



**City of Hamilton**  
**GENERAL ISSUES COMMITTEE**  
**AGENDA**

**Meeting #:** 23-031  
**Date:** November 15, 2023  
**Time:** 9:30 am - This meeting was recessed at 5:50 p.m. to reconvene immediately following the GIC (Budget) meeting on November 21, 2023  
**Location:** Council Chambers  
Hamilton City Hall  
71 Main Street West

Angela McRae, Legislative Coordinator (905) 546-2424 ext. 5987

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**1. CEREMONIAL ACTIVITIES**

**2. APPROVAL OF AGENDA**

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

**3. DECLARATIONS OF INTEREST**

**4. APPROVAL OF MINUTES OF PREVIOUS MEETING**

4.1 November 1, 2023

**5. COMMUNICATIONS**

**6. DELEGATION REQUESTS**

6.1 Nanty H. Abraham, Hannan Foundation Canada, respecting Issues Surrounding Homelessness, Food Banks, and Mental Health and Proposed Collaboration Opportunities with Hannan Foundation Canada (In-Person) (For today's meeting)

6.2 Bethany Reed, Respecting Data on the Homeless Population in our Community Being Collected by the Municipality (Virtual) (For today's meeting)

**7. DELEGATIONS**

Members of the public can contact the Clerk's Office to acquire the documents considered at this meeting, in an alternate format.

- 7.1 Rob MacIsaac, Hamilton Health Sciences, respecting Hamilton Hospital Redevelopment (In-Person) (Approved October 4, 2023)
- 7.2 Kevin Gonci, Mohawk Sports Park - Sports Council, respecting the proposed development of a new Multi-Use Community Hub Facility (In-Person) (Approved October 18, 2023) - WITHDRAWN

## **8. STAFF PRESENTATIONS**

- 8.1 Inclusive, Diversity, Equity and Accessibility (IDEA) Update (HUR23016) (City Wide)
- 8.2 Housing Sustainability and Investment Roadmap 2023 Annual Update and 2024 Objective Setting (HSC23028(b) / FCS23055(a) / PED23099(b)) (City Wide) (Outstanding Business List Item)
- 8.3 Housing Services Division Budget Overview (HSC23074) (City Wide)

## **9. CONSENT ITEMS**

- 9.1 2023 S&P Global Ratings Credit Rating Review (FCS23099) (City Wide)
- 9.2 Open For Business Sub-Committee Report 23-002 - October 26, 2023
- 9.3 Encampment Response Update - October 2023 (HSC23066(b))

## **10. DISCUSSION ITEMS**

- 10.1 Hospital Capital Contribution (FCS23108) (City Wide) (Outstanding Business List Item)
- 10.2 Canada-Ontario Housing Benefit Agreement 2023-2025 (HSC23071) (City Wide)
- 10.3 Housing Stability Benefit and Rent Ready Programs Transformation (HSC23067) (City Wide)
- 10.4 West Harbour Development Sub-Committee Report 23-003 - November 7, 2023

## **11. MOTIONS**

- 11.1 Celebrating Canada Day in a New Climate Change Reality

## **12. NOTICES OF MOTION**

## **13. GENERAL INFORMATION / OTHER BUSINESS**

- 13.1 Amendments to the Outstanding Business List:

Members of the public can contact the Clerk's Office to acquire the documents considered at this meeting, in an alternate format.

a. Items Requiring a New Due Date:

Policies and Procedures to Rescue and Safely Transport Stranded Pedestrians and their Mobility Devices

Added: June 15, 2022 - GIC Report 22-012 (Item 10(e))

Current Due Date: September 20, 2023

Proposed New Due Date: March 20, 2023

b. Items Considered Complete and Needing to be Removed:

Rob MacIsaac, Hamilton Health Sciences, respecting a request for Hamilton Health Sciences and St Joseph's Healthcare Hamilton to present an update regarding Hamilton hospital redevelopment

Added: June 14, 2023 at GIC (Item 7.2)

Completed: November 15, 2023 at GIC (Item 10.1)

## 14. PRIVATE AND CONFIDENTIAL

### 14.1 Closed Session Minutes - November 1, 2023

Pursuant to Section 9.3, Sub-sections (d), (e) and (f) of the City's Procedural By-law 21-021, as amended, and Section 239(2), Sub-sections (d), (e) and (f) of the *Ontario Municipal Act, 2001*, as amended, as the subject matter pertains to labour relations or employee negotiations; litigation or potential litigation, including matters before administrative tribunals, affecting the City or a local board; and advice that is subject to solicitor-client privilege, including communications necessary for that purpose.

### 14.2 Housing Services Division Organizational Effectiveness Review (HSC23065) (City Wide)

Pursuant to Section 9.3, Sub-section (d) of the City's Procedural By-law 21-021, as amended, and Section 239(2), Sub-section (d) of the *Ontario Municipal Act, 2001*, as amended, as the subject matter pertains to labour relations or employee negotiations.

### 14.3 Memorandum of Understanding with City and Aeon Studio Group on Barton-Tiffany Land (PED19063(e)) (Ward 2) (Outstanding Business List Item)

Pursuant to Section 9.3, Sub-section (c) of the City's Procedural By-law 21-021, as amended, and Section 239(2), Sub-section (c) of the *Ontario Municipal Act, 2001*, as amended, as the subject matter pertains to a proposed or pending acquisition or disposition of land for City or a local board purposes.

## 15. ADJOURNMENT



## GENERAL ISSUES COMMITTEE MINUTES 23-028

9:30 a.m.

November 1, 2023

Council Chambers, City Hall, 2<sup>nd</sup> Floor  
71 Main Street West, Hamilton, Ontario

**Present:** Mayor A. Horwath  
Deputy Mayor C. Cassar (Chair)  
Councillors J. Beattie, B. Clark, J.P. Danko, M. Francis, T. Hwang,  
T. Jackson, C. Kroetsch, T. McMeekin, N. Nann, E. Pauls,  
M. Spadafora, M. Tadeson, A. Wilson, and M. Wilson

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

**1. 2023 Economic Development Workforce Strategy (PED23194) (City Wide)  
(Item 8.1)**

**(Hwang/Spadafora)**

- (a) That Council receive the Workforce Strategy attached as Appendix “A” to Report PED23194;
- (b) That the strategy and the actions contained therein be used to guide the work and to inform future workplans of the Economic Development Division; and,
- (c) ***That the City Manager ensures that all divisions throughout the City are informed of the Workforce Strategy and how it relates to their activities.***

**Result: MAIN MOTION, As Amended, CARRIED by a vote of 16 to 0, as follows:**

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko

Yes - Ward 9 Councillor Brad Clark  
 Yes - Ward 10 Councillor Jeff Beattie  
 Yes - Ward 11 Councillor Mark Tadeson  
 Yes - Ward 12 Councillor Craig Cassar  
 Yes - Ward 13 Councillor Alex Wilson  
 Yes - Ward 14 Councillor Mike Spadafora  
 Yes - Ward 15 Councillor Ted McMeekin

**2. Advisory Committee for Persons with Disabilities (ACPD) Report 23-010 - October 10, 2023 (Item 9.1)**

**(Tadeson/McMeekin)**

**(a) Donation in Memory of Mary Sinclair (Item 12.1)**

That a donation in memory of Mary Sinclair to Participation House in the amount of \$200 from account #300303, to be facilitated by the Diversity and Inclusion Office, be approved.

**Result: MOTION, CARRIED by a vote of 16 to 0, as follows:**

Yes - Mayor Andrea Horwath  
 Yes - Ward 1 Councillor Maureen Wilson  
 Yes - Ward 2 Councillor Cameron Kroetsch  
 Yes - Ward 3 Councillor Nrinder Nann  
 Yes - Ward 4 Councillor Tammy Hwang  
 Yes - Ward 5 Councillor Matt Francis  
 Yes - Ward 6 Councillor Tom Jackson  
 Yes - Ward 7 Councillor Esther Pauls  
 Yes - Ward 8 Councillor J. P. Danko  
 Yes - Ward 9 Councillor Brad Clark  
 Yes - Ward 10 Councillor Jeff Beattie  
 Yes - Ward 11 Councillor Mark Tadeson  
 Yes - Ward 12 Councillor Craig Cassar  
 Yes - Ward 13 Councillor Alex Wilson  
 Yes - Ward 14 Councillor Mike Spadafora  
 Yes - Ward 15 Councillor Ted McMeekin

**3. Environmental Remediation and Site Enhancement Redevelopment Grant Application, 13-25 King Street East, Stoney Creek (PED23228) (Ward 5) (Item 10.1)**

**(Francis/Beattie)**

(a) That Environmental Remediation and Site Enhancement Redevelopment Grant Application ERG-23-01, submitted by KSE Holdings Inc. (KSE Investment Holdings Inc./Stoney Creek Holdings Inc./Beaver Creek Capital Inc.) owner of the properties 13-25 King Street East, Stoney Creek

for an Environmental Remediation and Site Enhancement Redevelopment Grant not to exceed \$3,912,000, for estimated eligible remediation costs provided over a maximum of ten years, be authorized and approved in accordance with the terms and conditions of the Environmental Remediation and Site Enhancement Redevelopment Agreement;

- (b) That the General Manager of the Planning and Economic Development Department be authorized and directed to execute the Environmental Remediation and Site Enhancement Redevelopment Agreement together with any ancillary documentation required, to give effect to the Environmental Remediation and Site Enhancement Redevelopment Grant for KSE Holdings Inc. (KSE Investment Holdings Inc./Stoney Creek Holdings Inc./Beaver Creek Capital Inc.) owner of the properties 13-25 King Street East, Stoney Creek in a form satisfactory to the City Solicitor; and,
- (c) That the General Manager of the Planning and Economic Development Department be authorized and directed to administer the Grant and Grant Agreement including but not limited to: deciding on actions to take in respect of events of default and executing any Grant Amending Agreements, together with any ancillary amending documentation, if required, provided that the terms and conditions of the Environmental Remediation and Site Enhancement Redevelopment Grant, as approved by City Council, are maintained and that any applicable Grant Amending Agreements are undertaken in a form satisfactory to the City Solicitor.

**Result: MOTION, CARRIED by a vote of 16 to 0, as follows:**

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 13 Councillor Alex Wilson
Yes	-	Ward 14 Councillor Mike Spadafora
Yes	-	Ward 15 Councillor Ted McMeekin

**4. Entertainment Venues Municipal Capital Facility By-Law (PED18168(k))  
(Ward 2) (Item 10.2)****(Spadafora/Hwang)**

- (a) That the eligible portions of the lands known as the FirstOntario Centre, located at 101 York Boulevard, Hamilton, be declared a municipal capital facility, operating as a sport and live entertainment complex for public use, with such parts to be exempted from taxation for municipal and school purposes;
- (b) That the eligible portions of the lands known as the FirstOntario Concert Hall, located at 1 Summers Lane, Hamilton, be declared a municipal capital facility, operating as a concert hall and entertainment complex for public use, to be exempted from taxation for municipal and school purposes;
- (c) That the Mayor and City Clerk be authorized and directed to execute Municipal Capital Facilities Agreements, and any ancillary documents, substantially in the form attached as Appendix "A" to Report PED18168(k), with such amendments deemed reasonable and necessary to the satisfaction of the City Solicitor, effective on or prior to the lease commencement dates of the FirstOntario Centre and FirstOntario Concert Hall;
- (d) That the By-law, attached as Appendix "B" to Report PED18168(k), to establish Municipal Capital Facility Designation for the FirstOntario Centre and repealing the previous applicable Municipal Capital Facility Designation By-law, be passed;
- (e) That the By-law, attached as Appendix "C" to Report PED18168(k), to establish Municipal Capital Facility Designation for the FirstOntario Concert Hall and repealing the previous applicable Municipal Capital Facility Designation By-law, be passed;
- (f) That, upon approval by Council, staff be directed to give written notice of the following By-laws to the secretary of the school boards having jurisdiction, and the Municipal Property Assessment Corporation:
  - (i) Municipal Capital Facility By-law – Arena;
  - (ii) Municipal Capital Facility By-law – Concert Hall;
- (g) That the Clerk be directed to give written notice of the By-law approving this staff Report in respect of recommendation (c) to the Minister of Finance.

