



City of Hamilton

EMERGENCY & COMMUNITY SERVICES COMMITTEE ADDENDUM

Meeting #: 22-012
Date: August 11, 2022
Time: 1:30 p.m.
Location: Council Chambers
Hamilton City Hall
71 Main Street West

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

5. COMMUNICATIONS

- *5.1. Kevin Gonci, Golden Horseshoe Track and Field Council, respecting Item 8.1, Recreation Master Plan

Recommendation: To be received and referred to the consideration of Item 8.1, respecting Recreation Master Plan - Final Report and Recommendations (HSC22014(b)) (City Wide)

- *5.2. Bill Johnston, respecting Housing Sustainability and Investment Plan

Recommendation: To be received and referred to the consideration of Item 10.1, respecting Housing Sustainability and Investment Plan (HSC22042) (City Wide)

10. DISCUSSION ITEMS

- *10.6. Service and Exit Agreements for Community Housing Providers at End of Mortgage (EOM) and Reinvestment of Mortgage Savings (HSC22040) (City Wide)

12. NOTICES OF MOTION

- *12.1. Financial Support for Waste Management Development and Consulting Fees for Relocation of Garbage Dumpsters on the CityHousing Hamilton Property at 45 Montcalm Drive, Hamilton (Ward 8)

Emergency & Community Services Committee
Hamilton City Council
71 Main Street West
Hamilton, Ontario.
L8P 4Y5

August 8, 2022

Re. Staff Report - Item 8.1 Recreation Master Plan

The Golden Horseshoe Track & Field Council advocates on behalf of the sport of Athletics and is comprised of over a dozen member organizations within the City of Hamilton and several adjacent regions and was founded by Canada's longest established track & field organization, the Hamilton Olympic Club (Est. 1926).

In response to the staff presentation of Item 8.1 on today's agenda (Recreation Master Plan) please consider the following points being raised on behalf of Hamilton's Athletics community. The points being raised are based on growing trends in the sport of Athletics both locally and across the province of Ontario and is not adequately reflected within the latest consultant's report.

Over the past three years we have seen an unprecedented level of interest in outdoor physical activity opportunities and despite the impacts of COVID 19 pandemic, our program groups have been at full capacity and we've hosted a record number of competitions in addition to launching three new community programs in para-athletics, yoga and walking club. This past season, we have seen two new club programs being launched locally and the Ray Lewis Track & Field Centre being recognized as the only public facility of its kind within the region that has the capacity of hosting a major championship event.

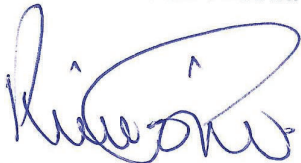
As we look to expand and provide further community benefits, there is a growing need for additional, barrier-free, access to public facility space that would support our strategic vision and address the needs of Hamilton's underserved communities.

The most recent City of Hamilton Recreation Master Plan is very concerning and seems to contradict the increasing needs of Hamilton's Athletics community as shown in previous Recreation Studies listed in the attached summary. As clearly stated in the latest Monteith Brown report, ***"running or walking on Athletics Tracks is the 4th most popular outdoor sports activities behind swimming, playing at playgrounds and spray pads"*** which would seem to reflect a strong community need for additional outdoor track facilities.

There seems to be an inaccurate assessment that other private assets under the control of local school boards and McMaster University are available to adequately support community needs however, this alternative is incorrect and poses several barriers involving hours of availability, cost for access, lack of program equipment and proximity in relation to areas of greatest community need.

The staff recommendation that ***“neighbourhood and community-level tracks in deteriorating condition should be evaluated and considered for removal if they become unsafe”*** would have a significant negative impact on our ability to expand our programs and services and in particular address the needs of underserved populations within our community.

Request is made for consideration of the recommendations listed on page three involving the revision of staff recommendation #54 as detailed in the Recreation Master Plan.



Kevin Gonci
Chairman
Golden Horseshoe Track & Field Council

Attachments

1. List of Recommendations.
2. Summary of Recreation Studies – Athletics.

Recommendations

Based on the strategic vision of Hamilton's Athletics community and growing need to create barrier-free access to public outdoor facility space that would greatly benefit Hamilton's underserved populations, the following recommendations are made:

1. That members of Emergency & Community Services Committee consider the revision of recommendation #54 being made within the City of Hamilton Recreation Master Plan to include the following:
 - a. That further consultation between Hamilton's Athletics community and City Staff be conducted to more accurately identify the strategic need of retaining some of the track assets mentioned within the consultant's report believed to include (1) Sackville Hill Park, (2) HAAA Grounds, (3) Bobby Kerr Park, and (4) JC Beemer Park.
 - b. That the operational and maintenance requirements to maintain these facilities in a safe state, be maintained until a comprehensive assessment can be conducted to assess the feasibility of retaining these assets in the city inventory.
 - c. That an Athletics-based feasibility study be completed to assess the value and need of retaining these assets within the city inventory and that any associated costs associated with completing this study be assumed by Hamilton's Athletics community.
 - d. That the proposed feasibility study considers the costs and benefits of installing an all-season, surface at two current sites (1) Sackville Hill Park and (2) HAAA Grounds in order to address current community needs.

City of Hamilton Recreation Studies – Athletics

2008 City of Hamilton Use, Renovation and Replacement Study of Hamilton Recreation and Public-Use Facilities

- Identifies that the largest group demographically in Canada is the adult “baby boomer” population (currently 40 to 59 years of age) who will reach retirement age over the next 5 to 20 years.
- Makes reference to the Canadian Community Health Survey, 2000/2001, the most popular physical activities for adults involve (1) walking for exercise (65%) and (2) jogging/running (11%).

2011 City of Hamilton Outdoor Recreation Facilities & Sports Field Provision Plan

- Page 188 – “Indoor running/walking tracks are the most popular due to their ability to accommodate year-round access” “Should community and competitive demands warrant, the city may consider developing an indoor track in a future indoor recreation facility”.

2016 City of Hamilton Indoor Recreation Facilities Update

- Reports that there were “multiple submissions” expressing interest for an indoor running track in addition to a recently completed Feasibility Study commissioned by Sport Hamilton which establishes a strong community need/benefit for an indoor track facility.
- 32% of survey respondent groups reported that they regularly use indoor recreation facilities outside of the City of Hamilton due to a lack of availability, locally.
- 44% of survey respondents indicated that they would have a need for new indoor recreation facilities within Hamilton in the next 5-10 years and this need includes an indoor track & field facility.

2022 City of Hamilton Recreation Master Plan

- Running or walking on Athletics Tracks is the 4th most popular outdoor sports activities behind swimming, playing at playgrounds and spray pads.
- There are five recognized running tracks within Hamilton’s parks system, including the competition-level track and field facility at Mohawk Sports Park. The remaining tracks are primarily utilized for casual community use, such as walking and running.
- several area schools provide high quality outdoor tracks that support student athletics, organized clubs, and community access.
- Neighbourhood and community-level tracks in deteriorating condition should be evaluated and considered for removal if they become unsafe.
- No additional outdoor running tracks are recommended, though more looped hard-surface walking paths should be established within the parks system.

5.2

Re: Report HSC22042, August 11 agenda, 10.1, Housing Sustainability and Investment Plan

Dear Chair and Members of the Emergency and Community Services Committee

I write to support the proposal to develop a Housing Sustainability and Investment Plan.

May I offer three suggestions for developing that plan.

First, how big is the problem and thus the solution?

We need to begin this work with a thorough analysis of the size of the housing crisis so that estimates can be made of what the ultimate response would need to be. Then we can work backwards to a strategy. For instance, based on the 2016 Census, **Hamilton had 30,750 households in core housing need**. 55,000 households paid more than 30 per cent of their gross household income for housing. Both figures will be updated as Census 2021 results come in.

What would it take to eliminate core housing need in Hamilton—how many net new units of public housing, social housing, co-operative housing? How many rent supplements and housing benefits? How many private sector units that are affordable would we need to retain and add? And what's the ballpark estimate of the cost? Might we need to double (or more) our stock of social and co-op housing units?

Beyond core need are other affordability challenges. Vast numbers of households are priced out of home ownership, a different type of challenge that impacts the ability of people to afford to live here. According to Ratehub.ca, even as house prices fell between March and June, the cost of servicing a mortgage rose. To buy the average home in Hamilton in June, you needed an income of \$179,000, far beyond the income of the vast majority of city households.¹

Second, stop the losses

We need a strong focus on preventing losses of existing affordable housing units, both social housing and private-sector units. As the statistics on the next page show, Hamilton has been steadily losing both social housing units and affordable private-sector units. The 2021 Census will allow an update on the loss of affordable private-sector units. So far, we haven't been able to build affordable housing as fast as we lose existing units, so we keep falling behind.

Third, don't forget co-operative housing and land trusts

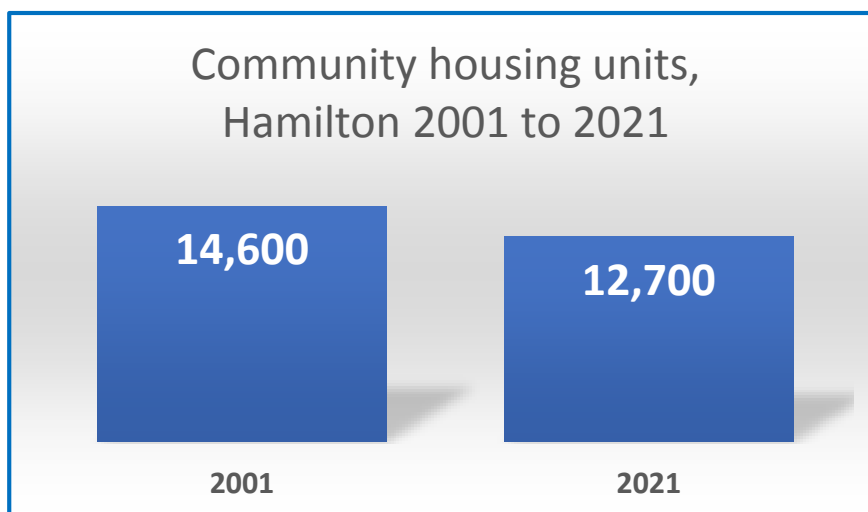
In addition to the organizations mentioned in the report, I urge you to include the co-operative housing sector and the possibility of land banking through the community land trust. Hamilton has only about 1,000 units of co-op housing but they provide mixed-income affordable housing communities for people who aren't poor but who are priced out of the private market. Land banking is one tool for freezing the cost of land that is a key driver of housing costs.

Your sincerely,

Bill Johnston,

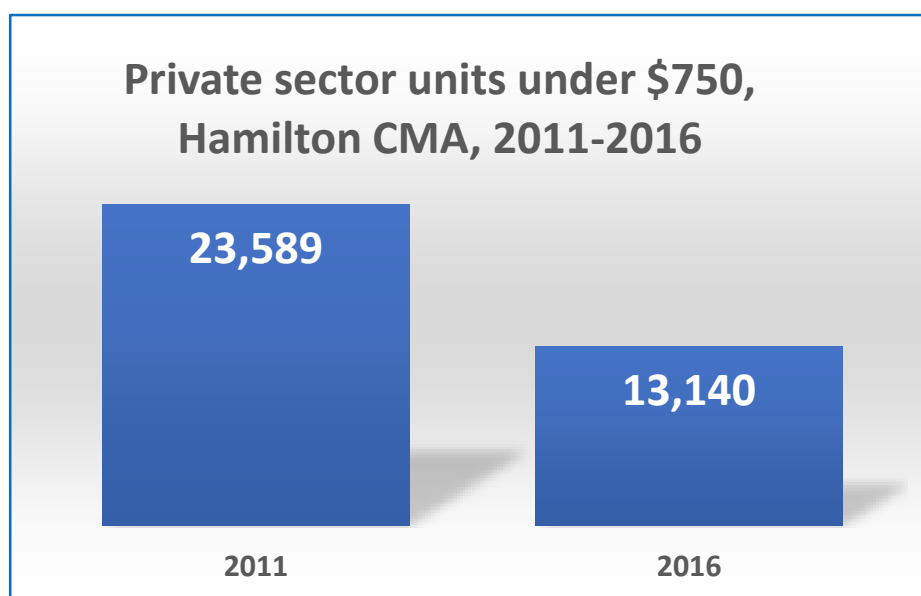
Hamilton's supply of affordable housing units is shrinking

- Hamilton lost about 1,900 subsidized housing units—public and non-profit—since 2001.



