the ongoing impacts of COVID-19 will require continued flexibility to meet the needs of individuals accessing services, including through prevention and housing programs.
- The recommendations recognize the need for continued flexibility over a period of 1 to 2 years to support the transition from COVID-19 emergency supports to a more responsive, resilient, sustainable and housing-focused homeless-serving system aligned with Hamilton's Housing and Homelessness Action Plan.

Continuation of temporary COVID-19 emergency supports to support transition planning

- Operation of 378 Main Street East (the former Cathedral Boys School) as a temporary shelter for men to no later than December 31, 2021
- Rental of hotel rooms for expanded temporary housing, staffing and additional supports/services up to March 31, 2022
 - Plan to gradually decrease additional rooms over time while enhancing prevention and permanent housing solutions
- Operation of COVID-19 isolation services for people experiencing homelessness up to March 31, 2022
 - Fully decommission temporary isolation spaces over time
 - Explore viability of ongoing isolation spaces in shelters where possible
- Enhanced drop-in services including but not limited to Living Rock Ministries, Mission Services, Wesley and the YWCA Hamilton up to March 31, 2022
 - Will include an evaluation to assess long-term strategic alignment and contributions to systems level outcomes

Transition planning for the emergency shelter system

Adaptation of emergency responses:

- Shifting away from hotel usage toward more sustainable emergency shelter and permanent housing solutions required to meet long term needs
- Temporarily increase the women's emergency shelter system capacity, while leveraging the approved recommendations through the Women's Shelter and Support Investment Options (2020 RFP) for long-term solutions
- Investigate transitional adaptations to the emergency shelter system through COVID-19 recovery in the men's and family emergency shelter system including a needs assessment for ongoing support for couples

Permanent Housing Solutions

- Further direct support through the expansion of targeted housing allowances, serving up to 93 individuals or households over 4 years
- Continued support of permanent housing placements/retention and in-home case management supports approved through the 2019 CFA (ICM & Rapid Re-housing)
- Build on strategic engagement and remain in talks with the province, health sector partners and community agencies to explore further partnerships for the development of permanent housing solutions
- Over time, we incrementally reduce our expanded emergency system, concurrently focusing on prevention and permanent housing solutions

Vaccination Progress

Vaccine prioritization for people experiencing homelessness:

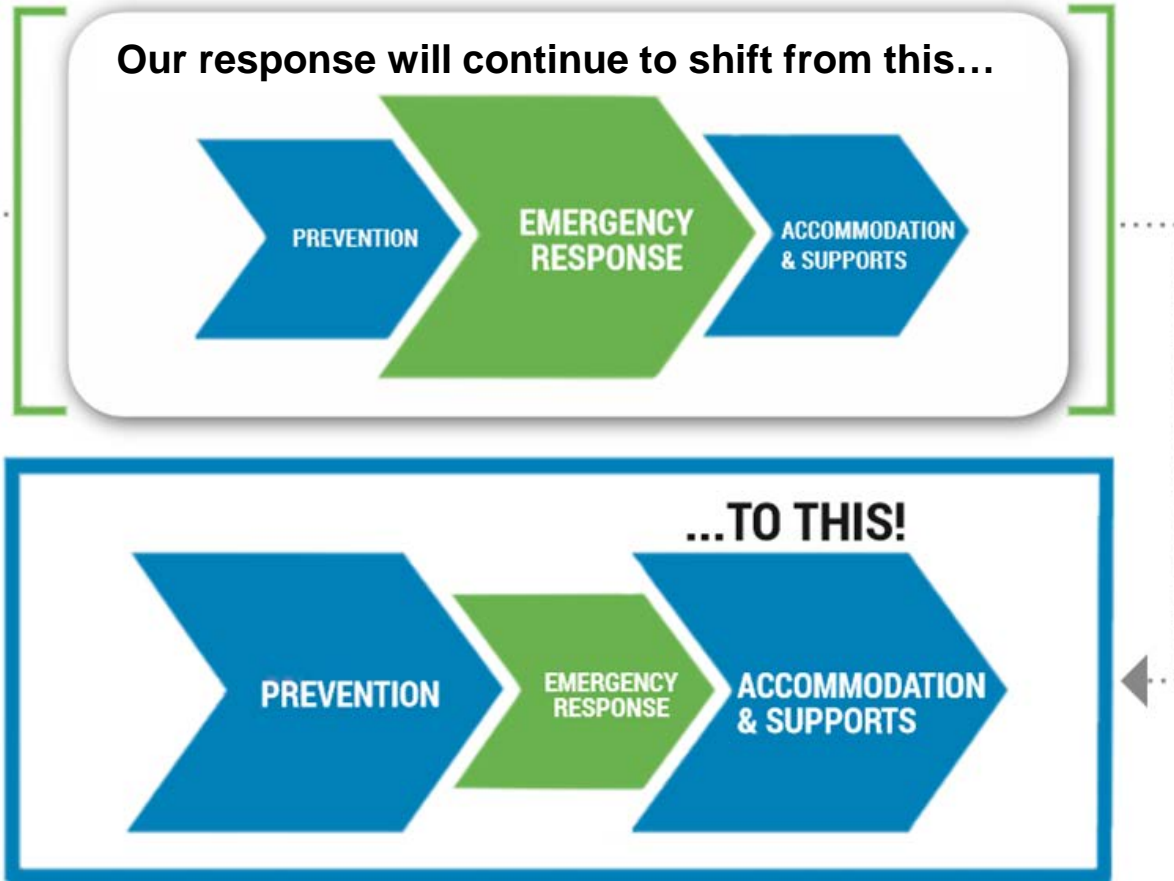
- 24 first dose clinics, February - May 2021; approximately 450 individuals experiencing homelessness received a vaccination
- Second dose clinic plans: 8 clinics from June 19-22