**Result: MOTION, CARRIED by a vote of 16 to 0, as follows:**

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 13 Councillor Alex Wilson
Yes	-	Ward 14 Councillor Mike Spadafora
Yes	-	Ward 15 Councillor Ted McMeekin

**5. ATU Local 107 Labour Disruption Contingency Planning Update – No Copy  
(Revised Title) (Added Item 14.2)**

**(McMeekin/Spadafora)**

That ATU Local 107 Labour Disruption Contingency Planning Update, be received and remain confidential.

**Result: MOTION, CARRIED by a vote of 15 to 0, as follows:**

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Jeff Beattie
Absent	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 13 Councillor Alex Wilson
Yes	-	Ward 14 Councillor Mike Spadafora
Yes	-	Ward 15 Councillor Ted McMeekin



**6. Encampment Litigation Update (LS20023(h)) (City Wide) (Added Item 14.3)**

**(Spadafora/Horwath)**

That Report LS20023(h), respecting Encampment Litigation Update, be received and remain confidential.

**Result: MOTION, CARRIED by a vote of 15 to 0, as follows:**

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Jeff Beattie
Absent	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 13 Councillor Alex Wilson
Yes	-	Ward 14 Councillor Mike Spadafora
Yes	-	Ward 15 Councillor Ted McMeekin

**FOR INFORMATION:**

**(a) APPROVAL OF AGENDA (Item 2)**

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

**14. PRIVATE AND CONFIDENTIAL**

14.2 ATU Local 107 Labour Disruption Contingency Planning Update –  
No Copy (Revised Title)

14.3 Encampment Litigation Update (LS20023(h)) (City Wide)

**(Kroetsch/Hwang)**

That the agenda for the November 1, 2023 General Issues Committee meeting, be approved, as amended.

**Result: MOTION, CARRIED by a vote of 13 to 0, as follows:**

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson

**General Issues Committee  
Minutes 23-028**

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Yes	-	Ward 2	Councillor Cameron Kroetsch
Yes	-	Ward 3	Councillor Nrinder Nann
Yes	-	Ward 4	Councillor Tammy Hwang
Yes	-	Ward 5	Councillor Matt Francis
Yes	-	Ward 6	Councillor Tom Jackson
Yes	-	Ward 7	Councillor Esther Pauls
Yes	-	Ward 8	Councillor J. P. Danko
Yes	-	Ward 9	Councillor Brad Clark
Absent	-	Ward 10	Councillor Jeff Beattie
Absent	-	Ward 11	Councillor Mark Tadeson
Yes	-	Ward 12	Councillor Craig Cassar
Yes	-	Ward 13	Councillor Alex Wilson
Absent	-	Ward 14	Councillor Mike Spadafora
Yes	-	Ward 15	Councillor Ted McMeekin

**(b) DECLARATIONS OF INTEREST (Item 3)**

There were no declarations of interest.

**(c) APPROVAL OF MINUTES OF PREVIOUS MEETINGS (Item 4)**

**(i) October 18, 2023 (Item 4.1)**

**(McMeekin/Hwang)**

That the minutes of the October 18, 2023, General Issues Committee meeting be approved, as presented.

**Result: MOTION, CARRIED by a vote of 13 to 0, as follows:**

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Absent	-	Ward 10 Councillor Jeff Beattie
Absent	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 13 Councillor Alex Wilson
Absent	-	Ward 14 Councillor Mike Spadafora
Yes	-	Ward 15 Councillor Ted McMeekin

**(d) STAFF PRESENTATIONS (Item 8)****(i) 2023 Economic Development Workforce Strategy (PED23194) (City Wide) (Item 8.1)**

Jennifer Patterson, Manager of Business Investment & Sector Development, provided opening remarks and introduced Trudy Parsons, Deloitte, who addressed Committee with a presentation respecting Report PED23194, the 2023 Economic Development Workforce Strategy.

**(i) (Hwang/Francis)**

That the presentation respecting Report PED23194, the 2023 Economic Development Workforce Strategy, be received.

**Result: MOTION, CARRIED by a vote of 16 to 0, as follows:**

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 13 Councillor Alex Wilson
Yes	-	Ward 14 Councillor Mike Spadafora
Yes	-	Ward 15 Councillor Ted McMeekin

**(ii) (Hwang/Spadafora)**

(a) That Council receive the Workforce Strategy attached as Appendix "A" to Report PED23194; and,

(b) That the strategy and the actions contained therein be used to guide the work and to inform future workplans of the Economic Development Division.

**(iii) (Horwath/M. Wilson)**

That Report PED23194, respecting the 2023 Economic Development Workforce Strategy **be amended** by adding sub-section (c), as follows:

- (c) *That the City Manager ensures that all divisions throughout the City are informed of the Workforce Strategy and how it relates to their activities.***

**Result: Amendment, CARRIED by a vote of 16 to 0, as follows:**

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 13 Councillor Alex Wilson
Yes	-	Ward 14 Councillor Mike Spadafora
Yes	-	Ward 15 Councillor Ted McMeekin

For disposition of this matter, refer to Item 1.

**(e) GENERAL INFORMATION / OTHER BUSINESS (Item 13)**

**(i) Amendments to the Outstanding Business List (Item 13.1):**

**(Nann/McMeekin)**

That the amendments to the Outstanding Business List, be approved, as follows:

**(a) Items Considered Complete and Needing to be Removed (Item 13.1(a)):**

Parkland Acquisition Strategy

Added: June 4, 2018 - PW Report 18-008 (Item 9)

Completed: October 4, 2023 - GIC Report 23-026 (Item 2)

2023 Priority Focus Areas for the Office of Climate Change Initiatives (PED23064)

Added: April 5, 2023 - GIC Report 23-012 (Item 2)

Completed: October 18, 2023 - GIC Report 23-027 (Item 1)

Downtown Hamilton Office Report (PED23081) (Ward 2)

Added: June 14, 2023 - GIC Report 23-019 (Item 10.1)  
Completed: October 18, 2023 - GIC Report 23-027 (Item 9)

**Result: MOTION, CARRIED by a vote of 16 to 0, as follows:**

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 13 Councillor Alex Wilson
Yes	-	Ward 14 Councillor Mike Spadafora
Yes	-	Ward 15 Councillor Ted McMeekin

**(f) PRIVATE & CONFIDENTIAL (Item 14)**

**(i) Closed Session Minutes – October 18, 2023 (Item 14.1)**

**(Spadafora/Beattie)**

That the General Issues Committee Closed Session Minutes of October 18, 2023, be approved and remain confidential.

**Result: MOTION, CARRIED by a vote of 16 to 0, as follows:**

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 13 Councillor Alex Wilson

Yes - Ward 14 Councillor Mike Spadafora  
Yes - Ward 15 Councillor Ted McMeekin

**(Beattie/Tadeson)**

That Committee move into Closed Session pursuant to Section 9.3, Sub-sections (d), (e) and (f) of the City's Procedural By-law 21-021, as amended, and Section 239(2), Sub-sections (d), (e) and (f) of the *Ontario Municipal Act, 2001*, as amended, as the subject matter pertains to labour relations or employee negotiations; litigation or potential litigation, including matters before administrative tribunals, affecting the City or a local board; and advice that is subject to solicitor-client privilege, including communications necessary for that purpose.

**Result: MOTION, CARRIED by a vote of 16 to 0, as follows:**

Yes - Mayor Andrea Horwath  
Yes - Ward 1 Councillor Maureen Wilson  
Yes - Ward 2 Councillor Cameron Kroetsch  
Yes - Ward 3 Councillor Nrinder Nann  
Yes - Ward 4 Councillor Tammy Hwang  
Yes - Ward 5 Councillor Matt Francis  
Yes - Ward 6 Councillor Tom Jackson  
Yes - Ward 7 Councillor Esther Pauls  
Yes - Ward 8 Councillor J. P. Danko  
Yes - Ward 9 Councillor Brad Clark  
Yes - Ward 10 Councillor Jeff Beattie  
Yes - Ward 11 Councillor Mark Tadeson  
Yes - Ward 12 Councillor Craig Cassar  
Yes - Ward 13 Councillor Alex Wilson  
Yes - Ward 14 Councillor Mike Spadafora  
Yes - Ward 15 Councillor Ted McMeekin

**(ii) ATU Local 107 Labour Disruption Contingency Planning Update – No Copy (Revised Title) (Added Item 14.2)**

For disposition of this matter, refer to Item 5.

**(iii) Encampment Litigation Update (LS20023(h)) (City Wide) (Added Item 14.3)**

For disposition of this matter, refer to Item 6.

**(g) ADJOURNMENT (Item 15)**

**(Spadafora/Hwang)**

That there being no further business, the General Issues Committee be adjourned at 2:19 p.m.

**Result: MOTION, CARRIED by a vote of 15 to 0, as follows:**

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Jeff Beattie
Absent	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 13 Councillor Alex Wilson
Yes	-	Ward 14 Councillor Mike Spadafora
Yes	-	Ward 15 Councillor Ted McMeekin

Respectfully submitted,

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Deputy Mayor Craig Cassar  
Chair, General Issues Committee

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Angela McRae  
Legislative Coordinator  
Office of the City Clerk

Submitted on Mon, 10/30/2023 - 18:40

Submitted by: Anonymous

Submitted values are:

### **Committee Requested**

Committee  
Emergency & Community Services Committee

Will you be delegating in-person or virtually?  
In-person

Will you be delegating via a pre-recorded video?  
No

### **Requestor Information**

Requestor Information  
Nanty H Abraham  
Hannan Foundation Canada  
Greenwich Avenue  
Hamilton, Ontario. L8J0L6  
[contact@hannanfoundationcanada.com](mailto:contact@hannanfoundationcanada.com)  
[REDACTED]

Preferred Pronoun  
she/her

Reason(s) for delegation request

The issues surrounding homelessness, food banks, and mental health are among the most urgent and complex challenges our community is facing. We have seen an alarming increase in the number of individuals experiencing homelessness. Additionally, the mental health crisis is affecting countless lives, leaving many without the vital support they require to lead healthy and fulfilling lives.

Hannan Foundation Canada has been actively working on the front lines, offering support, and is seeking to launch fundraising events and programs for those affected by these issues. We are proud of the impact we have made thus far, but the scale of these crises necessitates more resources and collaboration.

We kindly request to be included in this delegation meeting to discuss the following:

1. Funding Allocation
2. Collaboration Opportunities
3. Program Impact and Outcomes



We thank you for your attention to these critical matters and for considering our request. We look forward to the opportunity to discuss how we can collaborate to make a positive impact on our community.

Will you be requesting funds from the City?

Yes

Will you be submitting a formal presentation?

No

Submitted on Wed, 11/01/2023 - 21:41

Submitted by: Anonymous

Submitted values are:

**Committee Requested**

Committee  
Public Health Committee

Will you be delegating in-person or virtually?  
Virtually

Will you be delegating via a pre-recorded video?  
No

**Requestor Information**

Requestor Information  
Bethany Reed



Preferred Pronoun  
she/her

Reason(s) for delegation request  
To inquire about why some data on the homeless population in our community are or are not collected by the municipality.