City of Hamilton, *Housing and Homelessness in Hamilton Quarterly Data Snapshot Q3 2021*, 12.

- In just five years, between 2011 and 2016, the Hamilton Census Metropolitan Area lost about 10,400 private-sector units renting for less than \$750. (A rent of \$750 is affordable if a household earns \$30,000 a year before taxes.) Hamilton's share would be about 80 per cent or 8,000 lost units. The units were lost to demolition, conversion to condos or, mainly, rising rents. The losses continue and the 2021 census will let us update those figures.



Steve Pomeroy, based on Census 2011 and Census 2016 data, email, February 3, 2021.²

¹ Jon Jilani, "June 2022: How much income do you need to afford a home in Canada?," Ratehub.ca, July 20, 2022, <https://www.ratehub.ca/blog/what-income-to-afford-home-canada/> Census 2016 data show that only 14 per cent of Hamilton households earned more than \$150,000 in 2015. We await Census 2021 data. Statistics Canada. 2017. *Hamilton, C [Census subdivision], Ontario and Hamilton, CDR [Census division], Ontario (table). Census Profile*. 2016 Census. Statistics Canada Catalogue no. 98-316-X2016001. Ottawa. Released November 29, 2017. Accessed August 10, 2022, <https://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/details/page.cfm?Lang=E&Geo1=CSD&Code1=3525005&Geo2=CD&Code2=3525&Data=Count&SearchText=hamilton&SearchType=Begins&SearchPR=01&B1=All&TABID=1>

For an indication of how these housing prices impact even well-paid Hamiltonians, see the story of Marc Iturriaga in Jason Markusoff, "Nowhere to buy: Soaring home prices, insane bidding wars, and cancelled dreams have spread from urban centres into towns across Canada. How did everywhere become Toronto and Vancouver?" *Maclean's*, May 17, 2021 (the June, 2021 print edition), <https://www.macleans.ca/longforms/canadian-real-estate-market-housing-2021/> Marc was hired in 2020 by Mohawk College in Hamilton as executive director of the student association with a salary that puts him in the top 15 per cent of Canadians but couldn't find a home he could afford in Hamilton and despairs of being able to attract employees because Hamilton is so expensive.

² Steve Pomeroy, Focus Consulting, provided the calculation in a February 3, 2021 email to Bill Johnston, who had asked Pomeroy how to do a Hamilton calculation of lost units; Pomeroy had done calculation of lost units nationally (see the next footnote). Pomeroy's calculation is based on census data, "Shelter Cost (12), Tenure Including Presence of Mortgage Payments and Subsidized Housing (7), Shelter-cost-to-income Ratio (9), Household Total Income Groups (14) and Household Type Including Census Family Structure (16) for Owner and Tenant Households in Non-farm, Non-reserve Private Dwellings of Canada, Provinces and Territories, Census Metropolitan Areas and Census Agglomerations, 2016 Census - 25% Sample Data," for the Hamilton CMA. He focused on unsubsidized units. In 2016, there were

- 3,310 units renting for less than \$500 and
- 9,830 units renting for between \$500 and \$749.

In 2011, there were

- 2,340 units renting for less than \$400
- 4,955 renting for between \$400 and \$599 and
- 21,725 renting for \$600 to \$799.

Since the 2016 and 2011 categories aren't the same, Pomeroy then used an assumption, that the number of units in 2011 were evenly spread between \$400 and \$599 and between \$600 and \$799, which allowed him to estimate the number of units in 2011 that rented for less than \$750, then compared that to the actual 2016 figures.

	Rent under \$400	Rent \$400 to \$599	Rent \$600 to \$799
Census 2011	2,340	4,955	21,725

	Rent under \$500	Rent \$500 to \$749	Total under \$750
Census 2011	2,340 + half 4,955 = 4,818	Half 4,955 + $\frac{1}{3}$ 21,725 = 18,771	23,589
Census 2016	3,310	9,830	13,140
Units lost between 2011 and 2016			10,449

The assumption that the 21,725 units that rented in 2011 for between \$600 and \$799 are evenly distributed and therefore that three-quarters of them rented for less than \$750 might of course be incorrect. If many of those units actually rented for between \$750 to \$799, then his calculated 2011 figure would be too high and his calculation of the number of units lost between 2011 and 2016 would also be too high. It seems unlikely, however, that it would be much too high.



CITY OF HAMILTON
HEALTHY AND SAFE COMMUNITIES DEPARTMENT
Housing Services Division

TO:	Chair and Members Emergency and Community Services Committee
COMMITTEE DATE:	August 11, 2022
SUBJECT/REPORT NO:	Service and Exit Agreements for Community Housing Providers at End of Mortgage (EOM) and Reinvestment of Mortgage Savings (HSC22040) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Kim Ryan (905) 546-2424 Ext. 6285 Kamba Ankunda (905) 546-2424 Ext. 4557 Brian Kreps (905) 546-2424 Ext. 1782
SUBMITTED BY:	Al Fletcher Acting Director, Housing Services Division Healthy and Safe Communities Department
SIGNATURE:	

RECOMMENDATIONS

- (a) That the City enter into service or exit agreements with social housing providers for projects that reach End of Operating Agreement or End of Mortgage in 2022 or 2023 on such terms as the General Manager of the Healthy and Safe Communities Department ("GM"), or her designate deem appropriate and in form satisfactory to the City Solicitor and that the GM be authorized to execute the agreements and any associated ancillary agreements or documents and administer same in order to provide ongoing affordability for tenants and long-term sustainability for the project, in a form satisfactory to the City Solicitor;
- (b) That the General Manager of Healthy and Safe Communities or designate be directed to reinvest annual savings derived from the maturation of social housing provider mortgages estimated to be \$7.5 M over the next 10 years and beginning in 2023 in the estimated amount of \$346 K;
- (c) That the one-time enhancement to the Housing Services Division 2023 budget of \$1.1 M for the purposes of providing rent supplements, operating subsidy or

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capital funding to social housing providers that have reached End of Mortgage and End of Operating Agreement be referred to the 2023 budget process;

- (d) That the Social Housing Transition Reserve #112244 be utilized to capture fluctuations over the next 10 years (as per Table 1) where the net levy may experience savings and pressures due to the Federal Gazette funding wind-down in order to make available an annual budget of \$1.856 M;
- (e) That Healthy and Safe Communities Department and Corporate Services Department staff be directed to develop a long-term strategy for funding Social Housing Providers at End of Operating Agreement/End of Mortgage and report back to Council by June 30, 2023; and,
- (f) That the Mayor, on behalf of Council, write to the Minister of Municipal Affairs and Housing and Minister responsible for Canada Mortgage and Housing Corporation to advocate for adequate funding to sustain local social housing stock as mortgages expire.

EXECUTIVE SUMMARY

Social Housing funding is governed by a framework of agreements and legislation that have remained largely unaltered for decades. Undergirding this framework is the idea that once the mortgage is paid off, the project will continue to operate with sufficient revenue to meet operating expenses, capital repairs and internally subsidize affordability for tenants now that its largest single expense has been eliminated. Experience has shown that in many cases this assumption is not true and that without ongoing support providers must increase rents or reduce the number of subsidies offered.

In 2011, the Province enacted the *Housing Services Act* (HSA) and associated regulations to provide rules for the funding and administration of transferred social housing projects. The Act provided that when the mortgage of a former federal housing provider is paid off, the housing provider can terminate its relationship with the Service Manager (SM) and would no longer have any obligations to administer or fund the federal housing provider. The HSA, however, was vague on the terms of the exit process and the future of tenants at End of Operating Agreement (EOA) and End of Mortgage (EOM). By 2016 some transferred projects started 'de-listing' from the HSA. De-listing is the process whereby a social housing project asks the Minister to remove a project from Reg 368/11 thus ending their obligations under the Housing Services Act and thus reducing the inventory of social housing available to meet community need.

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To address de-listings and prevent the loss of valuable social housing stock, the Province implemented a three-year moratorium on delisting beginning September 2019. It then launched the Community Housing Renewal Strategy culminating into the enactment of Bill 184, *Protecting Tenants and Strengthening Community Housing Act* in July 2021 that gave the Province authority to protect and grow deeply affordable community housing supply, stabilize the sector, and ensure community housing is sustainable for those who need it.

On March 31, 2022, the Province notified SMs of the changes to regulations under the HSA including an amendment to Service and Exit Agreements. The Province amended Ontario Regulation 367/11 of the HSA, to establish baseline rules for Service Agreements between SMs and housing providers whose original obligations to provide social housing have come to an end, effective July 1, 2022. As per the new amendment, when housing projects reach EOA or EOM they will be presented with two options; continue to offer social and/or affordable housing under a new agreement within a new community housing framework or meet the prescribed requirements necessary to exit the City's community housing portfolio. The requirements to be met when exiting the City's community housing portfolio will ensure existing tenants are not displaced and longstanding public investment in community housing buildings is preserved. If a new agreement is not successfully negotiated with a provider, the existing rules under the HSA will remain in effect.

Central to these agreements is a Financial Plan (FP) to ensure sustainability of the project and ongoing affordability for tenants. The FP must address the operating and capital needs of the project and be revisited every 5 years. The Canada Ontario Community Housing Initiative (COCHI) provides one vehicle to fund these new service agreements. The current funding is fully allocated to fund rent supplements for providers whose mortgages have been paid off and require funding to remain sustainable and provide funding for capital repairs. Additional funding is required in order to provide sufficient incentive for providers to remain within the Community Housing system.

As part of the National Housing Strategy, the federal government has already begun reinvesting the savings it would have realized from the pay out of mortgages. In partnership with the Province of Ontario, it has created the Canada Ontario Community Housing Initiative (COCHI) which is primarily intended to support providers that have reached End of Mortgage and End of Agreement. This is a valuable resource for Hamilton to address some of the needs of Social Housing providers at End of Mortgage, but it is not sufficient to meet all the financial needs.

It is recommended that the levy savings associated with social housing mortgages that are ending between 2023 to 2032 be reinvested annually to provide financial support to

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housing providers. In 2023, the mortgage savings is calculated to be approximately \$346 K once all other existing social housing obligations are funded. In 2022 and 2023, approximately 2,100 units will reach their end of mortgage. To secure the future of these units and preserve within social housing inventory, it is recommended that an additional \$1.1 M in funding for rent supplements, operating subsidy and capital repairs be referred to the 2023 budget process.

Long term plans could not be drawn up until the Ministry of Municipal Affairs and Housing (MMAH) provided their new regulatory framework and funding approach. Information regarding the regulatory changes have been shared with the social housing providers through a written Communique. Providers are being engaged through an upcoming housing provider meeting that will discuss the approach to moving forward. Now that this information is available, staff from the Housing Service Division and Finance will prepare an in-depth financial analysis and funding strategy for Council's consideration with the intent of protecting City investment in social housing projects.

Alternatives for Consideration – Not Applicable

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: The Housing Services Division is currently reviewing the 10-year impact of the declining Federal Gazette funding and the associated impact of savings resulting from end of mortgage and agreements for social housing providers.

Please refer to Table 1. Current forecasts determine that there will be savings of \$7.5 M over the next ten years. Housing Services is proposing that the mortgage savings are reinvested into the retention of existing housing services stock. Housing Services Division is requesting that a levy enhancement be approved at \$1.1 M in the 2023 base. Given there are fluctuations in the net impact of the mortgage savings, to manage a consistent base budget, Housing Services will use the Social Housing Transition Reserve #112244.

The base funding for \$1.856 M will be used to provide funding to address social housing repairs and maintain affordability for tenants under the amended Ontario Regulation 367/11 of the HSA.

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Table 1: Illustration

	2023	2024	2025	2026	2027-2032	Total
Net levy mortgage savings	\$346 K	\$224 K	\$899 K	(\$381 K)	\$6.47 M	\$7.558 M
Base levy request	\$1.1 M	\$1.1 M	\$1.1 M	\$1.1 M	\$6.6 M	\$11 M
Reserve: Draw/(Surplus)	\$410 K	\$532 K	(\$143 K)	\$1.14 M	(\$1.94 M)	-
Available for Distribution	\$1.856 M	\$1.856 M	\$1.856 M	\$1.856 M	\$11.13 M	\$18.554 M

In 2022 and 2023, almost one fifth of Hamilton's units in provincial projects will reach EOM and resources will be required to negotiate Financial Plans and agreements so they to remain within the Community Housing system.