Financial Implications

In 000's	Forecast July 2021 to December 2021	Forecast January 2022 to March 2022	Total
Recommendation (a)(i)	\$1,500	-	\$1,500
Recommendation (a)(ii)	7,100	3,600	10,700
Recommendation (a)(iii)	2,000	1,000	3,000
Recommendation (a)(iv)	1,100	540	1,640
Recommendation (a)(v)	1,500	740	2,240
Recommendation (b)(i)(1)	710	744	1,454
Other Costs	200	-	200
Costs committed April - June	7,300	-	7,200
Total Forecasted Expenditures	\$21,410	\$6,624	\$28,034
Total SSRF Funding Available	(\$12,302)	-	(\$12,302)
Municipal Safe Restart 2021 Approved Budget	(4,637)	-	(4,637)
Levy Pressure	(\$4,471)	(\$6,624)	(\$11,095)

- Expected additional COVID-19 related costs from April 2021 to December 2021 exceed current approved funding by \$4.5 M.
- COVID-19 related costs up to March 2022 do not have an approved funding source. The total unfunded COVID-19 costs from July 2021 to March 2022 are \$11 M.

▶ Moving out of the COVID-19 pandemic...



Adapted from The Homeless Hub (<https://www.rondpointdelitinerance.ca/blog/solutions-prevention>)



QUESTIONS?



CITY OF HAMILTON
HEALTHY AND SAFE COMMUNITIES DEPARTMENT
Housing Services Division

TO:	Chair and Members Emergency and Community Services Committee
COMMITTEE DATE:	June 3, 2021
SUBJECT/REPORT NO:	Service Manager Consent for CityHousing Hamilton to Sell Jamesville Property (HSC21011) (Ward 2)
WARD(S) AFFECTED:	Ward 2
PREPARED BY:	Brian Kreps (905) 546-2424 Ext. 1782
SUBMITTED BY:	Edward John Director, Housing Services Division Healthy and Safe Communities Department
SIGNATURE:	

RECOMMENDATION

- (a) That Service Manager consent be provided for CityHousing Hamilton to sell the site bounded by James St. N., Ferrie St. W., MacNab St. N. and Strachan St. W for the purpose of redevelopment resulting in 46 units of community housing on the site;
- (b) That the General Manager of the Healthy and Safe Communities Department or designate, be authorized and directed to enter into, execute and administer an operating agreement with CityHousing Hamilton for their affordable housing project at 450 James St. N. to reflect the rent subsidy in accordance with the terms and conditions contained in the Term Sheet attached as Appendix "A" to Report HSC21011, in a form satisfactory to the City Solicitor; and,
- (c) That the rent subsidy funding provided to the new Jamesville building starting in 2023 be increased annually by the allowable rent increase guideline set by the Ministry of Municipal Affairs and Housing.