Will you be requesting funds from the City?  
No

Will you be submitting a formal presentation?  
No

Submitted on Tue, 09/26/2023 - 11:01

Submitted by: Anonymous

Submitted values are:

### **Committee Requested**

Committee  
General Issues Committee

Will you be delegating in-person or virtually?  
In-person

Will you be delegating via a pre-recorded video?  
No

### **Requestor Information**

Requestor Information  
Rob Maclsaac  
Hamilton Health Sciences  
100 King St West - P.O. Box 2000  
Hamilton, Ontario. L8N 3Z5  
[silvestro@hhsc.ca](mailto:silvestro@hhsc.ca)

Preferred Pronoun  
he/him

Reason(s) for delegation request  
Request for Delegation - November 15

Hamilton Hospital Redevelopment

Will you be requesting funds from the City?  
Yes

Will you be submitting a formal presentation?  
Yes

Submitted on Tue, 10/10/2023 - 10:49

Submitted by: Anonymous

Submitted values are:

### **Committee Requested**

Committee  
General Issues Committee

Will you be delegating in-person or virtually?  
In-person

Will you be delegating via a pre-recorded video?  
No

### **Requestor Information**

Requestor Information  
Kevin Gonci  
Mohawk Sports Park - Sports Council

Preferred Pronoun  
he/him

Reason(s) for delegation request  
General Issues Committee

The Mohawk Sports Park – Sports Council is a registered community non-profit organization which advocates for the long-term sustainability of our community’s largest outdoor multi-sport park with a vision of supporting inclusive and accessible sport & recreation opportunities for residents of Hamilton regardless of level of interest or ability.

Our most recent initiative involves the proposed development of a new Multi-Use Community Hub facility which will provide a variety of direct and indirect benefits to our community and several adjacent regions.

We would like to present additional information about our proposed initiative which includes a comprehensive community engagement and consultation process involving a variety of potential community stakeholders and the City of Hamilton.

As part of the engagement process, request is made to allow City staff to engage with members of our Project Committee to identify potential collaborative opportunities and synergies which may potentially exist with regards to the upcoming Master Planning

process involving the Mohawk Sport Park complex.

- Kevin Gonci

Will you be requesting funds from the City?


No

Will you be submitting a formal presentation?

Yes



## INFORMATION REPORT

<b>TO:</b>	Mayor and Members General Issues Committee
	November 15, 2023
<b>SUBJECT/REPORT NO:</b>	Inclusive, Diversity, Equity and Accessibility (IDEA) Update (HUR23016) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Jodi Koch (905) 546-2424 Ext. 3003
<b>SUBMITTED BY:</b>	Lora Fontana Executive Director Human Resources
<b>SIGNATURE:</b>	

### COUNCIL DIRECTION

Not Applicable

### INFORMATION

On November 30, 2022, Human Resources presented an Equity, Diversity, and Inclusion (EDI) Framework Update HUR19019(c) to the General Issues Committee as part of an annual update to Council. This update included the rebranding of our EDI Strategic Plan to Inclusion, Diversity, Equity and Accessibility (IDEA) Strategic Plan (Appendix A to Report HUR23016) to better reflect the various components required to create and sustain a truly sustainable organization. This report serves as an annual update to Council on the progress for 2023.

Our IDEA Framework consists of a six-part iterative process (Appendix B to Report HUR23016). The components include:

- 1) Shared Business Case for IDEA
- 2) Comprehensive Communication Plan
- 3) Rigorous Data Collection
- 4) Demonstrated Ownership
- 5) Applied Action Plans
- 6) Metrics and Measurement

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**SUBJECT: Inclusive, Diversity, Equity and Accessibility (IDEA) Update  
(HUR23016) (City Wide) - Page 2 of 10**

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This report will focus on the key elements of data collection and metrics and measurement to provide an overview of our current state. We will also provide a summary of 2023 IDEA Strategic Plan accomplishments and next steps in our continued efforts to embed IDEA principles into the foundation of all we do.

## Data Collection

Data collection continued this year through the Employment Equity Voluntary Demographic Information survey. We first introduced this survey in 2020, and continue to collect demographic information for current employees, applicants, and new hires across the organization. The survey requests participants to self-identify in accordance with the four following designated groups:

- 1) Self-identify as a Woman
- 2) Self-identify as Indigenous
- 3) Self-identify as Visible Minority/Racialized
- 4) Self-identify as a Person with a Disability (PwD)

Participants can choose to answer yes, no or prefer not to answer to any or all of the questions.

This data is then compiled in aggregate form and compared to various benchmarks in order to assess how our workforce composition compares to the demographics in our community and to the relevant Labour Market Availability.

Active Employees By Department				Distribution of Respondents			
Department	Total Active Employees	Total Active Respondents	Active Response Rate	Women	Indigenous	Visible Minority	PwD
All	8161	5734	70.3%	49.9%	2.1%	15.4%	5.0%
City Housing	202	174	86.1%	53.4%	4.6%	13.8%	9.8%
City Manager's Office	136	135	99.3%	74.8%	0.7%	17.8%	3.0%
Corporate Services	545	508	93.2%	60.4%	1.4%	18.5%	5.3%
Healthy & Safe Communities	3985	2531	63.5%	62.5%	1.8%	17.3%	4.7%
Planning & Economic Development	866	731	84.4%	53.1%	2.6%	12.6%	6.2%
Public Works	2427	1656	68.2%	23.7%	2.4%	12.6%	4.4%

When compared to our 2022 data, we see a significant improvement in participation rates across the organization moving from 58.4% to a 70.3% completion rate.

**SUBJECT: Inclusive, Diversity, Equity and Accessibility (IDEA) Update  
(HUR23016) (City Wide) - Page 3 of 10**

Employment Equity Survey Active Employee Response Rate as of October 31, 2022							
Total Employees By Department				Distribution of Respondents			
Department	Total Headcount	Total Respondents	Response Rate	Women	Aboriginal	Visible Minority	Persons with Disability
All	7752	4528	58.4%	47.7%	2.2%	12.4%	5.5%
City Housing	195	161	82.6%	52.8%	3.7%	10.6%	9.3%
City Manager's Office	136	130	95.6%	75.4%	0.8%	16.9%	2.3%
Corporate Services	519	490	94.4%	59.8%	1.2%	16.9%	4.7%
Healthy & Safe Communities	3767	1699	45.1%	60.6%	2.0%	12.7%	5.9%
Planning & Economic Development	824	592	71.8%	52.4%	2.4%	10.3%	5.4%
Public Works	2306	1455	63.1%	23.8%	2.7%	11.2%	5.2%

The improvement can be attributed to a number of factors including the Senior Leadership Team's support and engagement in striving to achieve a target completion rate of 80% for each department and the IDEA Steering Committee members working to identify opportunities to reach front-line staff. The completion rate was also positively impacted by the implementation of email accounts for front-line staff who previously did not have this access. Recognition should be given to the supervisors, managers, and directors, working in collaboration with our Diversity and Inclusion team, who made significant efforts to communicate the importance of completing the survey and providing the necessary opportunities to do so.

The increase in response rate is important to ensure that the data accurately reflects a robust sample size in order to build confidence in the data collected.

Employment Equity Survey Response Rate Year Over Year

	Department	Total Active Employees	Total Active Responses	Active Response Rate %	Increase of % from last reporting period
2023	All	8161	5734	70.3%	11.9%
2022	All	7752	4528	58.4%	12.5%
2021	All	8391	3854	45.9%	4.3%
2020	All	7961	3315	41.6%	41.6%

In order to better understand the demographic composition engaged in our recruitment and selection processes, we also collect the same voluntary demographic data on our job applicants and new hires. The 2023 year to date data is as follows:



**SUBJECT: Inclusive, Diversity, Equity and Accessibility (IDEA) Update  
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Applicants By Department (YTD as of October 24, 2023)				Distribution of Respondents			
Department	Total Applicants	Total Respondents	Response Rate	Women	Indigenous	Visible Minority	PwD
All	62973	60713	96.4%	49.8%	2.3%	32.3%	4.4%
City Housing	1719	1613	93.8%	54.7%	3.7%	31.1%	4.8%
City Manager's Office	3654	3573	97.8%	58.7%	2.0%	38.4%	6.0%
Corporate Services	11559	10851	93.9%	46.6%	1.8%	38.0%	4.0%
Healthy & Safe Communities	17166	16684	97.2%	65.4%	2.5%	30.5%	4.8%
Planning & Economic Development	9907	9475	95.6%	47.9%	2.6%	31.0%	5.2%
Public Works	18968	18517	97.6%	36.5%	2.2%	30.3%	3.5%

New Hires By Department (YTD as of October 24, 2023)				Distribution of Respondents			
Department	Total Headcount	Total Respondents	Response Rate	Women	Indigenous	Visible Minority	PwD
All	1925	954	49.6%	53.2%	1.2%	21.2%	5.2%
City Housing	26	15	57.7%	46.7%	6.7%	46.7%	6.7%
City Manager's Office	17	14	82.4%	71.4%	0.0%	21.4%	14.3%
Corporate Services	90	64	71.1%	54.7%	1.6%	31.3%	6.3%
Healthy & Safe Communities	871	330	37.9%	69.1%	1.5%	21.5%	4.5%
Planning & Economic Development	222	136	61.3%	55.9%	2.2%	23.5%	11.0%
Public Works	699	395	56.5%	38.5%	0.3%	17.5%	3.3%

## Metrics and Measurement

There is a continued need to measure progress and to identify opportunities to refine and redirect our efforts to achieve our IDEA goals. 2023 is now our fourth year of collecting key data metrics in support of Employment Equity reporting.

We have now achieved a completion rate of 70.3% across the organization. The participation allows us to have confidence in the data trends we are observing to inform our priority areas of focus.

The improvement in completion rates for the Employment Equity survey is a key component of this ongoing work. The development of more robust reporting on retention, diversity by occupational group, and new hires by occupational group are future enhancements currently underway.

Based on our current data analysis, we observe that our representation of Women has shifted slightly from 2020 to 2023 by decreasing from 53.7% to 49.9%. Our current representation is still in excess of the 2021 Labour Market Availability which is 48% for the Hamilton area. Our Applicant pool for women has improved from 40.8% to 49.8% over the same period. This remains on target based on our available labour market pool. Our New Hire rate for Women has remained relatively stable over the period ranging from 54.4% in 2020 to 53.2% in 2023. This number has remained above the Labour Market Availability. The overall decrease in representation for Women in the Active Employee group is likely due to the increase in response rate from others in the organization who do not identify as a Woman.

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With respect to Indigenous representation, our Active Employee number has remained stable over the reporting period from 2020 to 2023. We initially reported a representation of 2.4% in 2020 and currently report representation of 2.1%. The Labour Market Availability has remained stable at 2.0% throughout our reporting period. The Applicant pool has increased from 1.7% to 2.1% over the same period. Our New Hire rate has decreased slightly from 1.7% to 1.2%. This is an area we need to monitor closely to ensure we maintain or increase our current Active Employee representation levels.

For Active Employees who identify as Visible Minority/Racialized, we have seen a positive trend from 2020 to 2023 with an increase from 10.9% to 15.4%. While this encouraging, it is important to note that the Labour Market Availability for this group in Hamilton has also increased from 17.6% to 24.7% from 2016 to 2021. This has resulted in the gap from our actual representation to available labour to increase from 6.9% to 9.3%. Our Applicant pool has improved from 20.6% in 2020 to 32.2% in 2023, which is in excess of the Labour Market Availability. Our New Hire rate improved for the first three years from 23.6% in 2020 to 27.4% in 2022, however, our 2023 YTD data shows a decline to 21.2% in 2023. This is an area we need to conduct a more detailed analysis given the robust candidate pool for 2023 to better identify root causes for the decrease.