Over the next year, the Housing Services Division will support housing providers to conduct Building Condition Assessments of all provincial projects reaching end of mortgage by 2032. This will exclude CityHousing Hamilton, which has recently completed BCAs for its projects. to determine their capital needs. Housing Services will also work with providers who have reached or who will shortly reach EOM to review their viability and assess the financial needs to determine the mix of funding that will be required in the upcoming years to inform the Housing Services Division 10-year plan.

Staffing: A temporary Business Support Services Coordinator will be hired to negotiate and monitor the new service and exit agreements and assist with development of the report regarding the system requirements and strategy. The position will be funded from the reinvestment of social housing funding in the amount of \$112,167.

Legal: Amendments to Ontario Regulation 367/11 of the Housing Services Act (HSA), 2011 establishes baseline rules that govern new Service Agreements between Service Managers (SM) and Housing Providers. Upon reaching End of Operating Agreement or End of Mortgage, SMs are required to negotiate a new service agreement or exit agreement with the provider. The regulations do not specify a funding formula for the new agreements, but they do stipulate that the agreements should provide for the sustainability of the physical asset and affordability for existing tenants. Should a new agreement not be negotiated, the existing HSA requirements would remain in effect. Other regulation changes require the SM to maintain Service Level Standards for the number of Rent Geared to Income Units.

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HISTORICAL BACKGROUND

The City of Hamilton's role in social housing administration has changed since 2000, when the Social Housing Reform Act (SHRA, 2000) was passed. With the passage of the SHRA the Province transferred program administration and funding responsibilities for social housing to local Service Managers ("SM") across the province thereby placing the funding and financial burden on the municipal tax levy.

As a SM, City of Hamilton has the legislated responsibility to fund and administer a portfolio of approximately 14,763 social housing units which consists of a mix of Rent-Geared-to-Income (RGI) and market units. Created through a variety of legacy senior government programs, units are operated by a range of non-profit community housing providers. The City also has a role in the delivery of social housing as the sole shareholder of CityHousing Hamilton (CHH),

In 2021, Hamilton's subsidy obligations amounted to roughly \$47.2 M annually for prescribed social housing programs. Approximately \$14.6 M in federal funding was provided in 2021 to offset these subsidy costs. However, this federal funding continues to decline and is expected to be fully exhausted by 2032. The trend of increasing expectation to download expenses to municipalities must be met with clear strategy for advocacy for adequate and appropriate funding levels from upper levels of government

The original operating agreements under which projects were developed are set to expire at mortgage/debenture maturity. This milestone, deemed the Expiry of Agreement (EOA) for former federal providers and End of Mortgage (EOM) for HSA providers, is a key transition point because it's also the point at which federal funding retires and HSA funding is decreased.

Under the Community Housing Renewal Strategy, the Province took measures to better understand and mitigate the impact of EOA/EOM for housing providers, SMs and the community housing sector. In September 2019, the Province implemented a pause for a three-year period of removing 'designated housing projects' from the legislation as it reviewed the regulations.

On September 5, 2019, Council approved Report HSC19042(a) allowing the General Manager of the Healthy and Safe Communities Department or his/her designate be authorized and directed to deliver and administer the Canada-Ontario Community Housing Initiative (COCHI). COCHI funding is an investment to offset the ongoing decline of federal funding for social housing. It provides a tool for SMs to address the challenges associated with projects reaching the end of their operating agreements and/or mortgage maturity as well as much needed capital repairs.

SUBJECT: Service and Exit Agreements for Community Housing Providers at End of Mortgage (EOM) and Reinvestment of Mortgage Savings (HSC22040) (City Wide) - Page 7 of 12

On July 21, 2021, the Province passed Protecting Tenants and Strengthening Community Housing Services Act (Bill 184) providing clarity for housing providers on the expiration of their EOA or EOM and a process for a housing provider to legally cease to be a 'designated housing project'. The Act gave the Province authority to protect and grow deeply affordable community housing supply, stabilize the sector, and ensure community housing is sustainable for those who need it. Additionally, it allowed for a more streamlined legislative framework for administration and delivery of community housing.

On March 31, 2022, the Province informed SMs of changes to regulations under the HSA. As part of ongoing efforts towards social housing modernization, the Province amended regulations in four areas of the HSA: including the service level standards, service and exit agreements, access system requirements, and income and asset limits.

The amended Ontario Regulation 367/11 of the Housing Services Act requires SMs to establish baseline rules for Service Agreements between SMs and housing providers whose original obligations to provide social housing have come to an end, effective July 1, 2022. As per the new regulatory requirement, when housing projects reach EOA or EOM they will be presented a choice of two options; continue to offer social and/or affordable housing under a new agreement within a new community housing framework or meet the prescribed requirements necessary to exit the City's community housing portfolio. The requirements to be met when exiting the City's community housing portfolio will ensure existing tenants are not displaced and longstanding public investment in community housing buildings is preserved. In the event an agreement is not successfully negotiated, the previous expectations under the HSA will remain in effect.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

The Housing Services Act (HSA), 2011 (and its predecessor legislation) established rules to govern the administration of all transferred social housing buildings. In the case of former federal projects, the operating agreements between the Canada Mortgage Housing Corporation (CMHC) and the housing provider remained intact. The Housing Provider would offer housing at the "High Need (HNN) threshold" (also referred to as affordable rent) in exchange for funding that generally coincided with their original mortgage terms of 50 years. The Legislation further provided that when the mortgage of a former federal housing provider is paid off, termed End of Agreement (EOA), the housing provider can terminate its relationship with the City and the City would no longer have any obligations to administer or fund the federal housing provider.

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Federal programs assumed that after the mortgage debt is retired, a housing project should be able to generate sufficient revenue to continue to provide affordable rent at the High Need (HNH) threshold, without receiving subsidies. Indeed, some housing projects are viable as affordable rental properties post-EOA. However, this is impacted by capital repair pressures, high costs of unit turnover and the lack of adequate reserves and resources. Without some form of subsidy, it is not feasible for all projects to continue to provide affordable rent without subsidy.

In the case of the HSA housing projects (also referred as Provincial reformed housing projects) their operating agreements were deemed null and void, replaced instead by legislation and prescribed service level standards. Service level standards are a key accountability measure the Province utilizes to maintain its oversight of community housing, and the City is required to report on its progress toward meeting service levels annually. Mandated service levels have remained unchanged since 2011 and are divided into three categories. The City is required to provide a minimum of:

- 9,257 units to households at or below the Household Income Limit (HIL) threshold,
- 5,174 units to households at the High Need (HNH) threshold, and
- 332 units to households in modified units.

Every housing provider is required to contribute to the Service Level Standards and offer housing in a combination of the HIL and HNH. Hamilton has not met the service level for 'Households at or Below HIL' since 2017. This is largely due to the large number of households living in social housing whose incomes are too high for them to qualify for RGI. A second reason is the large number of CHH units offline for re-development. After housing providers' mortgages are paid-off, they are required to continue to offer units at or below the thresholds of deep affordability for the same number of units even though they have lost crucial SM funding. In reality, many housing providers may not have sufficient funds to offer low or affordable units despite mortgages having been paid in full.

As a result, both the loss of low or affordable units and the financial sustainability of social housing is at risk and it is unlikely that the SM will be able to achieve these service level standards in the future without partnerships with its non-profit housing providers to ensure the provision of low or affordable units in their buildings.

The Province has amended Ontario Regulation 367/11 of the Housing Services Act (HSA), to establish baseline rules that should govern new Service Agreements between Service Managers and housing providers whose original obligations to provide social housing have come to an end, effective July 1, 2022. As Per the new regulations, when housing projects reach EOA or EOM they will be presented a choice of two options; continue to offer social and/or affordable housing under a new agreement within a new

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SUBJECT: Service and Exit Agreements for Community Housing Providers at End of Mortgage (EOM) and Reinvestment of Mortgage Savings (HSC22040) (City Wide) - Page 9 of 12

community housing framework or meet the prescribed requirements necessary to exit the City's community housing portfolio. If the negotiation of a new agreement is unsuccessful, the existing rules under the HSA will remain in effect.

RELEVANT CONSULTATION

In 2016, Report CES16064 highlighted actions that could be undertaken to preserve social housing in Hamilton in the face of ending federal agreements. This built on the City of Hamilton's decision to replace the federal operating agreements for Hamilton East Kiwanis Non-Profit Homes (Kiwanis) in 2007 and McGivney Non-Profit Homes (McGivney) in 2012 with the benchmarking funding model set out in the Act for provincial projects. This meant increasing subsidy year over year for these organizations funded on the property tax levy.

In 2020, the City of Hamilton retained Housing Services Corporation (HSC) to undertake a financial viability assessment of two Municipal Non-profit housing providers that had reached their EOM: Glanbrook Non-Profit Housing Corporation and Stoney Creek Community Homes Inc. The purpose of the assessment was to understand both the current and future financial projections for two housing providers, and to model a number of scenarios in order to assess the potential impact of their EOM on future financial viability.

Housing Services Division staff have continued consultations with social housing providers through Provider Meetings and EOA/EOM discussion continue to be a standing item on the Agenda. Housing Services Division staff continue to use lessons learnt from City's consultation with HSC and other Service Managers in the Greater Toronto Area (GTA) to support social housing providers nearing EOA/EOM to understand financials in anticipation of a reduction in funding at EOA/EOM. Staff will continue this engagement as a long-term stability plan is developed.

Housing Services staff have been working with staff from Corporate Finance to determine the impact of decreasing federal funding and assess the needs of providers for ongoing funding to be able to maintain service levels.

ANALYSIS AND RATIONALE FOR RECOMMENDATION

Because of these mortgage debt maturities, the funding and municipal costs for subsidy funding and administration will begin to fluctuate. However, the obligations to provide housing remains a perpetual requirement under current legislation, and as a result, the financial sustainability of the social housing portfolio in Hamilton is a growing concern.

SUBJECT: Service and Exit Agreements for Community Housing Providers at End of Mortgage (EOM) and Reinvestment of Mortgage Savings (HSC22040) (City Wide) - Page 10 of 12

Former Federal housing providers in Hamilton began reaching End of Operating Agreement (EOA) in 2000. By 2026 the last project EOA will reach EOA. Federal projects represent a total of 4601 “affordable units”. While these units do not count toward the Service Level Standard, they do constitute a valuable source of affordable housing. Over time, Housing Services staff worked with federal providers to encourage them to continue to provide affordable rents. This has primarily been achieved through offering rent supplements to subsidize tenants. Of the 4601 federal units, 2954 have been retained and the balance have been lost from the community housing system. Some may still operate as “affordable housing,” but with no oversight of their rents while others have been sold to the private market.

For the year 2022-2023, 23 mortgages for provincial social housing projects will reach End of Mortgage (EOM) representing a total of 2,087 units. By 2032 all existing mortgages (another 8,083 units) will reach EOM.

The Housing Services Act (HSA) and accompanying regulations prescribe the 5 (five) factors that govern the funding of social housing including; benchmarked revenue, benchmarked operating costs, actual mortgage costs, actual property tax and the Rent-geared to Income (RGI) subsidy. When the mortgage ends there is no requirement to continue providing the mortgage portion of the subsidy and therefore creating a reduction of subsidy often referred to as “mortgage savings.”

In 2020, the City of Hamilton retained Housing Services Corporation (“HSC”) to undertake a financial viability assessment of the first two housing providers to reach EOM: Glanbrook Non-Profit Housing Corporation and Stoney Creek Community Homes Inc. The purpose of the assessment was to understand both the current and future financial projections for two housing providers, and to model a number of scenarios in order to assess the potential impact of their EOM on future financial viability. This viability assessment served as a pilot project to help staff understand the impact of EOM on their financial needs.

The result of the financial viability assessment determined that without some form of subsidy Glanbrook Non-profit Housing Corporation and Stoney Creek Community Homes Inc. would quickly experience challenges maintaining deep affordability of 91 housing units. Upon Council approval, the City allocated \$180,000 in COCHI rent supplements, was able to support these community housing providers and maintain the deeply affordable units. These are two examples of projects that have already come forward to council and received support to maintain inventory.