EXECUTIVE SUMMARY

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

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SUBJECT: Service Manager Consent for CityHousing Hamilton to Sell Jamesville Property (HSC21011) (Ward 2) - Page 2 of 7

CityHousing Hamilton (CHH) owns and operates Jamesville, a community of 91 rent-geared-to-income ("RGI") townhouse units situated on 5.4-acres in the City's North End. The development was built in 1969 and was incurring increased costs for maintenance as it aged. Additionally, as the downtown and North End became more attractive to investors, the opportunity presented itself to leverage the value of the land as part of a larger redevelopment project.

CHH went through an extensive process to review options for regeneration and redevelopment. Its board has approved a plan to develop and the sell the site to a consortium. The sale would result in redevelopment of the entire site. The new development would be mixed income, mixed tenure and have higher density. Most importantly, it would result in the construction of a new 46 unit RGI building for CityHousing Hamilton. There would be no net loss of RGI units, however, as the remaining 45 RGI units would be replaced through the construction of CHH's new 104-106 Bay St. N (Bay/Cannon) project. In addition, up to 120 additional affordable rental units would be created on the site and owned and managed by Indwell Community Homes as a key outcome of the redevelopment which would overall increase the affordability on site. The enabling financial mechanism for the revitalization, and essential driver of mixed income and tenure and additional density, is the incorporation of 364 private market ownership units in stacked townhouse form. These units also provide a significant tax uplift to the City.

CHH has been negotiating the final agreement with the proponents. One of the final steps in the sale is to receive consent from the City of Hamilton, as the Service Manager for the Sale. It is anticipated that the new building will be ready of occupancy in 2023.

Alternatives for Consideration – Not Applicable

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: The specific terms of the sale are still being negotiated and are confidential at this time.

Currently, the entire site is covered by a property tax exemption. The portion of the site containing CHH's new 46 unit building will continue to be covered through the property tax exemption. Through the sale of the site, the majority of the site will begin generating tax revenue.

Jamesville is currently funded under the Public Housing Portfolio. While the site is vacant, the subsidy of \$168,700 has continued to be flowed to CHH to support its development costs. Based on anticipated rents, the new community housing building will require an estimated rent subsidy of \$193,000, an increase of \$24,300, to support

SUBJECT: Service Manager Consent for CityHousing Hamilton to Sell Jamesville Property (HSC21011) (Ward 2) - Page 3 of 7

Rent-Geared-to-Income level (RGI) affordability for all 46 units. The additional \$24,300 will be included in Housing Services budget starting in 2023. The final figure will depend on the rents that are charged.

Staffing: N/A

Legal: N/A

HISTORICAL BACKGROUND

On September 20, 2016, CityHousing Hamilton (CHH) confirmed its intention to redevelop and intensify the site bounded by James St. N., Ferrie St. W., MacNab St. N. and Strachan St. W. (known as 'Jamesville'), in a Resolution in CityHousing Hamilton Report #16034.

A Council motion was made on March 21, 2017 for the land at 38 Strachan St. W./344 Bay St. N. to be transferred to CHH for use as part of the Jamesville development, and now also is considered included in reference to 'Jamesville.'

On May 8, 2017, a Request for an Expression of Interest (RFEOI) was launched to gauge market interest in the Jamesville project and articulate the guiding principles for the development. CHH was in receipt of several fulsome responses that aligned with the strategic priority of maximizing social benefit while contributing to financial sustainability. The following principles were identified to guide the redevelopment framework of Jamesville:

- Significantly intensify the lands
- Achieve an income mix
- Achieve a tenure mix
- Express quality design
- Provide a mix of unit sizes
- Provide accessibility
- Ensure affordability
- Build community support capacity
- Optimize the number of social and affordable housing units

On July 18, 2017, Report #17021(a) was approved by CHH's Board of Directors outlining the replacement impacts and financial modelling of the new CHH developments. It was determined 46 of the existing project's 91 rent-geared-to-income (RGI) units would be replaced on site and that the remaining 45 RGI units would be replaced at the newly acquired Bay-Cannon site.

SUBJECT: Service Manager Consent for CityHousing Hamilton to Sell Jamesville Property (HSC21011) (Ward 2) - Page 4 of 7

On December 20, 2018, a report was presented and approved by CHH's Board of Directors authorizing staff to issue a Request for Proposals (RFP) in accordance with the Evaluation Criteria and Scoring Framework in the report.