As indicated in 2022, we continue to see a significant opportunity to increase representation of Persons with Disabilities in both our applicant pool and new hire data. Our Active Employee representation has decreased slightly from a baseline of 5.9% in 2020 to our current representation in 2023 of 5.0%. Our Applicant pool has increased from 2.5% to 4.4%. In a promising trend, our New Hire representation has increased from 1.1% to 5.2% over the measurement period. This improvement may in part be attributed to our ongoing efforts, as well as an increased level of trust and confidence in how the organization is using the data collected. While this is encouraging, the number of people identifying as a person with a disability has been challenging to benchmark in terms of Labour Market Availability due to a lack of available government data. Furthermore, Statistics Canada has adopted a new definition of “Activity Limitation” which has resulted in a much higher response for those identifying as such. The term “Activity Limitation” references a reduction in activities due to physical or mental conditions or health problems.

### **2023 IDEA Strategic Plan Accomplishments**

Our IDEA Strategic Plan consists of four key priorities. These are:

- Legislative and Policy Compliance
- Education
- Workplace Inclusion, Diversity, Equity and Accessibility
- Metric Tracking and Reporting

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## **Legislative and Policy Compliance**

Our Human Resources Diversity and Inclusion team is responsible for taking carriage of all Human Rights Tribunal Applications on behalf of the City. There has been a significant increase in volume in terms of new Applications as well as previously filed Applications reaching the Mediation stage. In 2023, staff submitted Responses to 10 new Human Rights Tribunal Applications versus 4 Applications in 2022. We also attended Mediations for an additional 10 Human Rights Tribunal of Ontario files with a successful resolution rate of 80% YTD.

In an effort to respond to an increase in Harassment and Discrimination issues related to citizen concerns and their interactions with staff, we developed a revised Harassment and Discrimination Prevention Policy which was approved by Council in September 2023. This is an important tool in resolving citizen concerns about City services as well as protecting and providing our employees with a workplace free of harassment and discrimination.

Staff engaged with Egale Canada to review and revise our Transgender and Gender Non-Conforming Protocol to ensure it better reflects current terminology and best practice. We incorporated these enhancements into a new online training module which launched in Q2 2023.

As part of our ongoing Accessibility for Ontarians with Disabilities Act (AODA) compliance efforts, our Senior Leadership Team has endorsed the creation of a cross-departmental Accessibility Committee. This Committee will provide support to strengthen the corporate compliance program through establishing short-term and long-term goals and key performance indicators. It has also been determined that there is a need for an organizational AODA gap analysis to be conducted to further identify opportunities to improve compliance. A consultant will be engaged through a competitive Request for Proposal process in 2024.

## **Education**

Training represents a significant investment and commitment by the Human Resources Diversity and Inclusion staff. The team delivered instructor led training to a total of 2443 employees with an additional 1682 completing online training modules developed by this team as of October 2023 YTD. While this is already comparable to 2022 where we trained 2444 employees in person for the full year, it should be noted that we no longer have a dedicated trainer to facilitate these sessions and were still able to maintain and likely exceed that level of service.

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Session	# of Employees
Corporate New Employee Orientation IDEA	437
It Starts with You	1270
Leading a Respectful and Supportive Workplace	143
Transgender Protocol	593
Accessibility for Ontarians with Disabilities Act	1682

Since the implementation of our Online Learning Management System, on-demand training modules have been developed and implemented on mandatory training including:

- It Starts with You - Employee Version
- Accessibility for Ontarians with Disabilities Act
- Transgender and Gender Non-Conforming Protocol including revised content

Members of the IDEA Steering Committee and Human Resources staff completed the Pride@Work LGBTQ2+Workplace Inclusion certification training. The focus of this training was on how organizations can create safer and more inclusive workplaces while combatting homophobic and transphobic workplace bullying

Extensive work has been conducted with the support of EY (Ernst & Young) consultants. A total of four customized IDEA modules will be developed and by year end. Initial implementation to begin in Q4. These modules will be mandatory for all City of Hamilton employees and include the following topics:

1. Foundations of IDEA
2. Cultural Awareness and Inclusivity
3. Bias Awareness
4. Anti-Racism/Anti-Oppression

The sessions will include specific “Focus on Hamilton” components to enhance the learning experience and provide relevant context for the learner.

### **Workplace IDEA**

Our Senior Leadership team continues to champion the IDEA efforts across the organization. Their support has been a key factor in our success to date. Their commitment to training staff on EDI has been so noteworthy that EDLS (Harvard ManageMentor) has selected the City of Hamilton to be featured in a promotional case study highlighting the accomplishments in developing skills and competencies in our People Leaders. (Appendix D to Report HUR23016)

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Additionally, IDEA concepts have been incorporated into the 2023 Succession Planning work being done across the organization at the Manager and above level. Our respective Departmental Leadership Teams will be including discussions on identifying developmental opportunities to further enhance career progression and growth.

A key part of embedding IDEA and creating workplace inclusion is to review and revise impactful policies. Council members supported revisions to the City of Hamilton Policy respecting the Appointment of Citizens to the City's Agencies, Boards, Commissions, Advisory (Volunteer) Committees and Sub-Committees, which incorporated the IDEA concepts. Training and orientation of Selection Committee members was conducted to support the revised recruitment, application, selection and interview processes. The commitment from Council further emphasizes the value the City of Hamilton places on providing inclusive and equitable opportunities for our community members to participate in local government.

Additionally, a standardized template was developed to assist respective subject matter experts in order to facilitate embedding IDEA into City policies. This tool has been provided to the HR Policy Review team for incorporation in future revisions. Policy revisions completed by year end 2023 include:

- Selection and Recruitment Policy
- Equity and Inclusion Policy

In addition to updating the Framework to include Accessibility, we also developed a new IDEA graphic to be used on our communications. This will enhance the recognition of the terminology across the organization.



As part of our ongoing communication efforts, the IDEA Business Partner has attended 30 departmental management meetings to share the IDEA Framework and assist in identifying opportunities to embed across the organization. This is complemented by a newly developed IDEA landing page on the employee portal, Howi, which provides staff with a variety of information and resources. An awareness poster has also been developed and is in the process of being implemented across the organization (Appendix E to Report HUR23016).

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2023 represented the final year of the inaugural term of the IDEA Steering Committee. A Recognition event was held in October 2023 to formally acknowledge their contributions by our Senior Leadership Team. This cross-organizational team served a three-year term and greatly assisted their respective departments in driving completion rates for the Employment Equity survey along with several other key deliverables.

As a result of our data analysis, we temporarily reassigned our Manager, Diversity and Inclusion to an interim Senior Project Manager, Accessibility position. This targeted focus allowed us to identify additional opportunities to support our efforts to attract, recruit and retain people with disabilities.

These opportunities include providing a dedicated resource to support workplace accommodations, engagement with local agencies and educational institutions and AODA accessibility and compliance issue identification.

Specific actions taken include:

- Participation in the Hamilton Disability Employment Network to share information on our IDEA Framework and possible partnerships with local agencies supporting job seekers with disabilities. Hamilton Disability Employment Network has over 10 service providers dedicated to education and advocacy around supported employment resources for jobseekers with disabilities and businesses seeking to hire inclusively
- Creation of an “Accessible Word Documents” resource to support staff in developing accessible documents
- Sourced accessible document training to be delivered in Q1 2024 for Word, PDF, and PowerPoint documents which will have a positive impact on document content compliance
- Hosted various agencies to discuss recruitment considerations for people with disabilities. Sessions were provided by the Canadian National Institute for the Blind and Ready, Willing and Able
- Development of a micro-credential course in collaboration with Mohawk College’s Future Ready Premium Partner program which highlights the City’s commitment to IDEA in the workplace
- Supported work placements for students with disabilities from Mohawk College and Project Search
- Participated for the second year in hiring Focus on Youth summer students
- Partnered with Recreation staff and the Treat Accessibly Initiative to distribute accessible trick or treat lawn signs through City of Hamilton Recreation Centres
- Development of a job opportunity brochure to highlight career paths at the City of Hamilton (Appendix F to Report HUR23016)
- Participation in 22 job fairs (YTD) in a combination of in-person and virtual events

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- Development of a Service Animal brochure to support individuals accessing City space
- Preliminary discussion with FedCap Canada to explore our involvement in a pilot program under development designed to match job seekers with employers
- Sharing of available job opportunities with Canadian National Institute for the Blind and FedCap Canada to identify possible candidates

### **Next Steps for 2024**

As we reflect on the progress made in 2023, we are mindful that there is still much work to do on our IDEA journey. Our team has identified key goals for 2024 which include:

- Implementation of IDEA training modules across the organization
- Enhanced efforts specific to selection and recruitment to ensure our employee demographics reflect the community we serve
- Establish and implement IDEA Performance Goals for all Extended Leadership Team members
- Engage necessary consultant(s) to conduct an organizational AODA Gap Analysis and issue identification
- Identify necessary resources to support IDEA work

### **Summary**

As noted in the report, training has been and will continue to be a primary focus of the IDEA work as we build competencies and capacity across the organization. This work is an iterative process and will require a truly holistic approach across the organization to fully achieve our goals. As our organization advances in terms of IDEA maturity, we will come closer to recognizing our aspiration to create, foster, support and, ultimately, sustain a City culture whereby all people feel a strong sense of inclusion, empowerment and opportunity for development and growth.

### **APPENDICES AND SCHEDULES ATTACHED**

Appendix A to Report HUR23016 – IDEA Strategic Plan 2023

Appendix B to Report HUR23016 – IDEA Framework

Appendix C to Report HUR23016 – Employment Equity Comparator Data

Appendix D to Report HUR23016 – EDLS Harvard ManageMentor Case Study

Appendix E to Report HUR23016 – IDEA Awareness Poster

Appendix F to Report HUR23016 – Recruitment Brochure



Hamilton

# INCLUSION, DIVERSITY, EQUITY AND ACCESSIBILITY STRATEGIC PLAN

November 2023



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

To provide high quality, cost conscious public services that contribute to a healthy, safe and prosperous community in a sustainable manner.

To ensure all aspects of our City are built on the principles of Inclusion achieved through Diversity, Equity, and Accessibility (IDEA).

To create, foster, support and, ultimately, sustain a City culture whereby all people feel a strong sense of inclusion, empowerment, and opportunity for development and growth.

# Business Case

Organizations that make inclusion, diversity, equity, and accessibility core to their operational culture, with defined policies and intentional behaviours at all levels create better performing teams. By maximizing the power of different perspectives and backgrounds, including varying points of view in teaming and decision-making, organizations become stronger, perform better, and report higher levels of employee engagement. As the data flowed in from organizations championing IDEA, the financial case became clear; when employees feel they are valued, included, and fairly evaluated they are happy, more engaged, and less likely to resign..

# IDEA Framework



# Links to City Strategic Plan

The Inclusion, Diversity, Equity, and Accessibility Plan is linked to the City of Hamilton's Strategic Plan as follows:

- Economic Prosperity and Growth
- Healthy and Safe Communities
- Built Environment and Infrastructure
- Culture and Diversity
- Our People and Performance

# Links to City Strategic Plan

## **Economic Prosperity and Growth:**

A diverse and inclusive culture is essential for attracting and retaining the best ideas and talent which are key ingredients for future success in delivering cost effective, barrier-free, and efficient services to our community. Quite simply, Inclusion, Diversity, Equity, and Accessibility are essential “must haves” to achieve our objectives.