The sustainability analysis also demonstrates that the circumstances of each project are unique, but that generally without additional subsidies provided at EOM, providers will struggle to maintain existing service levels as they would resort to increasing rent to

SUBJECT: Service and Exit Agreements for Community Housing Providers at End of Mortgage (EOM) and Reinvestment of Mortgage Savings (HSC22040) (City Wide) - Page 11 of 12

meet operational and maintenance costs. This would result in the City of Hamilton not meeting service levels, fewer RGI units available to residents and longer waits on the Access to Housing (ATH) waitlist.

COCHI funding from the provincial and federal government offers a partial solution. This funding is a reinvestment of federal savings as mortgages are paid off. In 2022/23, Hamilton received \$4.6 M in COCHI funding. This funding is intended to support providers at EOA and EOM. It can be used by SMs to provide funding for new builds, capital repairs, and transitional operating subsidy. \$800K has been allocated for rent supplements and \$3.4 M for capital repairs with the balance going to Building Condition Assessments and administration

Dedicating the full amount of funding to rent supplements would leave no provincial/federal funding for capital repairs and new builds. While Building Condition Assessments are currently being updated, data from the existing Building Condition Assessments which were completed in 2016 indicates significant capital funding is required to keep all social housing totalling nearly 12,000 units in a state of good repair over the life of each building.

Another way to provide additional funding to providers is through reinvesting mortgage savings. The annual mortgage 'saving' amounts for the providers reaching EOM in 2023 amounts to approximately \$346 K and it is estimated that by 2032 the "mortgage savings" will amount to \$7.5 M. The Housing Services Division (HSD) is recommending that the mortgage savings realized in 2023 in the amount of \$346 K be retained and an enhancement in 2023 of \$1.1 M be approved to be invested into the local housing system. This investment would provide HSD with a funding stream in order to continue to meet the need of the prescribed service level standards. Coupled with the inception of the new legislation, this new funding stream will allow the continuation of the City to offer both low and affordable housing under a new agreement and within a new community housing framework. Staff will work under the legislation to secure new agreements with community providers in order to maintain the status quo and in some cases increase the number of low and affordable units, in the interest of ensuring stability among tenants in Hamilton.

For a longer-term analysis and plan, staff will explore all the opportunities available including further utilization of mortgage savings, consulting community housing providers on the choice they wish to undertake; completing building condition assessments and financial viability assessments to understand the needs of each housing community provider, as well as establishing an open reserve to fund fluctuations from both mortgage savings and federal funding decreases year over year.

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SUBJECT: Service and Exit Agreements for Community Housing Providers at End of Mortgage (EOM) and Reinvestment of Mortgage Savings (HSC22040) (City Wide) - Page 12 of 12

Community housing is an important resource in Hamilton, and it is critical the existing units be retained within the system. The costs associated with ongoing rent subsidy and capital repairs required to encourage projects to stay within the system will be substantial. Advocacy must be undertaken with the provincial and federal governments to encourage them to provide more funding for this purpose given the existing competing demands on municipal budgets.

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

None

CITY OF HAMILTON NOTICE OF MOTION

Emergency and Community Services: August 11, 2022

MOVED BY COUNCILLOR T. JACKSON.....

Financial Support for Waste Management Development and Consulting Fees for Relocation of Garbage Dumpsters on the CityHousing Hamilton Property at 45 Montcalm Drive, Hamilton (Ward 8)

WHEREAS, CityHousing Hamilton owns the property located at 45 Montcalm Drive - a 76-unit multi-residential townhouse complex built in 1970;

WHEREAS, the three garbage dumpsters on the property are currently located at the front of the property near the City roadway;

WHEREAS, the current location of the garbage dumpsters has encouraged frequent illegal dumping, is unsightly when the dumpsters are full or when garbage is dumped beside them, and garners many and frequent complaints from private home owners across from the property;

WHEREAS, the current location of the dumpsters has increased the amount of waste and associated waste management costs for CityHousing Hamilton;

WHEREAS, CityHousing Hamilton continues to work in consultation with the City of Hamilton’s Waste Management Division to propose and assess strategies for waste diversion (i.e. recycling) and viable options for the relocation of the garbage dumpsters to the back of the property;

WHEREAS, CityHousing Hamilton continues to employ a Building Attendant, who lives on the property, to help manage and sort garbage, litter and waste issues from Monday-Friday 8:30 a.m. – 4:30 p.m.;

WHEREAS, CityHousing Hamilton engaged the services of Dillon Consulting Limited – a consultant from the Professional and Consulting Services Roster – Solid Waste Management (2019-2022) for the City of Hamilton – that completed an initial consultation process, including analysis of the site and surveying of tenants and homeowners in the area;

WHEREAS, Dillon Consulting has provided to CityHousing Hamilton a report outlining four options for relocation of the garbage dumpsters at and two options for types of dumpsters to be used at 45 Montcalm Drive;

WHEREAS, the recommendations by Dillon Consulting also included a fulsome long-term waste management strategy at 45 Montcalm Drive that includes proper management and disposal of waste, recycling and organics;

WHEREAS, CityHousing Hamilton has selected the most viable option which involves relocation of the dumpsters to the south area of the eastern parking lot, building a T-turn around and concrete pad to accommodate waste management truck access to the location, and the use of “Earth Bins” which are innovative in ground receptacles that will be used to manage waste, recycling and organics at an estimated cost of \$195,000 for the renovations;

WHEREAS, CityHousing Hamilton intends to proceed with a Request for Tender to hire a contractor to complete the construction work;

WHEREAS, Dillon Consulting has also provided a further quote for consultation fees to manage the next phase of the project at an estimated cost of \$19,585 and CityHousing Hamilton intends to proceed with Dillon Consulting’s oversight of construction for the duration of the project; and

WHEREAS, the scope of work requires \$214,585 + HST which includes the further consultation and construction of the project as per the attached reports and work plan (Appendix “A”);

THEREFORE, BE IT RESOLVED

- (a) That funding in the amount of \$214,585 + HST with an upset limit of \$250,000, including contingencies, to be funded from the Ward 8 Special Capital Re-investment Reserve (#108058) for the proposed CityHousing Hamilton project at 45 Montcalm Drive, be approved, as follows:
 - (i) to relocate the dumpsters to the south area of the eastern parking lot;
 - (ii) to construct a T-turn around and concrete pad to accommodate waste management truck access to the location;
 - (iii) to use “Earth Bins” to manage waste, recycling and organics; and,
 - (iv) to hire Dillon Consulting to provide further consultation and oversight of the proposed project, as per the report and work plan attached as Appendix “A”; and,
- (b) That the Mayor and City Clerk be authorized and directed to execute any required agreement(s) and ancillary documents, related to Waste Management Development and Consulting Fees for Relocation of Garbage Dumpsters on the CityHousing Hamilton Property 45 Montcalm Drive, Hamilton, with such terms and conditions in a form satisfactory to the City Solicitor.



DILLON
CONSULTING

CITY HOUSING HAMILTON

Waste Management Options Development

45 Montcalm Drive

May 24, 2022

City Housing Hamilton, City of Hamilton
181 Main Street West
Hamilton, Ontario,
L8P 4R8

Attention: Mary Tullo, Project Manager, Strategic Planning and Quality
Improvement

45 Montcalm Drive – **Waste Management Options Development**

Dillon Consulting Limited (Dillon) is pleased to provide this report which summarizes the information collected as part of developing waste management options for 45 Montcalm Drive. This report includes the results of consultation with tenants and neighbouring properties, an on site assessment, a review of potential options and estimated costs, number of containers and collection frequency for two container options in a relocated waste storage area.

We look forward to discussing this report and the next steps with you.

Sincerely,

DILLON CONSULTING LIMITED



Alida Kusch
Project Manager, Associate

Our file: 21-3173



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Appendices

A	Conceptual Drawings
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Currently, there are several dumpsters located on a concrete pad adjacent to the sidewalk at the entrance to the property (see Figure 2). These dumpsters are highly visible to the street and neighbouring properties. This has resulted in complaints from the neighbouring properties due to the appearance of the dumpsters, the location of the dumpsters and how garbage ends up on neighbouring properties from tenants leaving garbage beside the dumpster and the wind blows it over. Additionally, due to their easily accessible location from the road, it is common for illegal dumping to occur inside and beside the dumpsters. This has also contributed to neighbouring properties complaints. These dumpsters are collected by the City's collection contractor three days per week (Monday, Wednesday and Friday); however, the City has indicated that they would like to decrease the collection frequency. Additionally, there is currently no recycling or organics collection for all tenants, only tenants in Block A.

Tenants in Block A (seven units) with a front door directly on Montcalm Drive may place waste at the curb for curbside collection; however, they may also use the dumpsters on site. These tenants recently received blue boxes for recycling and green carts for food scraps from CHH; however, it is unknown how many tenants are placing out their sorted blue boxes and green carts for curbside collection.

Figure 2: Dumpsters at Entrance to 45 Montcalm Drive



CHH would like to implement a long-term solution that involves relocating the waste storage area and reducing illegal dumping; however, relocation requires ensuring that the City's collection contractor can safely service the site. CHH has met with the City's waste management staff regarding the City's current concerns with the site layout (e.g., collection truck turning radius if the waste storage area is located further into the property). CHH is also interested in considering options for expanding access to waste diversion collection programs (e.g., recycling and organics).

In 2022 CHH retained Dillon Consulting Limited (Dillon) to assist with the development of long-term waste management options at 45 Montcalm. This occurred through several activities:

- Project kick off meeting with CHH and Councillor Danko;
- Site tour to understand current conditions and what potential options could be considered;
- Exploring which potential options could be configured on site that would allow for collection vehicle servicing;
- Tenant and neighbouring property consultation; and
- Development of final options including cost and resource estimates.

2.0 Potential Options

On January 13, 2022 Dillon conducted a site tour with CHH staff to determine several potential options for relocation of the waste storage area. Dillon also had a meeting with the City's Waste Management Department and CHH on January 21, 2022. The intent of the meeting was to discuss what City design requirements criteria CHH would be required to comply with in order to continue to receive waste collection services from the City if the waste storage area was relocated. Dillon was provided with the City's Waste Requirements for Design of New Developments and Collection. It was noted by the City that 45 Montcalm Drive would not need to comply with all of the new development requirements as the site was not being redeveloped; however, the site must meet the collection requirements for a waste collection vehicle to safely collect waste materials.

2.1.1 Waste Storage Area Relocation Options

Based on the site tour, meeting with the City and the City's waste design criteria, several options were developed to relocate the waste storage area which are described in Table 1. The options are based on the four locations identified in Figure 3. Location 1 is where the current containers are stored.