The RFP was issued on April 8, 2019 and closed on June 6, 2019. Three proposals were evaluated between June 7, 2019 and July 18, 2019.

On September 24, 2019, CHH's Board approved the Preferred Proponent, known as: Indwell Community Homes and Jamesville Redevelopment Limited Partnership. The partnership includes Fram + Slokker, Melrose Investments Inc., Marz Developments Inc., and Homes by Desantis. The report authorized staff to negotiate the contract documents.

Over the last year, CHH has negotiated with the Developer to create a Terms of Reference which addresses the provisions of the CHH affordable housing building and financial contribution, the non-profit owned affordable housing building, the site plan and retained land, and the demolition and remediation of the site which will form the basis of a Master Development Agreement of which terms of reference were received by CHH's board on October 27, 2020. Final negotiations have continued since towards a Master Development Agreement.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

The *Housing Services Act, 2011* ("Act") designates the City of Hamilton as the Service Manager for Community Housing within the City boundaries. It also specifies that certain changes to any of the Designated Housing Projects under the Act require the consent of the City as Service Manager. This includes the following:

- transfers of certain housing projects and Local Housing Corporations (LHCs);
- mortgaging of housing projects;
- redevelopment of housing projects; and,
- Service Level Standard changes (both increase or decrease to the targeted number of Rent-Geared-to-income units).

Funding and performance of listed projects as well as the Service Level Standards are reported annually to the province in our Service Manager Annual Information Report.

The redevelopment of CHH's Jamesville site aligns with the City of Hamilton's long-term policy plan to further intensify land uses on the site given its location adjacent to the West Harbor GO station as articulated in the City's West Harbor Secondary Plan and the James Street North Mobility Hub Study.

RELEVANT CONSULTATION

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SUBJECT: Service Manager Consent for CityHousing Hamilton to Sell Jamesville Property (HSC21011) (Ward 2) - Page 5 of 7

CHH has provided input into the report and is in agreement with the stated rent subsidy costs.

ANALYSIS AND RATIONALE FOR RECOMMENDATION

Staff recommend that Service Manager consent be given to CHH for the sale of its Jamesville property.

Jamesville was an early public housing urban renewal project spanning a two-hectare block situated prominently in Hamilton's West Harbour. The site includes 91 town homes which were constructed in 1969, with a mixture of three to five-bedroom units. As the project aged, the cost of maintenance has increased, and decisions needed to be made regarding its long-term viability. At the same time, Hamilton's downtown and North End were experiencing increased interest from developers. This created the opportunity to leverage the property's value through redevelopment.

In considering the strategic approaches to these buildings, CHH assessed the following options:

- Replacement and/or renovation of the existing units on the existing site.
- Replacement of the existing units on alternative sites, including the infill capacity of City-owned assets in the West Harbour.
- Replacement of the existing units on a combination of existing and alternative sites.

Three key studies were undertaken to determine the best development options for these properties. In the fall of 2015, the City of Hamilton, along with CHH, commissioned Deloitte to undertake a financial market analysis to support CHH and the City of Hamilton in their decision making for affordable housing within the West Harbour Community. The second study involved extensive Building Condition Assessments (BCAs) for Jamesville to identify capital expenditures at both five- and thirty-year intervals. The third and most comprehensive was a financial analysis of the redevelopment feasibility by N. Barry Lyon Consultants. This included the evaluation of the intrinsic value of the site and the offset of procuring new CHH replacement units as part of a broader mixed income neighbourhood revitalization program.

As part of the confidential deal under negotiation, CHH is to receive a cash amount, plus the deliverable of a newly constructed high-performance 46-unit building designed in consultation with CHH. Additionally, up to 120 new affordable units are to be built on site by another non-profit, Indwell Community Homes, as a key component of additional affordability critical to the redevelopment.

SUBJECT: Service Manager Consent for CityHousing Hamilton to Sell Jamesville Property (HSC21011) (Ward 2) - Page 6 of 7

This deal is contingent on a number of conditions, including unit count, affordability, a City ERASE grant for brownfield site remediation, and several others under negotiation. Once the ERASE motion and relevant City approvals are made, demolition and remediation will begin, concurrent with site plan approval, and then followed by building permit.