# Links to City Strategic Plan

## **Built Environment and Infrastructure:**

Ensuring equitable access for all is fundamental in achieving a diverse and inclusive workplace and community.

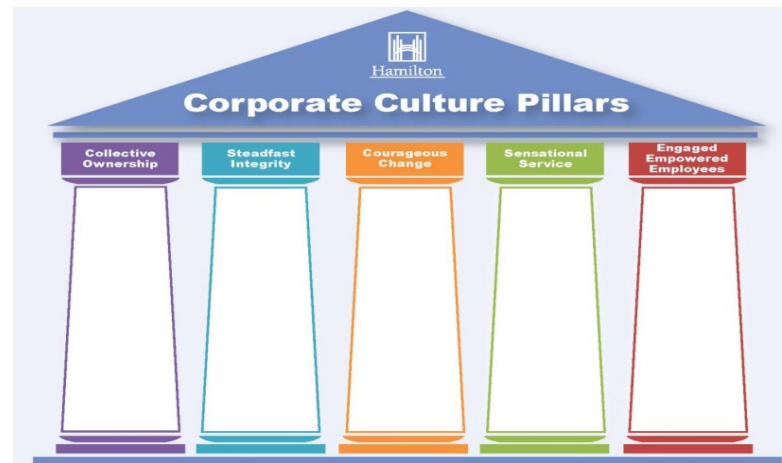
This will ensure our employees, citizens and visitors have equitable access to safe and supportive environments in which to live, work, and play through our policies, procedures, commitments, services, and facilities.



# Links to City Strategic Plan

## Culture and Diversity:

Our Inclusion, Diversity, Equity and Accessibility Strategic Plan is intrinsically linked to the City of Hamilton's Corporate Culture Pillars. All pillars are essential for a truly sustainable diverse and inclusive City.



# Links to City Strategic Plan

## **Our People and Performance:**

Attracting, selecting and retaining the best talent is essential for our success. We will strive to be the employer of choice for the region and share our learnings with others. Our citizens will trust in our commitment to create and sustain a City culture built on IDEA. Our workforce should reflect the community we serve.

# Links to City Strategic Plan

## **Healthy and Safe Communities:**

An environment where all feel welcomed and safe is critical for both our workplace and our municipal facilities. Creating a safe and accessible space for work and play where everyone belongs.

The Inclusion, Diversity, Equity and Accessibility team's priorities are:

- Legislative and Policy Compliance
- Education
- Workplace Inclusion, Diversity, Equity and Accessibility
- Metric Tracking and Reporting

# Legislative and Policy Compliance

To ensure the City of Hamilton meets its requirements for Legislative and Policy Compliance with respect to:

- Ontario Human Rights Code
- Accessibility for Ontarians with Disabilities Act (AODA)
- Harassment and Discrimination Prevention Policy
- Use of Indigenous Medicines Policy
- Transgender Protocol

Deliver training to staff by offering mandatory and optional training such as:

- It Starts with You - Employee and Manager Versions
- Accessibility for Ontarians with Disabilities Act (AODA)
- Transgender Protocol Training
- Civility Training
- Workplace Gossip Prevention Training
- Managing Performance and the Ontario Human Rights Code
- IDEA Training for Corporate New Employee Orientation

# Workplace Inclusion, Diversity, Equity and Accessibility

To ensure workplace policies and procedures are reviewed and revised to eliminate systemic barriers to full participation for equity seeking groups and to ensure leadership and staff have developed necessary competencies to promote and foster workplace Inclusion, Diversity, Equity and Accessibility.

# Workplace Inclusion, Diversity, Equity and Accessibility

To ensure recruitment, selection and professional development processes are consistent and equitable so that:

- Candidates and employees are well informed of accommodations available throughout all stages of employment
- Our employees reflect the diverse composition of the communities we serve and feel empowered to add value in a meaningful manner



# Workplace Inclusion, Diversity, Equity and Accessibility

To work in partnership with various stakeholders to determine future plans for improving Inclusion, Diversity, Equity and Accessibility. Specifically:

- Work in conjunction with City Leaders and City Council to improve awareness of the importance of the IDEA business case within the workplace
- Work in collaboration with and support of the IDEA Steering Committee on critical deliverables on the IDEA journey within the City of Hamilton
- Demonstrate our ongoing commitment to advancing IDEA by collaborative partnerships with local educational institutions

# Metric Tracking and Reporting

To establish key data metrics for ongoing tracking and reporting information on Human Rights, Employment Equity, and AODA issues so that:

- Accurate records are maintained in a confidential manner
- Data compilation to allow for trend analysis
- Information can be used to develop proactive and focussed training and skill development
- Employment Equity and AODA reports to measure progress and identify opportunities

# 2023 Accomplishments

# Legislative and Policy Compliance

- Responded to 10 new Human Rights Tribunal Applications
- Attended mediations for an additional 10 HRTTO files with a successful resolution rate of 80% year to date
- Harassment and Discrimination Prevention Policy was revised and approved by Council in September 2023
- Collaborated with Egale Canada to conduct fulsome review Transgender Protocol and updated accordingly

Human Resources Diversity and Inclusion team delivered instructor led training to a total of **2443** employees with an additional **1682** completing online training modules developed by this team.

On-demand online training modules have been developed and implemented on Learning Management System for:

- It Starts with You - Employee Version
- Accessibility for Ontarians with Disabilities Act (AODA)
- Transgender and Gender Non-Conforming Protocol including revised content

# Education

Extensive work has been conducted with the support of EY (Ernst & Young) consultants. A total of four customized IDEA modules will be developed and by year end. Initial implementation to begin in Q4. These modules will be mandatory for all City of Hamilton employees and include the following topics:

1. Foundations of IDEA
2. Cultural Awareness and Inclusivity
3. Bias Awareness
4. Anti-Racism/Anti-Oppression

The sessions will include specific “Focus on Hamilton” components to enhance the learning experience and provide relevant context for the learner.

# Workplace Inclusion, Diversity, Equity and Accessibility

A standardized template was developed to assist respective subject matter experts in order to facilitate embedding IDEA into City policies. This tool has been provided to the HR Policy Review team for incorporation in future revisions.

Policy revisions completed by year end 2023 include:

- Appointment of Citizens to the City's Agencies, Boards, Commissions, Advisory (Volunteer) Committees and Sub-Committees
- Selection and Recruitment Policy
- Equity and Inclusion Policy
- Harassment and Discrimination Prevention Policy

# Workplace Inclusion, Diversity, Equity and Accessibility

Several key initiatives were completed in 2023 to establish partnerships with various stakeholders. Specifically:

- Work in collaboration with Hamilton Disability Employment Network which is comprised of a number of community agencies supporting job seekers with disabilities
- Collaboration with Mohawk College to develop a micro-credential course which highlights the City of Hamilton's commitment to IDEA and importance to our Corporate Culture
- Collaboration with FedCap Canada on pilot program to match job seekers with employers



# Workplace Inclusion, Diversity, Equity and Accessibility

Several key initiatives were completed in 2023 to establish partnerships with various stakeholders. Specifically:

- Engagement with Canadian National Institute for the Blind (CNIB) to provide awareness session for Talent and Diversity team
- Participation in CNIB annual networking event
- Partnership with Hamilton Wentworth District School Board's Focus on Youth hiring program
- Partnership with CUPE 5167 on youth employment initiative
- Ready, Willing and Able guest speaker session for Talent and Diversity staff

# Workplace Inclusion, Diversity, Equity and Accessibility

- Creation of branding for IDEA was implemented for organizational communications
- Development of employee Howi landing page which features IDEA resources and information
- Development of IDEA poster to increase organizational awareness
- Creation of Recruitment brochure to highlight career options



# Workplace Inclusion, Diversity, Equity and Accessibility

2023 represented the final year of the inaugural term of the IDEA Steering Committee. A Recognition event was held in October 2023 to formally recognize the contributions of this group by our Senior Leadership Team.



# Metric Tracking and Reporting

2023 is now our fourth year of collecting key data metrics in support of Employment Equity reporting.

We have now achieved a completion rate of **70.3%** across the organization. The participation allows us to have confidence in the data trends we are observing to inform our priority areas of focus.

The most significant opportunity for improvement remains persons with disabilities.

# Metric Tracking and Reporting

As a result of our data analysis, we temporarily reassigned our Manager, Diversity and Inclusion to an interim Senior Project Manager, Accessibility position. This targeted focus allowed us to identify additional opportunities to support our efforts to attract, recruit and retain people with disabilities.

These opportunities include providing a dedicated resource to support workplace accommodations, engagement with local agencies and educational institutions and AODA accessibility and compliance issue identification.

# Metric Tracking and Reporting

Employment Equity Survey Response Rate Year Over Year					
	Department	Total Active Employees	Total Active Responses	Active Response Rate %	Increase of % from last reporting period
2023	All	8161	5734	70.3%	11.9%
2022	All	7752	4528	58.4%	12.5%
2021	All	8391	3854	45.9%	4.3%
2020	All	7961	3315	41.6%	41.6%

# Metric Tracking and Reporting

Employment Equity Survey Active Employee Response Rate as of October 24, 2023							
Active Employees By Department				Distribution of Respondents			
Department	Total Active Employees	Total Active Respondents	Active Response Rate	Women	Indigenous	Visible Minority	PwD
All	8161	5734	70.3%	49.9%	2.1%	15.4%	5.0%
City Housing	202	174	86.1%	53.4%	4.6%	13.8%	9.8%
City Manager's Office	136	135	99.3%	74.8%	0.7%	17.8%	3.0%
Corporate Services	545	508	93.2%	60.4%	1.4%	18.5%	5.3%
Healthy & Safe Communities	3985	2531	63.5%	62.5%	1.8%	17.3%	4.7%
Planning & Economic Development	866	731	84.4%	53.1%	2.6%	12.6%	6.2%
Public Works	2427	1656	68.2%	23.7%	2.4%	12.6%	4.4%

# Metric Tracking and Reporting

Applicants By Department (YTD as of October 24, 2023)				Distribution of Respondents			
Department	Total Applicants	Total Respondents	Response Rate	Women	Indigenous	Visible Minority	PwD
All	62973	60713	96.4%	49.8%	2.3%	32.3%	4.4%
City Housing	1719	1613	93.8%	54.7%	3.7%	31.1%	4.8%
City Manager's Office	3654	3573	97.8%	58.7%	2.0%	38.4%	6.0%
Corporate Services	11559	10851	93.9%	46.6%	1.8%	38.0%	4.0%
Healthy & Safe Communities	17166	16684	97.2%	65.4%	2.5%	30.5%	4.8%
Planning & Economic Development	9907	9475	95.6%	47.9%	2.6%	31.0%	5.2%
Public Works	18968	18517	97.6%	36.5%	2.2%	30.3%	3.5%



# Metric Tracking and Reporting

New Hires By Department (YTD as of October 24, 2023)				Distribution of Respondents			
Department	Total Headcount	Total Respondents	Response Rate	Women	Indigenous	Visible Minority	PwD
All	1925	954	49.6%	53.2%	1.2%	21.2%	5.2%
City Housing	26	15	57.7%	46.7%	6.7%	46.7%	6.7%
City Manager's Office	17	14	82.4%	71.4%	0.0%	21.4%	14.3%
Corporate Services	90	64	71.1%	54.7%	1.6%	31.3%	6.3%
Healthy & Safe Communities	871	330	37.9%	69.1%	1.5%	21.5%	4.5%
Planning & Economic Development	222	136	61.3%	55.9%	2.2%	23.5%	11.0%
Public Works	699	395	56.5%	38.5%	0.3%	17.5%	3.3%