Figure 3: 45 Montcalm Drive Waste Storage Area Considerations

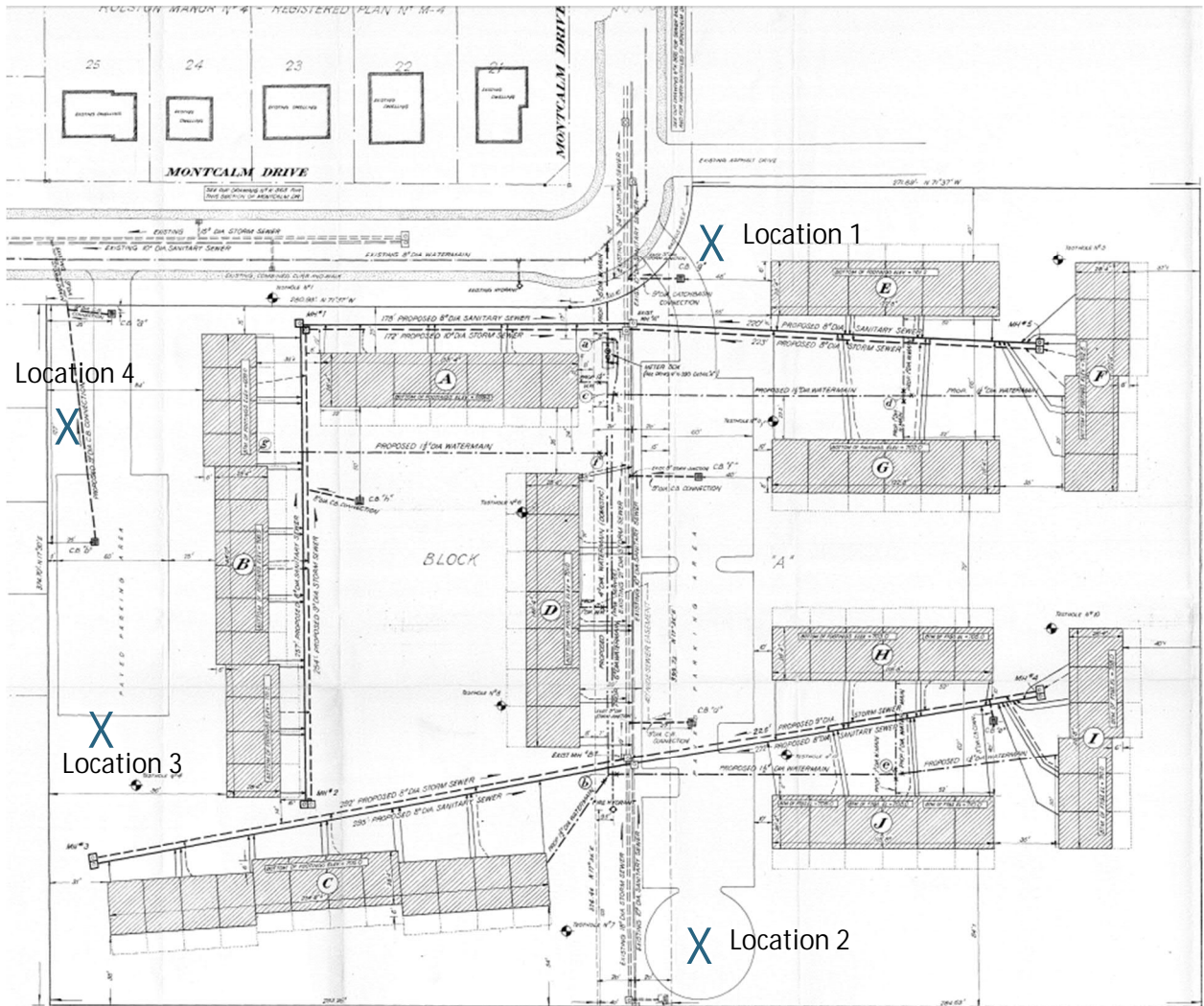


Table 1: Potential Waste Storage Area Relocation Options

#	Option	Compliance with Design Criteria ¹	Location Accessible for Tenants	Potential to Reduce Illegal Waste	Potential Acceptance from Tenants	Potential to Reduce Complaints	Additional Comments
1	Keep waste storage area at location 1. Add a turnaround at location 2.	✓	Same as currently	X	-	X	- May require relocating containers so that they are not facing the street and add a fence to hide the containers. This would likely impact the sloped driveway to the storage shed and make it inaccessible for vehicles to park in and/or back up to the rollup door.
2	Move waste storage area to location 2. Add a turnaround at location 2	✓	Same as currently as still in middle of the site	✓	-	✓	- May receive complaints from tenants near location 2.
3	Move waste storage area to location 3. Add a turnaround at location 3	X	Less than currently	✓	X	✓	- Containers will be directly in front of some units and may receive complaints from tenants.
4	Move waste storage area to location 4. Add a turnaround at location 3	X	Less than currently	X	X	X	- May have new complaints from properties on Elgar Avenue with backyards backing on to location 4. May need to build privacy fencing. - Will lose greenspace/sidewalks.
5	Move waste storage area to location 2. Add a one-way access road from location 2 that goes behind the Block C units and meets Location 3.	✓	Same as currently	✓	X	✓	- Other vehicles may use road. May require gates to reduce traffic from using the road. Road will require maintenance/winter plowing. - Will lose greenspace/sidewalks.
6	Remove waste storage location. Add a one-way access road from location 2 that goes behind the Block C units and meets location 3. Implement curbside collection for all Blocks.	✓	✓	✓	Mixed as some tenants will like curbside service and others may not like losing access to 7 day a week waste disposal	✓	- Other vehicles may use road. May require gates to reduce traffic from using the road. Road will require maintenance/winter plowing. - Will lose greenspace/sidewalks. - May require a designated area for bulk items which will require separate collection. - Could increase participation in organics and recycling programs (if implemented). - Could reduce collection frequency.

¹ Must have in order to be serviced by the City

The six potential waste storage area relocation options were presented to CHH and discussed on January 25, 2022. Based on the discussion it was determined by CHH that the most suitable option for relocation of the waste storage area was option 2, with storage at location 2 where a collection vehicle turnaround would also be located. CHH also indicated that location 1, where the existing dumpsters are located, would be turned into a seating area.

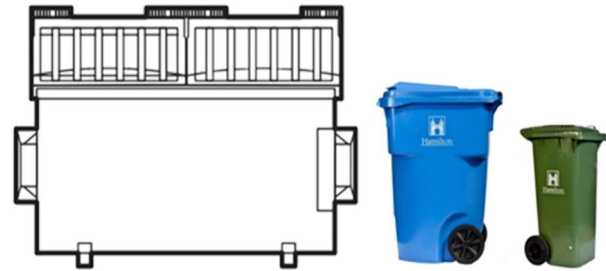


Figure 4: Container Option 1

2.1.2 Container Options

As part of this study, Dillon also reviewed several waste storage (container) options for the segregation of recycling and organics, as well as additional container options for garbage. Only containers that are approved in the City's Waste Requirements for Design of New Developments and Collection were considered as through discussion with CHH it was determined that continuing with the City's service versus contracting with a third-party hauler was the best servicing option for CHH. Based on this, two container options were developed for CHH.

Container Option 1

Garbage goes into a dumpster, similar to how it is currently collected. Recycling is collected in blue carts and organics are collected in green carts (see Figure 4).

Container Option 2

Garbage, recycling and organics are put into separate EarthBins¹ that go into a closed container underground and allow for more waste materials to be stored than Container Option 1 (see Figure 5). EarthBins were selected as they are the only in-ground containers that may be permitted at the City's discretion for City collection at multi-residential townhouse developments. The City also provided Dillon with confirmation that the City would service garbage, fibres, containers and organics in EarthBins, noting that City approval is required for the placement of the containers to ensure that the City may service where the containers are installed.

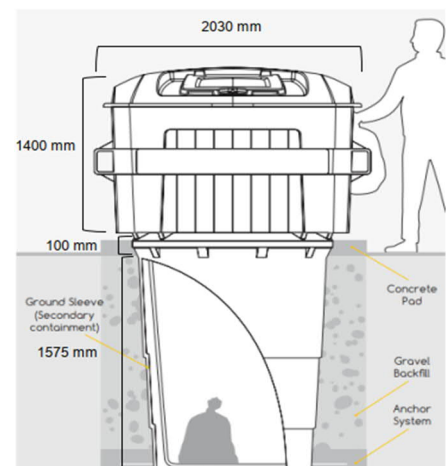


Figure 5: Container Option 2

¹ <https://www.earthbin.com/>

2.2

Tenant and Neighbouring Property Consultation

During the week of March 14, 2022, surveys outlining both of the container options with the relocation of the waste storage area to location 2 were mailed out to all tenants to gather their input on the potential options. Tenants were able to either complete the survey online, mail back the hard copy survey to CHH or drop off the survey in a collection box on site over a two week period. Feedback was collected on the following:

- If the tenant recycles in their home;
- Which of the two container options the tenant prefers, if any, including what the tenant does and does not like about the options;
- Acknowledgment if the tenant will use the containers for recycling and organics including if they received free containers to sort recycling and organics into;
- Awareness of the rules and procedures to dispose of bulk waste on site;
- Any additional comments regarding garbage; and
- Language(s) spoken at tenant's home.

Eight surveys were received from tenants; six provided their unit number which were located within separate blocks in the development. This represents 10% of the units, assuming that the two units that did not provide their unit number are not from tenants in the same unit as any of the other tenants that provided a response to the survey. Survey results indicated the following:

- 100% of respondents indicated that they spoke English in their household. Based on information from CHH there are non-English speakers within the development which represents a gap in the collected data.
- 75% of responding tenants use the current dumpsters on site. One of the tenants that does not use the dumpsters indicated that it is due to CHH telling them not to use the dumpsters. It is assumed that this tenant is located along Montcalm Drive and receives curbside collection from the City.
- 100% of responding tenants are aware of the rules and procedures to dispose of bulk items on site.
- 71% of respondents indicated that they recycle both cardboard, paper, plastic and containers in their household. 29% of respondents indicated that they only recycle plastic and containers.
- 63% of respondents indicated that they liked both of the two container options. Reasons for liking the options included the following:
 - Appears to be easier to separate garbage;
 - Option 2 hides the garbage better so that it is less unsightly;
 - May assist with reducing garbage piling up beside containers; and
 - Tenant can recycle on site and will not have to drive to recycling centre to drop off recyclables.
- The 37% of respondents that did not like the two container options indicated the following reasons:
 - Tenants that enter the development from the second driveway, closer to Elgar Avenue will still have a far walk over to the waste storage area;
 - One tenant is located directly beside the proposed location and indicated they would be unable to enjoy their backyard due to the odours;

- Concern for neighbours that may be handicapped and/or have mobility issues and the inaccessibility of the containers;
- Concern for children that are disposing of garbage as the containers may be too high; and
- Lack of understanding regarding what goes where for recycling and organics.
- Between the two options, 75% of respondents indicated that they like container option 2 the best and the remaining respondents (25%) indicated that they like container option 1 the best.
- Other suggestions for options included the addition of more community garbage cans, addition of an on site property superintendent and the selection of a better location for the garbage (from the tenant that backs on to the proposed location).
- Six respondents indicated that they would use the new containers in the garbage area for recycling and organics. The same six respondents indicated that they would use new recycling and organics containers if they received free containers to sort their waste at home.
- When asked if there were any other comments regarding garbage the following was provided:
 - One respondent currently recycles on their own; however, they felt that food waste bins are messy, dirty and an animal attractant;
 - A respondent suggested small organics bins with a unit number on them would be appreciated as well as blue boxes with labels for the containers and papers streams;
 - Smaller children have been disposing of waste at the request of their parents; however, they cannot reach the containers and often leave the waste beside the containers; and
 - During the past spring/summer there were rodents observed within the current containers.

Neighbouring properties that have provided complaints to CHH and Councillor Danko were provided with a link to a separate online survey. The survey requested information on concerns, potential solutions and any other additional comments with respect to the garbage collection system at 45 Montcalm Drive. Two neighbours provided feedback through the survey.

The first neighbour indicated that the current set up is unsafe as collection vehicles drive over the sidewalk to pick up the dumpsters. This can be loud and the drivers are sometimes careless with how the dumpsters are collected which leads to garbage blowing out of the dumpsters. This is not cleaned up by anyone and the neighbour often has garbage on their lawn and has observed garbage on other neighbouring property lawns. The first neighbour also indicated that they feel the dumpsters are disgusting to look at out their front window. The second neighbour had similar comments and indicated that the garbage ends up on the street and in front of neighbouring properties and indicated that this is a health and safety issue.

The first neighbour did indicate that the garbage situation is the best it has been since they moved in many years ago and that there has been on site change to ensure that tenants are disposing of waste properly. Garbage within the parking lots and front yards that leads to an appearance of neglect and indifference was also noted by the first neighbour.

This neighbour also suggested to move the dumpsters to the rear of the development parking lots and for the City to force compliance with City standards for using blue carts. Additionally, the first neighbour suggested that tenants should be educated on what materials go where [noting that at this time there is only garbage disposal available to most tenants]. The second neighbour did not have any specific solutions to their concerns other than the City should respond to the complaints that they have made as they have had the same complaints for five years. The second neighbour indicated that a final and permanent solution needs to address the waste management situation at 45 Montcalm Drive.

3.0 Short-Listed Options

Based on discussions with CHH and the feedback received through the tenant and neighbouring property consultation it was determined that relocation option 2 would be the best option for 45 Montcalm Drive for waste storage. Additionally, it was determined that both of the two container options should be further assessed for the number of containers required, estimated costs and next steps.

3.1 Estimated Waste Generation

Based on current waste collection (three times weekly), the existing number of dumpsters (three) and the existing dumpster size (3 yd³) it is estimated that approximately 27 yd³ of waste is collected per week at 45 Montcalm Drive. During the tenant engagement a tenant indicated that they bring their recyclables to a depot. If other tenants do the same then more waste than is currently being collected could be generated on site.

Therefore, whatever configuration of containers is selected for garbage, organics and recycling, the total volume of all containers must be equal to or exceed 27 yd³ as it is assumed that the current dumpsters are full, or close to full each pickup and that some materials (recyclables) that are generated on site are taken directly by tenants to a recycling depot.