Under the emerging terms of the deal, the developer must make the delivery of CHH's building one of their first priorities for completion, so it will be amongst the first units delivered on site.

From the Housing Services Division's perspective, the sale is beneficial because it leverages ageing social housing stock into a new building. The new building will not have the capital costs associated with the old development. It is anticipated that the new building will have lower operating costs because it will be built to passive house standard and because it is a denser housing form. Townhouse complexes are relatively costly from a maintenance perspective. The new building also will benefit new tenants as it will be built to address modern expectations.

The sale is also beneficial because the arrangement preserves all 91 existing Rent-Geared-to-Income (RGI) units. The new building will create 46 RGI units. The remaining 45 units will be replaced through the development of CHH's Bay-Cannon project. Maintaining the number of RGI units is critical to the City meeting its obligation to the province to meet minimum Service Level Standards.

The sale and overarching project helps to achieve a number of other City goals established through a variety of planning documents including:

- Setting Sail: Secondary Plan for West Harbour A comprehensive plan for the West Harbour
- Housing and Homelessness Action Plan: Guides decision making on housing and homelessness issues.
- Hamilton Accessibility Guidelines: Design standards to eliminate built environment barriers.
- West Harbour Waterfront Recreation Master Plan: Defines and clarifies planning design guidelines for the West Harbour.
- James Street North Mobility Hub Study: To identify opportunities centered around the major transit hub.
- Transit Oriented Development Guidelines: Guidelines for coordinating land use planning with transit.

The site is to be primarily residential, but with supporting uses, and to be configured in a way that provides maximum benefit to residents and the broader community. This includes:

SUBJECT: Service Manager Consent for CityHousing Hamilton to Sell Jamesville Property (HSC21011) (Ward 2) - Page 7 of 7

- Intensification – density increased to capitalize on the prime location but within planning requirements (with options for rezoning or an Official Plan Amendment) and in alignment with the vision for a human-scale vibrant community.
- Mixed-Income – a spectrum of affordability levels within the social, affordable and market categories.
- Mixed Tenure – a combination of rental and ownership options.
- Mixed Use – a mix of residential with retail, commercial and/ or other uses that align with demand.
- Mobility – linkages to existing and proposed transit nodes and community amenities; parking accommodation for the range of expected mobility uses and building functions to be developed.

ALTERNATIVES FOR CONSIDERATION

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 HSC21011: Term Sheet for Community Housing Operating Agreement - 450 James St. N

Term Sheet for Community Housing Operating Agreement

450 James St. N

Landlord: CityHousing Hamilton ("CHH")**Operating Agreement ("OA") Terms and Conditions**

1. The agreement commences the date it is signed.
2. Permission shall be required from the City of Hamilton, as Service Manager, to encumber this property.
3. Permission shall be required from the City of Hamilton, as Service Manager, to sell or otherwise dispose of this property.
4. The agreement shall have a duration of 40 years.
5. A minimum of 46 rent-geared-to-income (RGI) units will be provided in this building.
6. Households moving into rent-geared-to-income units will be selected from the centralized waiting list (Access to Housing) maintained by the City of Hamilton.
7. CHH shall be responsible for calculating and collecting rent.
8. CHH will provide reports to the City in a manner outlined by the City regarding compliance with RGI targets in a form and content satisfactory to the GM or designate, in his sole discretion.
9. Assignment of the OA will not be permitted unless the GM or designate, in his sole discretion, consents and only in the following circumstances:
 - (a) the property is sold to another provider of "non-profit housing" who enters into an assignment agreement with the City and City Housing Hamilton agreeing to be subject to all of the terms and conditions of the RSA for the remainder of the term of those agreements and such other terms and conditions as the GM or designate and City Solicitor in their sole discretion deem appropriate.
10. Maximum rents shall be no more than 110% Median Market Rent for the CMHC Zone in which the building is located.
11. Units subject to this agreement may increase rents annually within a tenancy by the Provincial Guideline amount as specified annually by the Ontario Ministry of Municipal Affairs and Housing. Higher increases, if allowed by Ontario law, may be permitted at the sole discretion of the GM or designate following submission of a business case justifying the increase.

Appendix "A" to Report HSC21011

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12. Such additional terms and conditions as determined by the General Manager of Healthy and Safe Communities or designate and required by the City Solicitor in their sole discretion.