# 2024 Key Goals

- Implementation of IDEA training modules across the organization
- Enhanced efforts to ensure our employee demographics reflect the community we serve
- Establish and implement IDEA Performance Goals for all Extended Leadership Team members
- Engage necessary consultant(s) to conduct an organizational AODA gap analysis and issue identification



## Employment Equity Comparator Data

Employment Equity Demographics*	Self-identify as a Woman (%)	Self-identify as Indigenous (%)	Self-identify as Visible Minority/Racialized (%)	Self-identify as a Person with a Disability (%)*****
City of Hamilton Staff Survey (2020)	53.7	2.4	10.9	5.9
City of Hamilton Staff Survey (2021)	48.8	2.2	12.0	5.6
City of Hamilton Staff Survey (2022)	47.7	2.2	12.4	5.5
City of Hamilton Staff Survey (2023) as of October 24, 2023	49.9	2.1	15.4	5.0
City of Hamilton Applicant Pool (2020)	40.8	1.7	20.6	2.5
City of Hamilton Applicant Pool (2021)	52.4	2.0	29.1	3.6
City of Hamilton Applicant Pool (2022)	54.4	2.1	29.6	4.2
City of Hamilton Applicant Pool (2023) at October 24, 2023	49.8	2.3	32.3	4.4
City of Hamilton New Hires (2020)	54.5	1.7	23.6	1.1
City of Hamilton New Hires (2021)	64.0	2.0	26.0	4.0
City of Hamilton New Hires (2022)	81.7	2.0	27.4	5.6
City of Hamilton New Hires (2023) at October 24, 2023	53.2	1.2	21.2	5.2
Statistics Canada - Hamilton Population (2016)**	51.1	2.3	19.0	29.1*****
Statistics Canada - Hamilton Population (2021)**	50.8	2.2	25.1	39.1*****
Statistics Canada - Hamilton Labour Market Availability (2016)**	48.3	2.0	17.6	n/a
Statistics Canada - Hamilton Labour Market Availability (2021)**	48.0	2.0	24.7	35.8*****
Statistics Canada - Canadian Labour Market Availability (2016)***	48.2	4.0	21.3	9.1
Statistics Canada - Canadian Labour Market Availability (2021)***	47.9	4.2	27.2	33.6
Federally Regulated Private Sector Results (2017)****	39.4	2.3	23.8	3.4
<b>Benchmark Comparator Notes:</b>				
* Sample sizes vary for each comparator				
** Based on total population, including children and others not seeking work				
*** Refers to the number of people in the workforce from which employers can hire.				
**** Captures workers and employers whose labour rights and responsibilities are defined by the Canada Labour Code				
***** Definition of Disability differs between benchmark comparators				
*****Using the proxy measure for "disability" from the Census - "Activity Limitation"				



**CLIENT  
SUCCESS  
STORY**

# Building Equity, Diversity and Inclusion at the City of Hamilton



In 2021 the City of Hamilton worked with an outside consulting firm to develop an EDI Framework that would set the stage moving forward for EDI initiatives and policies.

This framework was the underlying business case to develop an effective EDI program for staff at various levels within the organization. The question was: should they build a program from the ground up, or partner with an organization who already had an established course and focus their efforts elsewhere in this project?

After much research and investigation, a decision was made to partner with EDLS/Harvard to implement the Diversity, Inclusion, and Belonging course from Harvard ManageMentor.

**HARVARD**  
ManageMentor®

**“This course is powerful. First it was fascinating and spoke to my learning experience with colleagues and is likely one of the best courses I’ve taken. Understanding Diversity and how to include the strengths of this learning is becoming a defining organization pillar – we must do this exceptionally well.”**

Acting CEO – City Housing  
CityHousing Hamilton  
Corporation

## CLIENT SUCCESS STORY

### CHALLENGE

> Develop and deliver a Diversity, Equity and Inclusion program for City of Hamilton management staff with limited impact to their daily activities or routines.

### AUDIENCE

> *More than 600 full time staff at various levels across the organization.*

### RESOURCES

> *Harvard ManageMentor Diversity, Inclusion, and Belonging Course.*  
> *Harvard related tools and supplemental content.*

### IMPACT

> Completion rate in excess of 98% - exceptionally high compared to previous programs.  
> Great accolades from staff at all levels.  
> By meeting people "where they are" the program was deemed to be more accessible by staff at various levels and locations.  
> The targeted nature of the program allowed for "quick learning" and "momentum" which aided greatly in the programs success.  
> Established an EDI baseline across the organization.  
> Changed the Employee Value Proposition in a positive direction to aid in recruitment and retention efforts.

*For information on how EDLS can help you with your Diversity program needs please contact your EDLS Representative or [info@edls.com](mailto:info@edls.com).*

## Keys to Success

There were several factors that went into making this program successful:

1. **Management Support** is key for any initiative like this. Leaders not only need to say they support such initiatives but need to participate fully to demonstrate their commitment.
2. **Accountability** - everyone needs to be accountable for their role in rolling out and supporting such an initiative.
3. **Recognition** - staff enjoyed being able to receive a Certificate of Completion and/or a Digital Badge for completing the course.
4. **Quality content** - the content needs to have a balanced tone and appeal to learners with many different needs and learning styles.
5. **Flexibility** - allowing users to take ownership of their learning journey while connecting with others to share experiences.
6. **Quality Partner** - working with a true partner who will support your vision and provide expertise and guidance along the way increases the chances for success.

**"I found the HMM training on Diversity, Inclusion and Belonging to be engaging and informative. It is an interactive format that offers practical advice and strategies to help advance a more inclusive workplace culture."**

Senior Project Manager, Dept Initiatives  
Hamilton Paramedic Services, Healthy & Safe Communities



**"The HMM training for our leadership team has significantly raised awareness and created a mindful approach to incorporating EDI into our everyday work environment. The bonus is that we can all take this information home and share it in our personal lives as well."**

Manager, Building Inspections  
Building Division, Planning and  
Economic Development



Inclusion • Diversity • Equity • Accessibility

## What can you do? #BeTheReason

Reflect on your own behaviours and identify opportunities for embedding the framework into your work everyday.

Think in terms of what you can impact and effect within your scope of work.

## IDEA Spotlight

What are you currently doing in your area relating to embedding IDEA?

Submit your stories to [diversity@hamilton.ca](mailto:diversity@hamilton.ca)



## IDEA Strategic Plan Principles

To ensure all aspects of our City are built on the principles of Inclusion achieved through Diversity, Equity, and Accessibility (IDEA).

To create, foster, support and, ultimately, sustain a City culture whereby all people feel a strong sense of inclusion, empowerment, and opportunity for development and growth.

## IDEA Landing Page on Howi

Did you know that there is a landing page on Howi that includes resources, links to training, and other helpful information?

## Employment Equity Survey

Did you know that The City of Hamilton launched our Employment Equity Survey in 2020 as an important component of our Inclusion, Diversity, Equity, and Accessibility data collection? The Employment Equity Survey results help us to inform important diversity decisions and contributes to the development of inclusive and equitable initiatives for the City.

Help us reach our organizational goal of an 80% response rate! Complete the survey by scanning the QR code below, or contact the Diversity office for a hard copy of the survey:



## The City of Hamilton has been recognized as a Top Employer

in Hamilton - Niagara as well as in Forbes' Canada's Best Employers 2023.



## What are the benefits of working at the City?



### Non-Union Employer Paid Group Benefits (Full-Time Staff):

Benefit coverage includes prescription, dental care, vision, extended health care benefits & more. Group Benefits are 100% employer paid.



### OMERS Pension Plan:

The OMERS plan provides members with a lifetime pension. It offers early retirement options and can be transferred to other public sector plans. Employee contributions to the OMERS pension plan are matched 100% by the City.



### Competitive Vacation Entitlements

Vacation accumulates based on a years of service structure starting at 2 weeks vacation upon joining the City.



### Hybrid Working Policy (Role Permitting):

A modern and flexible hybrid work policy for eligible positions. Employees are required to be on-site for two anchor days per week.



### Learning & Growth Opportunities

Formal learning and development options across the City, with various experiences available through the City's corporate Learning Management System.



### Access to Perkopolis

Access to exclusive discounts on tickets, hotels and other various events and products through our new discount partner Perkopolis.

## Hiring Process



### Step 1: Online Job Application

Before you can apply for City job opportunities, you must create a candidate profile. Only online applications are accepted. **Note: New opportunities are posted each Thursday.**



### Step 2: Interview and/or Testing

Due to the high number of applications the City of Hamilton receives, only those selected to move forward in the recruitment process will be contacted for either virtual or in-person testing and/or interview.



### Step 3: Verification

If you are chosen as the successful candidate, a job offer may still be conditional on various employment conditions such as a reference check, driver's licence check, educational verification or a police reference check.



### Step 4: Job Offer

Your job offer will include new hire paperwork to be submitted prior to your first day of work.



# Hamilton is Hiring!

The City of Hamilton provides a rewarding and inclusive work environment. Consider joining the City to start or further your career in public service.

[hamilton.ca/careers](https://hamilton.ca/careers)



The City of Hamilton is committed to **Inclusion** achieved through **Equity, Diversity and Accessibility**. If you require any accommodations throughout the recruitment process, please contact us at [diversity@hamilton.ca](mailto:diversity@hamilton.ca).

Scan the QR code to view current job opportunities

**Apply Online Today!**





The City of Hamilton offers a variety of rewarding career opportunities that span across the following City Departments & Divisions:



### Corporate Services

Responsible for financial planning, customer service, legal and court services, technology, and procurement support.

**Opportunities may include:**  
Customer Contact & Municipal Service Centre Staff, Infrastructure & Operations, Security & Technology



### Public Works

Provides residents with high-quality drinking water, well maintained roads, reliable waste and recycling programs, and conventional public transit. These services make the community a great place to live, work and play.

**Opportunities may include:**  
Hamilton Transit Operations, Waste Management & Collection, Facilities Operations & Maintenance



### City Housing

Provides affordable housing that is safe, well maintained, cost effective and supports the diverse needs of our community.

**Opportunities may include:**  
Operations, Property Management, Quality Improvement, Development Coordinator



### Healthy & Safe Communities

Provides programs and services that strive to create a safe and supportive community where residents are active, healthy and have a high quality of life.

**Opportunities may include:**  
Ontario Works Case Workers, Homelessness Policy & Programs, Personal Support Care Workers & Nurses




### City Manager's Office

Under the leadership of the City Manager responsible for developing corporate policy, advising on strategic and community initiatives, communications, human resources, and internal audit.