Additionally, when adding a new collection program (e.g., recycling and/or organics) it can take some time for tenants to become used to the new collection program and understand what materials go where; therefore, the number of containers, their size and the pick-up schedule must allow for the program (and tenants) to familiarize themselves with the program and sort their materials into the correct containers.

3.2 Estimated Number of Containers

The City's Waste Requirements for Design of New Developments and Collection indicates that based on 76 units each multi-family townhouse development must have a minimum of 18 blue carts² and 10

² Table 3 of City's Waste Requirements for Design of New Developments and Collection

green carts³, and a maximum of nine 3yd³ dumpsters⁴ for weekly collection. Based on the volumes of the containers, this equates to the weekly collection of a minimum of 14 yd³ of recyclables and 3 yd³ of organics and a maximum of 27 yd³ of garbage. Several scenarios have been run and are presented below for each of the two container options to estimate the total recommended number of containers on site and their recommended collection.

Container Option 1

Table 2 provides the minimum number of blue and green carts and maximum dumpsters for weekly, twice weekly and three times weekly collection of recycling, organics and garbage. The recommended number of containers and collection frequencies are shaded green.

Table 2: Estimated Number of Containers and Weekly Collection Volumes Based on Collection Frequency per City's Recommended Volumes for Container Option 1

Waste Stream*	City's Recommended Volume		Weekly Collection	2x Weekly Collection	3x Weekly Collection
Recycling (Blue Cart) ^{1,2}	14 yd ³	# Containers	18	9	6
		Volume	14 yd ³	14 yd ³	14 yd ³
Organics ² (Green Cart)	3 yd ³	# Containers	10	5	5
		Volume	3 yd ³	3 yd ³	4 yd ³
Garbage (Dumpster) ³	27 yd ³	# Containers	9	4	2
		Volume	27 yd ³	24 yd ³	18 yd ³
TOTAL	44 yd ³	# Containers	37	18	14
		Volume	44 yd ³	41 yd ³	45 yd ³

1 Blue cart total includes both paper and containers; however, materials must be collected separately.

2 The City's blue and green cart recommended volume numbers are the minimum.

3 The recommended number of dumpsters for 3x weekly collection is 2 based on discussions with CHH indicating that the third dumpster has already been planned to be removed.

Based on the City's recommended volumes, and CHH's plans on the removal of the third garbage dumpster, Dillon proposes a hybrid approach for the collection frequency of each waste stream (noting that the City will need to confirm and approve the recommendations). Dillon recommends that recycling and organics are collected twice weekly for the following reasons:

- Less space requirements for recycling and organics carts; and
- Organics is picked up frequently which will potentially reduce tenant complaints regarding potential odours.

³ Table 3 of City's Waste Requirements for Design of New Developments and Collection

⁴ Table 4 of City's Waste Requirements for Design of New Developments and Collection

This will result in 14 containers (17 yd³) dedicated to organics and recycling. Through discussion with CHH, it was indicated that one of the garbage dumpsters will be removed prior to implementing either Option 1 or 2. Therefore, it is recommended that CHH keep collect from the two dumpsters three times per week. This will help to determine how much waste is actually generated on site once recycling and organics are collected separately as less recycling than anticipated may be within the materials currently disposed if tenants are bringing recyclables to a depot. After several weeks of implementation and after residents have started using the recycling and organics carts, CHH should consider reducing the collection frequency to two times per week which equates to 12 yd³ of space dedicated to garbage. This is 15 yd³ less than the 27 yd³ of garbage that is currently provided on site and assumes that at least 15 yd³ of recycling or organics will be separated on a weekly basis to prevent overflow of the garbage. CHH should monitor all three streams to determine if additional organics or recycling carts should be added and/or if the collection frequency of garbage can be reduced to twice per week.

A conceptual drawing for Container Option 1 has been provided in Appendix A.

Container Option 2

The City's Waste Requirements for Design of New Developments and Collection does not provide the minimum or maximum volumes for EarthBins; therefore, the estimated number of EarthBins recommended have been calculated based on the minimum volumes for recycling and organics and maximum volumes for garbage indicated in Container Option 1 (Table 3). The recommended number of containers and collection frequencies are shaded green.

Table 3: Estimated Number of Containers and Weekly Collection Volumes Based on Collection Frequency per City's Recommended Volumes for Container Option 2

Waste Stream	City's Recommended Volume		Weekly Collection	2x Weekly Collection	3x Weekly Collection
Recycling (6.5 yd ³ EarthBin)	14 yd ³	# Containers	2	2	2
		Volume	13 yd ³	26 yd ³	39 yd ³
Organics (4 yd ³ EarthBin)	3 yd ³	# Containers	1	1	1
		Volume	4 yd ³	8 yd ³	12 yd ³
Garbage (6.5 yd ³ EarthBin)	27 yd ³	# Containers	2	2	1
		Volume	13 yd ³	26 yd ³	39 yd ³
TOTAL	44 yd ³	# Containers	5	5	4
		Volume	30 yd ³	60 yd ³	71 yd ³

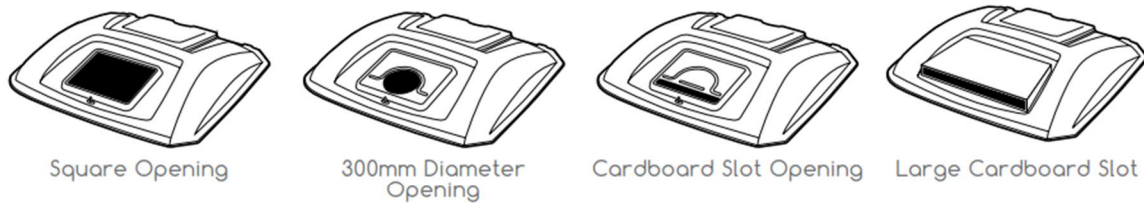
Dillon recommends that two EarthBins are installed for recycling; one dedicated to the containers stream and one dedicated to the fibres stream; one EarthBin dedicated to organics and two EarthBins

dedicated to garbage (Figure 6⁵). The feed openings for the fibres and organics streams can be customized to be smaller than the garbage so that tenants are deterred from disposing of large bags of garbage in the fibres and organics stream. Additionally, the feed opening for the containers stream can be customized so that tenants are required to break down cardboard boxes prior to placing in the EarthBin.

Figure 6: EarthBin Customization Options

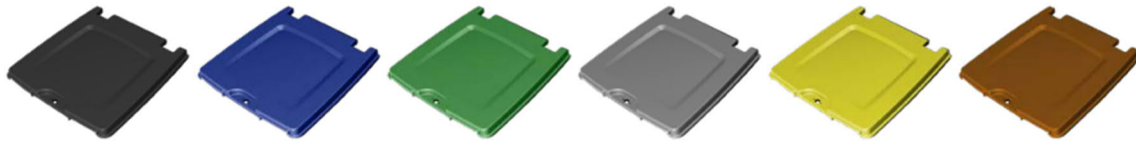
Feed Openings

Blue, green, grey and custom colours available. Custom openings available. (product shown without front feed door)



Lid Colours

Custom colours available.



Dillon recommends that for the EarthBin container option, organics is collected once per week and garbage and recycling are collected twice per week. After several weeks of implementation and after residents have started using the recycling and organics EarthBins, CHH may be able to reduce the servicing of garbage to once per week; however, this would require at least 50% of the existing waste generated on site to be diverted through the organics and recycling streams in order to reduce the collection frequency.

A conceptual drawing for Container Option 2 has been provided in Appendix A.

⁵ https://static1.squarespace.com/static/5818b2cc03596e3016bd3fee/t/6185517255630521d4bcc65f/1636127090299/210201_EarthBin+Product+Guide+Update_03.pdf

3.3 Estimated Costs

Based on the relocation of the storage location to Location 2, and the two container options, Dillon has prepared the estimated costs for CHH for each container option (Table 4).

Table 4: Estimated Costs

Category	Option 1 – Dumpsters	Option 2 – EarthBins
Collection and Disposal ¹	-	-
Additional Dumpsters	Assume that City would provide any additional ones to CHH at no cost	-
Construction drawings for the collection vehicle turn around, concrete pad for dumpsters, carts, Earthbins ²	\$10,000	\$10,000
Procurement of construction services ³	\$5,000	\$5,000
EarthBin Containers and Delivery ⁴	-	\$33,000
Construction for collection vehicle turn around ⁵	\$125,000	\$125,000
Construction for concrete pad for dumpsters and carts ⁵	\$35,000	-
Construction for EarthBin concrete pad and installation ⁵	-	\$15,000
Construction observation	\$7,000	\$7,000
Total Estimated Costs	\$182,000	\$195,000

1 Assumed that the cost of collection was the same as CHH is a City entity; however, CHH will need to confirm with the City.

2 Note that EarthBin provides specifications and engineering files on their website. This assumes that these files would be used to reduce costs related to developing site specific drawings.

3 Assumed that would be completed internally with the City's procurement department with some consultant support.

4 Based on a quote provided by EarthBin. Garbage and recycling EarthBins are \$5,800 each and organics is \$4,000 each, plus a \$350 delivery charge to the Hamilton area, plus applicable taxes.

5 Note that this does not include any costs for surveying, coordination and/or permitting with the City or unknown underground conditions.

4.0

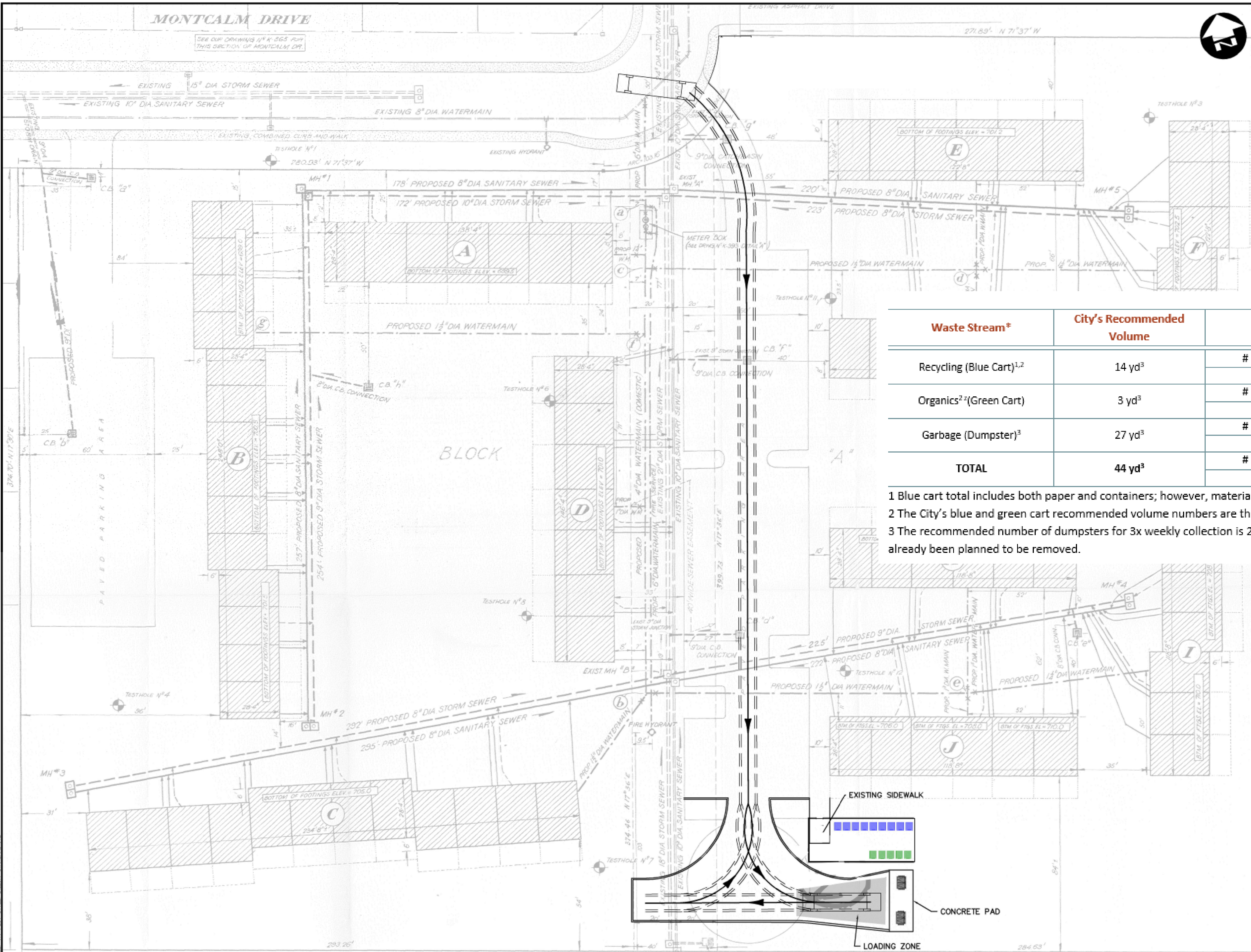
Next Steps

Based on the results of the consultation, estimated number of containers and estimated costs, it is recommended that CHH reviews both options and their recommended collection frequencies to determine which containers CHH would like to use for the waste collection area. Following selection a meeting will be set up with Dillon and CHH to discuss the options as well as next steps which includes the following:

- Confirm that the City approves the waste storage area relocation, number of containers for all streams and collection frequency to receive City servicing;
- Develop construction drawings for the waste storage area for final approval from the City;
- Tender the construction contract;
- If EarthBins are selected as the preferred container, request a quote specific for CHH;
- Develop a communication plan to tenants; and
- Develop an implementation plan and progress monitoring plan.

Appendix A

Conceptual Drawings



LEGEND:

- TRUCK
- TRUCK ACCESS
- TRUCK PATH
- GARBAGE FRONT END CONTAINER
- RECYCLABLE MATERIAL CART
- ORGANIC MATERIAL CART

Waste Stream*	City's Recommended Volume		Weekly Collection	2x Weekly Collection	3x Weekly Collection
Recycling (Blue Cart) ^{1,2}	14 yd ³	# Containers	18	9	6
		Volume	14 yd ³	14 yd ³	14 yd ³
Organics ^{2,3} (Green Cart)	3 yd ³	# Containers	10	5	5
		Volume	3 yd ³	3 yd ³	4 yd ³
Garbage (Dumpster) ³	27 yd ³	# Containers	9	4	2
		Volume	27 yd ³	24 yd ³	18 yd ³
TOTAL	44 yd³	# Containers	37	18	14
		Volume	44 yd³	41 yd³	45 yd³

- 1 Blue cart total includes both paper and containers; however, materials must be collected separately.
- 2 The City's blue and green cart recommended volume numbers are the minimum.
- 3 The recommended number of dumpsters for 3x weekly collection is 2 based on discussions with CHH indicating that the third dumpster has already been planned to be removed.

NOTES
 1. GROUND LEVEL PLAN USED BY PERMISSION FROM XX .

PLAN
1:300

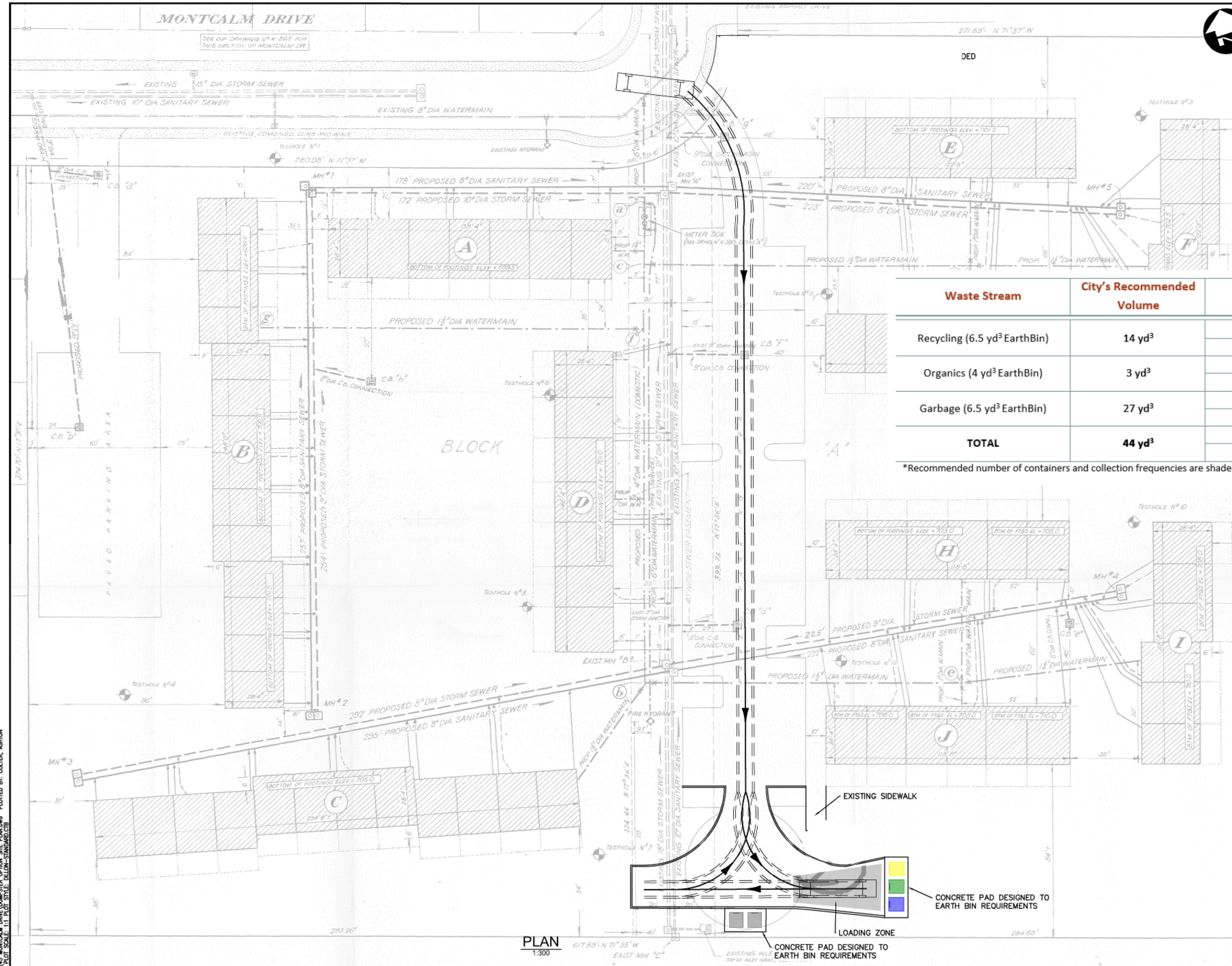
FILENAME: C:\USERS\51400\DOCUMENTS\MONTCALM DRIVE\WASTE OPTION SITE PLANNING PLOTTED BY: COLLIER, ASHTON
 PLOT DATE: 2022-01-03 9:33:11 AM PLOT SCALE: 1:1 PLOT STYLE: DILLON-STANDARD.CTB

Conditions of Use
 Verify elevations and/or dimensions on drawing prior to use. Report any discrepancies to Dillon Consulting Limited.
 Do not scale dimensions from drawing.
 Do not modify drawing, re-use it, or use it for purposes other than those intended at the time of its preparation without prior written permission from Dillon Consulting Limited.



DESIGN	AK	REVIEWED BY	AK
DRAWN	ADC	CHECKED BY	AK
DATE	JANUARY 2022		
SCALE	AS NOTED		
01	FOR INFORMATION	2022/01/19	ADC
No.	ISSUED FOR	DATE	BY

ABBOTSFORD HOMES LIMITED		PROJECT NO. 21-3173
OPTION 1 - GARBAGE TRUCK T-TURN LOCATION 2 45 MONTCALM		SHEET NO. 01

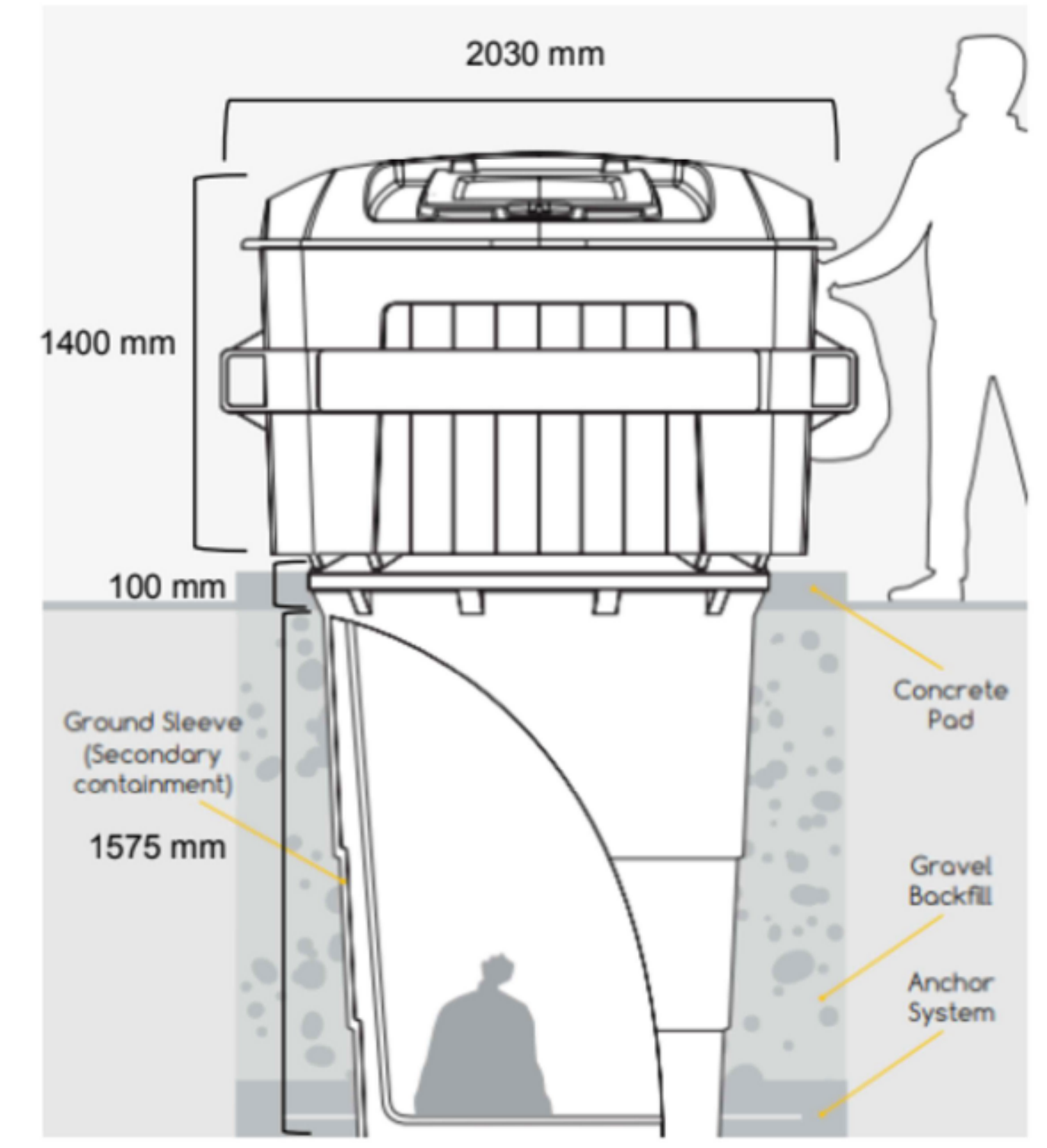


LEGEND:

- TRUCK
- TRUCK ACCESS
- TRUCK PATH
- CARDBOARD/PAPER EARTH BIN
- RECYCLABLE EARTH BIN
- ORGANIC MATERIAL EARTH BIN
- GARBAGE EARTH BIN

Waste Stream	City's Recommended Volume		Weekly Collection	2x Weekly Collection	3x Weekly Collection
Recycling (6.5 yd ³ EarthBin)	14 yd ³	# Containers	2	2	2
		Volume	13 yd ³	26 yd ³	39 yd ³
Organics (4 yd ³ EarthBin)	3 yd ³	# Containers	1	1	1
		Volume	4 yd ³	8 yd ³	12 yd ³
Garbage (6.5 yd ³ EarthBin)	27 yd ³	# Containers	2	2	1
		Volume	13 yd ³	26 yd ³	39 yd ³
TOTAL	44 yd³	# Containers	5	5	4
		Volume	30 yd³	60 yd³	71 yd³

*Recommended number of containers and collection frequencies are shaded green.