**Opportunities may include:**  
Government & Stakeholder Relations, Human Resources, Community Initiatives & Engagement, Communications and Creative Services



**CITY OF HAMILTON**  
**HEALTHY AND SAFE COMMUNITIES DEPARTMENT**  
**Housing Secretariat Division**  
**and**  
**CORPORATE SERVICES DEPARTMENT**  
**Financial Planning, Administration and Policy Division**  
**and**  
**PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT**  
**General Manager's Office**

<b>TO:</b>	Mayor and Members General Issues Committee
<b>COMMITTEE DATE:</b>	November 15, 2023
<b>SUBJECT/REPORT NO:</b>	Housing Sustainability and Investment Roadmap 2023 Annual Update and 2024 Objective Setting (HSC23028(b)/FCS23055(a)/PED23099(b)) (City Wide) <b>(Outstanding Business List Item)</b>
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Justin Lewis (905) 546-2424 Ext. 4026 Director, Housing Secretariat Division
<b>SUBMITTED BY:</b>	Grace Mater General Manager Healthy and Safe Communities Department
<b>SIGNATURE:</b>	
<b>SUBMITTED BY:</b>	Mike Zegarac General Manager, Finance and Corporate Services Corporate Services Department
<b>SIGNATURE:</b>	
<b>SUBMITTED BY:</b>	Steve Robichaud Acting General Manager Planning and Economic Development Department
<b>SIGNATURE:</b>	

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

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

**SUBJECT: Housing Sustainability and Investment Roadmap 2023 Annual Update  
(HSC23028(b)/FCS23055(a)/PED23099(b)) (City Wide) - Page 2 of 5**

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**RECOMMENDATIONS**

- a) That the Housing Secretariat Division 2023 update of progress on the first seven months of the Housing Sustainability and Investment Roadmap attached as Appendix “A” to Report HSC23028(b)/FCS23055(a)/PED23099(b) be received,
- b) That the proposed Housing Secretariat Division 2024 Program of Work for the Housing Sustainability & Investment Roadmap (HSIR) attached as Appendix “B” to Report HSC23028(b)/FCS23055(a)/PED23099(b) be received, and
- c) That staff be directed to develop an intake process for receiving, evaluating and prioritizing applications to create additional units of affordable and supportive housing projects for any available City funding, including, but not limited to: the proceeds from the sale of some surplus City-owned properties identified, as recommended in the Properties and Process for Disposition of Land for Affordable Housing Report (PED17219); any available funds through the Housing Accelerator Fund, any funds available in the Affordable Housing Funding Program Reserve Fund; and based on the process and criteria outlined in Appendix “C”, report back to GIC with the results of the intake process.

**EXECUTIVE SUMMARY**

As directed by Council following the April 19<sup>th</sup>, 2023 General Issues Committee, this report provides an update on the “progress of work in 2023 and the proposed program of work for 2024 for the Housing Sustainability and Investment Roadmap” (HSIR).

Over the seven months since Council’s approval of the HSIR in April, there has been substantial progress on the recommended eleven Year 1 Priority Actions identified in the HSIR and across the four pillars: 1) new construction; 2) acquisition; 3) preservation/retention of existing affordable housing; and 4) provision of housing-based supports. Seven of the eleven priority actions were mostly or fully achieved and four were partially achieved with work still underway and continuing into next year.

The HSIR also identified the “Infrastructure” required to successfully implement the four pillars – foundational resources with the responsibility, accountability, and means to push actions forward. The key infrastructure deliverable was the creation of the Housing Secretariat Division in April 2023, a small interdepartmental staff team with relationships across City divisions and departments, which will facilitate the strategies, tactics, and implementation of the HSIR.

Other highlights include funding to repair 476 rent-geared-to-income units of housing, the creation of 166 housing allowances for people who had experienced homelessness,

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partnership with Social Innovation Canada to develop innovative financing approaches for transit-oriented affordable housing, the approval of a suite of by-laws and funding programs intended to protect tenants from eviction and protect purpose-built rental housing.

See Appendix “A” to Report HSC23028(b)/FCS23055(a)/PED23099(b) for a detailed update on the first seven months of implementation of the Housing Sustainability and Investment Roadmap (HSIR).

The Year 2 Program of Work will build on efforts to date and advance the HSIR. Highlights will include the refinement and finalization of a robust government relations strategy, a Finance and Acquisition Strategy, as well as implementation of the Housing Accelerator Fund.

See Appendix “B” to Report HSC23028(b)/FCS23055(a)/PED23099(b) for the proposed Program of Work for 2024.

To build on efforts related to Pillar 1 New Construction and Pillar 4 Housing with Supports focus on 200 new permanent supportive housing units for people experiencing chronic homelessness, recommendation c) directs staff to develop and report back on an intake process for affordable and supportive housing projects as outlined in Appendix “C”.

### **Alignment with Term of Council Priorities**

As a part of the Term of Council Priority “Safe and Thriving Neighbourhoods”, three outcomes were identified which relate to the HSIR: 1) Streamlined and accelerated approvals of new residential development, with a goal of 30% rental and 10% affordable or supportive housing; 2) preservation and expansion of affordable rental housing; and 3) reduce the number of individuals who are actively homeless by 30%.

These outcomes align strongly with the four pillars of the HSIR and provide a set of targets by which progress can be measured. The Action strategies presented in the Term of Council priorities are the same strategies identified in the HSIR.

The HSIR is designed to help fulfil the City of Hamilton’s vision to be the best place to raise a child and age successfully.

### **FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

Financial: None

Staffing: None

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Legal: None

## **HISTORICAL BACKGROUND**

In April 2023, through Report HSC23038/FCS23055/PED23099, Council approved the Housing Sustainability and Investment Roadmap, which was developed as a “whole-of-Hamilton” approach to the housing crisis facing our community. The Roadmap was based on broad input from over 44 community groups and organizations, substantive input from all City divisions and departments, and strategic advice from the Canadian Housing Evidence Collaborative (CHEC) at McMaster University. The Roadmap is built on the City’s Housing and Homelessness Action Plan, the City’s Official Plan, and numerous secondary plans, and is designed for impact across Hamilton’s affordable housing system. The Roadmap focuses especially on the segment of the housing continuum from community housing to the lower end of private market rental and ownership housing.

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

The HSIR builds on the City of Hamilton’s Strategic Plan and Vision, the Housing and Homelessness Action Plan (HHAP) created in 2013 and renewed in 2019, as well as the Official Plan and relevant Secondary Plans. The HSIR is also supported and informed by other strategies including the Urban Indigenous Strategy which calls for an increase in accessible and affordable housing for Indigenous people, as well as the Hamilton Climate Action Strategy, the Hamilton Community Safety and Well-being Plan and the 2023 City of Hamilton Housing Pledge.

## **RELEVANT CONSULTATION**

- HSIR Advisory Committee, including community stakeholders and the Canadian Housing Evidence Collaborative (CHEC)
- HSIR Executive Committee, including City Manager, General Manager Healthy and Safe Communities, General Manager Planning and Economic Development, and General Manager Finance and Corporate Services.
- HSIR Steering Committee, including staff representatives from Planning, Real Estate, Building, Housing, Indigenous Relations, Corporate Finance, and Government Relations.
- Hamilton is Home and other non-profit housing providers.

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**ANALYSIS AND RATIONALE FOR RECOMMENDATIONS:**

In the seven months since the approval of the HSIR, there has been substantial progress on all Year 1 Priority Actions and across the four pillars. Together this progress represents the beginning steps of a longer-term strategy to change the housing profile for the City of Hamilton.

The recommended 2024 Program of Work builds on Council's Strategic Priorities, desired outcomes and the first seven months of the activities within the Housing Sustainability and Investment Roadmap and will continue to strengthen Hamilton's response to the current housing crisis.

Construction and operation of new affordable and supportive housing requires active investments from municipal, provincial, and federal governments. Traditionally, municipal governments are one of the last funders to the table – covering the construction shortfall (or over-run), making grants (capital or operating) to a particular project, donating property, waiving fees, etc. By creating a transparent intake process for affordable and supportive housing projects, City Council will be able to identify prioritized projects that meet the City's requirements and plan for the implementation of these project over the term of Council. It is anticipated that, in many cases, this process would accelerate the process of construction once funding is available and will strengthen the ability to leverage additional funding from other levels of government and funders.

**APPENDICES AND SCHEDULES ATTACHED**

Appendix "A" – 2023 Progress on the Year 1 Program of Work for HSIR

Appendix "B" – Proposed 2024 Program of Work for HSIR

Appendix "C" – Multi-Year Housing Reserve Fund: Program Criteria and Terms

Progress on the Year 1 Program of Work				
ACTIVITIES IDENTIFIED WITHIN THE YEAR 1 PROGRAM OF WORK:	PROGRESS OF WORK TO DATE	LEAD	PROGRESS	
<b>INFRASTRUCTURE FOR THE ROADMAP</b>				
1	Urgency, commitment, and a collective will. Embrace an urgent shared vision and commit to using all available levers to achieve results, ensure alignment to achieve results, ensure alignment and embark on a new way of working together. Our whole community will need to recruit and incent potential providers and builders, use creativity and flexibility to achieve objectives and maximize the take-up of available resources.	Three outcome areas of Term of Council Priorities focus on new construction, preservation, and maintenance of affordable and supportive housing.	City Council	Completed
		Extensive public participation in engagement sessions regarding approaches to homelessness and affordable housing.	Housing Service Division	Ongoing
		Hamilton Community Foundation announces \$50 million investment over 10 years to address shortage of affordable housing.	Hamilton Community Foundation	Completed
		Hamilton Chamber of Commerce and West End Homebuilders' report: <i>Who Will Swing the Hammer?</i> Which focuses on the need to create additional housing units.	Chamber of Commerce, West End Homebuilder's Assoc.	Completed
		The Just Recovery Coalition Report: <i>Bold Ideas in a Time of Change</i> emphasizes affordable housing development as a critical issue.	Just Recovery Coalition	Completed
		GTHA Regional Housing Meetings lead by the City of Toronto's Housing Secretariat Division.	Housing Secretariat Division	Ongoing
		First Federal Housing Roundtable was held on September 8, 2023 and was attended by the City of Hamilton.	Housing Secretariat Division, Mayor's Office	Completed
2	Create an Affordable Housing Secretariat Division. This new team will work in a holistic and integrated way with community leaders and the City to identify policy solutions, innovate, drive results, and nimbly lead the implementation of the Roadmap. The Housing Secretariat Division will suggest the required delegated authorities (e.g. regarding the rostering process, rezoning, and purchasing limits).	Hiring of Director, Senior Advisor, Program Coordinator, and Administrative Assistant of the Housing Secretariat Division, with 1 FTE funded by HCF.	Housing Secretariat Division	Completed
		Governance structure implemented: established Executive Committee, Steering Committee, and Advisory Committee.	Housing Secretariat Division	Completed
		Extended agreement to December 2025 with the Canadian Housing Evidence Collaborative (CHEC) to provide strategic oversight and develop an evaluation framework.	Housing Secretariat Division	Completed
		A report proposing a set of delegated authorities is in development by Legal Services, and is expected to be delivered to Council in Q1, 2024.	Legal, City Manager's Office	Ongoing
		Will establish an email address to increase communication, <a href="mailto:Housing.Secretariat@hamilton.ca">Housing.Secretariat@hamilton.ca</a> , and develop both internet and intranet pages to enhance communication and transparency with the community, Council, Mayor, and staff by December 31, 2023.	Housing Secretariat Division, Corporate Communications	Ongoing

Progress on the Year 1 Program of Work				
ACTIVITIES IDENTIFIED WITHIN THE YEAR 1 PROGRAM OF WORK:	PROGRESS OF WORK TO DATE	LEAD	PROGRESS	
3	Expanded Affordable Housing development and acquisition capacity. New investments must be made in order to deliver on the strategic mandate to leverage all affordable housing opportunities and maximize the City's and community's existing land portfolio. (See Pillar #2 below for additional discussion).	Mapping of challenges and barriers to affordable housing development with community stakeholders.	Housing Secretariat Division	Ongoing
		Acquisition strategy for existing private market affordable housing in development.	Housing Secretariat Division, Advisory Committee	Ongoing
4	An Affordable Housing Resource Fund with a five-year financing strategy for the Roadmap. A known and predictable funding source and financing strategy for prioritized activities is critical for planning and success. The ability to act nimbly, maximize funding opportunities, and provide predictable resources are key benefits to this fund.	Beginning in the 2023 Operating Budget, Hamilton City Council contributed \$4 million annually toward affordable housing development (HSC23003).	City Council, Housing Services Division	Completed
		Approval in principle of a Multi-Year Housing Reserve Fund of \$31M (e.g. \$10.33M per year over 3 years) which will facilitate opportunities for affordable and supportive housing providers to leverage provincial and federal funds for projects in development (Appendix "C")	City Council, Housing Secretariat Division, Housing Services Division	Ongoing
		A five-year financing strategy is currently in the process of development and is expected to be presented to Council Q4 of 2024.	Housing Secretariat Division, Corporate Finance	Ongoing
		Included in the five-year financing strategy will be the allocation of the proceeds from the sale of some surplus City-owned properties identified, as recommended in the Properties and Process for Disposition of Land for Affordable Housing Report (PED17219).	Housing Secretariat Division, Real Estate Office	Ongoing