EARTH BIN SECTION
1:20

PLAN
1:300

CONCRETE PAD DESIGNED TO EARTH BIN REQUIREMENTS

CONCRETE PAD DESIGNED TO EARTH BIN REQUIREMENTS

FILENAME: C:\USERS\SLACK\DOCUMENTS\MONTCALM DRIVE\MASTER OPTION SITE PLAN.DWG PLOTTED BY: COLLIER, ASHTON
 PLOT DATE: 2022-09-03 @ 9:34:53 AM PLOT SCALE: 1:1 PLOT STYLE: DILLON-STANDARD.CTB

Conditions of Use
 Verify elevations and/or dimensions on drawing prior to use. Report any discrepancies to Dillon Consulting Limited.
 Do not scale dimensions from drawing.
 Do not modify drawing, re-use it, or use it for purposes other than those intended at the time of its preparation without prior written permission from Dillon Consulting Limited.



DESIGN	AK	REVIEWED BY	AK
DRAWN	ADC	CHECKED BY	AK
DATE	JANUARY 2022		
SCALE	AS NOTED		
01	FOR INFORMATION	2022/01/19	ADC
No.	ISSUED FOR	DATE	BY

ABBOTSFORD HOMES LIMITED
OPTION 2 - GARBAGE TRUCK T-TURN LOCATION 2
45 MONTCALM

PROJECT NO. 21-3173
 SHEET NO. **02**



May 25, 2022

City Housing Hamilton, City of Hamilton
181 Main Street West
Hamilton, Ontario,
L8P 4R8

Attention: Mary Tullo, Project Manager, Strategic Planning and Quality Improvement

45 Montcalm Drive – Waste Management Options Development – Scope Change 1

In 2022 City Housing Hamilton (CHH) retained Dillon Consulting Limited (Dillon) to assist with the development of long-term waste management options at 45 Montcalm Drive. Based on the results of the project, two container options were developed at one location on site (south area of the eastern parking lot). Option 1 includes a turn around and concrete pads for waste receptacles (dumpsters and carts). Option 2 also includes a turn around and concrete pads; however, the waste receptacles proposed are inground containers. At CHH's request, Dillon has provided a scope change for the next phases of the project.

Scope Change

The proposed scope change consists of five tasks:

- Task 1: Background Documents
- Task 2: Preliminary Design of Preferred Option
- Task 3: Detailed Drawings
- Task 4: Tender Preparation and Support
- Task 5: Construction Observations

Task 1: Background Documents

- Dillon will compile and review in-depth existing engineering drawings and report that are available from the City of Hamilton (City), CHH or other public databases.
- Dillon assumes that CHH will complete and/or provide a topographical survey and legal survey; however, Dillon has included as a provisional item the cost for Dillon to coordinate a sub-contractor to complete this work for CHH (Provisional Item 1).
- Based on the City's Online Map Databases, there is approximately 1 metre of elevation change and a drainage ditch with a ditch inlet catchbasin along the south fence line. The proposed design and the location of the turn-around will need to consider these existing features to ensure drainage remains positive. At this time, Dillon has included a provisional item (as mentioned above) to

51 Breithaupt Street
Suite 200
Kitchener, Ontario
Canada
N2H 5G5
Telephone
519.571.9833
Fax
519.571.7424



coordinate with survey contractors to provide quotes to complete the work. It is expected that the surveyor will be retained by CHH.

- Dillon will discuss CHH's preference to either remove parking spaces for the turn around (to potentially not require a retaining wall) or to locate the turn around closer to the south fence line (which will likely require a retaining wall).

Task 2: Preliminary Design of Preferred Option

- Following CHH's selection of the preferred option, Dillon will meet with CHH to confirm if the conceptual design layout is acceptable and/or what changes, if any, CHH would like to make (e.g., location of the concrete pads for waste receptacles, location of turn around).
- Dillon will schedule a meeting with the City and CHH to discuss and review the conceptual design layout for CHH's preferred option. CHH will need to obtain City approval prior to Dillon completing the preliminary design.
- Following City approval of the conceptual design, Dillon will prepare a preliminary design of the preferred conceptual option based on the City's *Waste Requirements for Design of New Development and Collection* (November 2021) standard drawing for an acceptable turn around. This task will include the following:
 - Revision to the conceptual design option. The layout will show the overall footprint with dimensions.
 - Preparation of a preliminary drawing with available existing engineering drawings and available aerial photos from the City's website. This drawing will show the potential layout and site impacts/concerns for CHH's review. Based on the conceptual drawing, it is shown that there will be removal of existing parking spaces to accommodate the turn around.
 - AutoTurn software will be used to confirm if a waste collection truck can provide service and have proper site ingress/egress based on the City's *Waste Requirements for Design of New Development and Collection*.
- The preliminary design will be submitted to CHH to confirm the footprint.

Task 3: Detailed Drawings

- Upon receipt of consolidated comments on the preliminary design from CHH, Dillon will prepare detailed design drawings. The drawings will be prepared in AutoCAD software. If a survey is not completed or provided by CHH, the drawings will use existing engineering drawings and aerial photographs as the base for the proposed work shown on the drawings. The following is included in this task:



- One site visit to review existing conditions, compare existing documentation, and note any site features of consideration for the design stage.
- A detailed drawing noting the extent of removal of the existing pavement, curbs, and the impacted grassed area. Sedimentation and erosion protection details will also be shown.
- A detailed drawing noting the proposed grade changes to maintain positive drainage. Proposed grading will maintain existing drainage patterns where possible. Adjustments to the storm catchbasins and other sewer infrastructure may be required to achieve adequate drainage, noting that Dillon will attempt to locate the turn around in a location that does not require this, which may require the removal of additional parking spaces.
 - Concrete and pavement design will be based on the City's standards or as provided by CHH.
 - Based on the existing drawings used for the conceptual design of Option 1 or 2, there is an existing ditch inlet catchbasin at the south end of the property that may require relocation. Any proposed sewer infrastructure relocation will be provided on this drawing.
- Option 2 includes Earthbins which are inground waste receptacles. Earthbin provides detailed drawings on their website. Dillon will review these drawings and include in the package to CHH.
- Drawings will be stamped by a professional engineer and submitted to CHH for review. It is suggested that CHH also have the City review and provide approval.
- Dillon assumes the following:
 - Existing grading engineering drawings of the parking area are available.
 - Topographical and legal survey are excluded from Dillon's scope of work. Dillon can coordinate on behalf of CHH to retain a sub-contractor to conduct a survey as a provisional item.
 - Geotechnical investigation is excluded. If the proposed grading requires recommendations from a geotechnical consultant, this will be communicated as soon as identified. Dillon can coordinate the geotechnical consultant on behalf of CHH to retain geotechnical services as additional scope.
 - One round of revisions is included if comments are issued by the City.
 - No in-person meetings are expected in this phase.

Task 4: Tender Preparation and Support

- Dillon will assist CHH with the development of the tender documents. This includes reviewing and providing commentary to CHH-led standard sections such as: communications notice, tender notice, instructions to bidder, general



conditions, supplemental general conditions, special provisions and contract for works. Dillon will prepare the tender drawings and construction specification to support construction.

- Dillon will provide construction cost estimates of the proposed work.
- CHH will have the authority over the final version of the tender and will be responsible for issuing the tender.
- Dillon will assist CHH with a proponent's meeting following the issuing of the tender. This includes, but is not limited to, assistance with the preparation of any presentation materials.
- For budgeting purposes, we have budgeted to assist with developing responses for up to 10 addendum questions.
- Dillon will provide CHH with a scoring matrix to evaluate proponents (noting that CHH will score proponents; however, Dillon will provide technical input, if needed).
- Dillon may assist CHH during the review of submissions; however, CHH is solely responsible for final evaluation and contracting of the selected proponent.

Task 5: Construction Observation

- Dillon will provide the City with construction administration services during construction. This includes the following:
 - Responding to CHH/contractor inquiries.
 - Drawing review.
 - Site inspections:
 - Removal inspection.
 - Inspection during placement.
 - Site inspection updates.
- Dillon will provide a memo summary following the completion of the work.
- Dillon has assumed that the work will take five working days for construction observation. Additional days will be preapproved in advance by CHH and will be billed at hourly rates.
- Dillon will coordinate with CHH to provide the construction schedule such that a Dillon staff can be on site and observe the construction and installation of the turn around and waste receptacles.

City Housing Hamilton
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May 25, 2022



Schedule

We are available to begin work immediately on this project upon your authorization to proceed. Our understanding is that the project will occur over the following milestones:

- Design: Estimated six weeks to complete following authorization to proceed.
- Tendering of repairs: Estimated six weeks to complete following design.
- Contract administration: Estimated eight weeks following tendering.

Project Team

Alida Kusch will lead the assignment on behalf of Dillon with Gary Tran, Denis Viens and Deepak Manoj providing project support. Additional technical staff will support the project.

Fees

Dillon will undertake the work described in this work plan on a time-and-materials basis in the estimated amount of \$19,585, excluding applicable taxes. Provisional Item 1 (coordination of sub-contractor for topographical survey and legal survey) is estimated at \$750, excluding applicable taxes.

Costs for material testing have not been included in our cost estimate as we assume that these will be covered in the contractor's costs. Additionally, we assume that all permitting will be the responsibility of the contractor.

A fee breakdown is attached. If our time exceeds the estimate, we will contact you prior to exceeding the value of our assignment. Budget will not be exceeded without prior written approval from the CHH's identified manager.

Closure

The attached work plan has been based on the terms of the City's Professional and Consulting Services Roster – Solid Waste Management (2022-2024).

Should you have any questions about our proposal, please contact Alida Kusch at 226-808-3423. We appreciate the opportunity to offer our services and look forward to continuing to assist CHH at 45 Montcalm Drive.

City Housing Hamilton
Page 6
May 25, 2022



Sincerely,

DILLON CONSULTING LIMITED

Alida Kusch
Associate

AK:mli
Attachment(s) Fee Breakdown

Commercial Confidentiality Statement

This document contains trade secrets or scientific, technical, commercial, financial and labour or employee relations information which is considered to be confidential to Dillon Consulting Limited ("Dillon"). Dillon does not consent to the disclosure of this information to any third party or person not in your employ. Additionally, you should not disclose such confidential information to anyone in your organization except on a "need-to-know" basis and after such individual has agreed to maintain the confidentiality of the information and with the understanding that you remain responsible for the maintenance of such confidentiality by people within your organization. If the head or any other party within any government institution intends to disclose this information, or any part thereof, then Dillon requires that it first be notified of that intention. Such notice should be addressed to: Dillon Consulting Limited, 235 Yorkland Boulevard, Suite 800, Toronto, Ontario M2J 4Y8, Attention: President.

Proposed Consulting Services Budget



		Alida Kusch	Gary Tran	Denis Viens	Deepak Manoj	Construction Observer	Technical Support (GIS/CAD)	Julia Durrer	Subtotal Hours	Subtotal Fees	Total
		Project Manager	Intermediate Professional	Senior Review	Junior Professional			Project Administrator			
Standard Billing Rate		\$ 165.00	\$ 150.00	\$ 190.00	\$ 120.00	\$ 110.00	\$ 105.00	\$ 95.00			
	Project Management	4.0						4.0	8.0	\$ 1,040.00	\$ 1,040.00
1	Task 1 - Background Documents	2.0	2.0		4.0		1.0		9.0	\$ 1,215.00	\$ 1,215.00
2	Task 2 - Preliminary Drawings	2.0	2.0	1.0	7.0		3.0		15.0	\$ 1,975.00	\$ 1,975.00
3	Task 3 - Detailed Drawing Preparation	1.0	8.0	2.0	25.0		3.0		39.0	\$ 5,060.00	\$ 5,060.00
4	Task 4 - Tendering and Tendering Supporting	10.0	7.0	1.0	10.0				28.0	\$ 4,090.00	\$ 4,090.00
5	Task 5 - Construction Observation	4.0	7.0			40.0		1.0	52.0	\$ 6,205.00	\$ 6,205.00
HOURS		23.0	26.0	4.0	46.0	40.0	7.0	5.0	151.0		
FEES		\$ 3,795.00	\$ 3,900.00	\$ 760.00	\$ 5,520.00	\$ 4,400.00	\$ 735.00	\$ 475.00		\$ 19,585.00	\$ 19,585.00
Notes:											\$ -
										TOTAL	\$ 19,585.00