Progress on the Year 1 Program of Work				
ACTIVITIES IDENTIFIED WITHIN THE YEAR 1 PROGRAM OF WORK:	PROGRESS OF WORK TO DATE	LEAD	PROGRESS	
5	A robust and prioritized government relations strategy focused on leveraging partnerships and resources from other orders of government to address affordable housing and homelessness.	Inclusion of affordable housing and homelessness in Term of Council priorities.	City Council	Completed
		Submission of a History of Supportive Housing Advocacy (HSC23054) in August 2023, which outlined advocacy for additional supportive housing units for people experiencing homelessness with very high needs.	Housing Secretariat Division	Completed
		Five (5) meetings with provincial ministers and senior staff through the Association of Municipalities of Ontario.	City Manager's Office, the Mayor's Office, Housing Secretariat Division	Completed
		Hosted a July Roundtable with local MP's re: affordable and supportive housing.	City Manager's Office, the Mayor's Office, Housing Secretariat Division	Completed
<b>PILLAR 1: NEW CONSTRUCTION</b>				
1	Complete units of affordable and supportive housing that are under construction and have received City funding, with a special focus on Indigenous projects. Continue to work with non-profit and supportive housing providers to develop a Housing Development Stream of projects.	Since Jan 2021, there have been 318 new permanent supportive housing units completed, and 268 non-profit affordable units (168 rent-geared-to-income).	Community Stakeholders, Housing Services Division	Completed
		Anticipated completion of an additional 42 units of affordable housing and 42 units of supportive housing to be occupied by Q2, 2024.	Community Stakeholders, Housing Services Division	Ongoing
		Hamilton is Home identifies 418 units of supportive housing and 981 units of affordable housing that, with capital and operating funding, could be constructed in the next 36 months.	Hamilton is Home, Housing Secretariat Division	Ongoing
2	Engage with Social Innovation Canada, Canada Mortgage and Housing Corporation, Federation of Canadian Municipalities, Hamilton Community Foundation, and community stakeholders in the Transit Oriented Affordable Housing lab to find innovative financing strategies for a range of affordable housing close to major transit routes.	Substantive engagement of a wide range of affordable and supportive housing providers as well as government staff to explore the best possible pilot sites.	Housing Secretariat Division	Ongoing
		Three pilot projects identified: 1) conversion of scattered single units to multi-plex, 2) development of supportive housing for people who have been homeless, and 3) non-profit acquisition of existing private market rental units.	Housing Secretariat Division	Ongoing
		CMHC will pilot an "Enterprise" model of delivering catalyst funding to move the projects along.	Housing Secretariat Division	Ongoing

Progress on the Year 1 Program of Work				
ACTIVITIES IDENTIFIED WITHIN THE YEAR 1 PROGRAM OF WORK:	PROGRESS OF WORK TO DATE	LEAD	PROGRESS	
3	Develop a promotion and incentive strategy for increased accessory dwelling units and conversions to fourplexes.	Incentivizing accessory dwelling units and conversion to fourplexes is central to the City's approved allocation from the Housing Accelerator Fund, which will have a significant impact.	Housing Secretariat Division, Planning & Economic Development	Ongoing
4	Develop a planning package of incentives that can be applied to encourage moderately affordable housing. Some examples of incentives could include reduced parkland fees, reduced parking requirements, funding for pre-development activities, increased density, or priority during the planning process.	This work is ongoing. Reduced requirements for parking minimums are under exploration, as are property tax exemptions, and additional fee relief.	Planning & Economic Development	Ongoing
5	To relieve pressure on the rental sector, encourage the development of 350 moderately affordable units, including accessory units (up to 125% of average market rent) with low levels of subsidy.	In 2022, 341 accessory units were added. At the end of August 2023, an additional 295 accessory units were registered.	Planning & Economic Development	Completed
		Planning is underway to explore the conversion of scattered single units of non-profit housing to fourplexes – creating three units of additional moderately affordable rentals with each conversion.	Planning & Economic Development, Housing Secretariat Division	Ongoing
		Roundtable discussion with West End Homebuilder's Association to be held in October 2023 to identify strategies to create moderately affordable rental units.	Housing Secretariat Division, West End Homebuilder's Assoc., Planning & Economic Development	Ongoing
		Some non-profit housing providers are exploring building moderately affordable units as part of their strategic plans.	Housing Secretariat Division	Ongoing
6	Identify opportunities for integrating affordable housing into planned capital projects.	This work is ongoing.	Housing Secretariat Division	Ongoing

Progress on the Year 1 Program of Work				
ACTIVITIES IDENTIFIED WITHIN THE YEAR 1 PROGRAM OF WORK:	PROGRESS OF WORK TO DATE	LEAD	PROGRESS	
7	Identify under-utilized city-owned properties that may be suitable for additional intensification and affordable housing.	Housing Sustainability and Investment Roadmap Work Program: City Property Review and Property Disposition Strategies (PED23099(a) HSC23028(a)) report outlined a proposed work plan to complete the review of all city-owned properties over the course of 2024.	Planning & Economic Development, Housing Secretariat Division	Completed
		Six city-owned surplus properties have been recommended for a disposition strategy (PED23099(a) HSC23028(a)) that will include proactive City-led re-zoning with a focus on use for affordable and supportive housing.	Planning & Economic Development, Housing Secretariat Division	Ongoing
		The 2024 Program of Work will focus on the disposition strategy for these six properties and may develop an additional set of surplus properties for the next annual update.	Planning & Economic Development, Housing Secretariat Division, Finance & Administration	Ongoing
<b>PILLAR 2: ACQUISITION</b>				
1	Start a dialogue with community partners to create an Acquisition Assistance Fund, potentially in partnership with social enterprise capital that would enable the purchase and preservation of existing affordable private rental housing in Hamilton.	Discussions have been held with the Hamilton Community Foundation (HCF) regarding the alignment of an acquisition fund. The HCF has acquired two properties as a pilot program. There has been general agreement that the HCF program should be aligned with, but not formally linked to any City strategy.	Housing Secretariat Division, Senior Leadership Team, Hamilton Community Foundation, Planning & Economic Development	Ongoing
		The City has developed a first draft of a municipal strategy based on the Housing Access Resource Centre in British Columbia, which published a detailed guide for how municipalities can create an acquisition fund focused specifically on acquiring existing private market affordable rental housing. The City of Toronto has also established a \$21.5 million Multi-Unit Residential Acquisition (MURA) program intended to facilitate acquisitions. Staff are currently reviewing criteria, terms, scope, and an implementation plan for maximum effectiveness. A report to Council on an Acquisition Strategy will be brought in Q4, 2024.	Housing Secretariat Division, Planning & Economic Development, Finance & Administration	Ongoing
		One of the pilot projects of the Transit Oriented Affordable Housing will be focused on the acquisition of an existing private market affordable rental project.	Housing Secretariat Division	Ongoing

Progress on the Year 1 Program of Work				
ACTIVITIES IDENTIFIED WITHIN THE YEAR 1 PROGRAM OF WORK:	PROGRESS OF WORK TO DATE	LEAD	PROGRESS	
2	In Year 1, be prepared to identify and purchase parcels of land and/or vacant or under-utilized properties that are suitable for the development of affordable housing.	The Real Estate Division is working with the Housing Secretariat Division to establish criteria, a process, and a financing strategy for this action. A report will be brought to Council in Q4, 2024.	Planning & Economic Development, Housing Secretariat Division, Finance & Administration	Ongoing
		As part of the disposition strategy of the six City-owned parcels discussed above, staff are exploring the purchase of adjacent properties that will maximize the development potential of these sites	Planning & Economic Development, Housing Secretariat Division	Ongoing
<b>PILLAR 3: PRESERVE AND MAINTAIN AFFORDABLE HOUSING</b>				
1	Support legacy social housing providers to complete the asset rationalization work that will be used to create a multi-year capital plan related to intensification and asset renewal for the current housing stock. Specifically, identify funding and initiate the repair process for 476 rent-geared-to-income units within the CityHousing Hamilton portfolio that are currently offline and in need of renovation.	Renewal of 146 units at CityHousing Hamilton (114 Rent-geared-to-income, 32 affordable market rent units) completed in late 2022	CityHousing Hamilton	Completed
		Funding identified to repair 476 rent-geared-to-income units that are currently offline approved during the April 19, 2023 General Issues Committee. Unit repairs will be completed by December 2024	CityHousing Hamilton	Ongoing
		Funding established to complete Building Condition Assessments for legacy social housing providers. Results will then be used to scope the asset rationalization work.	Housing Services Division	Ongoing
2	Undertake negotiations related to end-of-mortgage agreements for legacy social housing providers to ensure their re-mortgaging and thus the continuation of affordable units for City of Hamilton.	A draft framework and funding formula has been prepared for approval by Council in Q3 2023.	Housing Services Division	Ongoing

Progress on the Year 1 Program of Work				
ACTIVITIES IDENTIFIED WITHIN THE YEAR 1 PROGRAM OF WORK:	PROGRESS OF WORK TO DATE	LEAD	PROGRESS	
3	To protect existing rental housing, establish a policy package that includes a rental replacement by-law. Encourage additional policy initiatives that protect purpose-built rental housing.	The Planning & Economic Development Department will present a draft rental replacement by-law to Council in Q4, 2023.	Planning & Economic Development	Ongoing
		A by-law limiting short-term rentals was passed by Council in Q1, 2023 with an implementation strategy currently in development. (PED17203(c))	Planning & Economic Development	Ongoing
		As part of the Term of Council priorities, the Canadian Housing Evidence Collaborative (CHEC) will be working with the Housing Secretariat Division to develop a set of indicators to measure the gain/loss of private market rental units.	Housing Secretariat Division, Advisory Work Group	Ongoing
4	Develop and resource a City Coordinated Tenant Response Team that will respond to addressing tenant concerns and issues (including responses around "renovictions") and design a campaign to ensure tenants know their rights to remain in their homes.	In Q3, 2023, City Council approved the Hamilton Tenant Support Program report (HSC23023(b)) which recommended a \$150 K enhancement to create a Tenant Defence Fund in partnership with the Hamilton Community Legal Clinic and referred an annual budget allocation of \$1.197 M to the 2024 budget discussions. This fund would enable up to 200 tenants annually to challenge eviction notices and above-guideline rent increases at the Landlord Tenant Board	Housing Services Division	Ongoing
		In Q3, 2023, City Council approved the Safe Apartments By-Law, which requires all apartment buildings over 2 stories to adhere more strictly to property standards by-laws, and has proposed a new division of pro-active housing inspectors within the by-law and licensing division. This proposal has been referred to the 2024 budget process.	Planning & Economic Development, Housing Services Division	Ongoing
		In Q3, 2023, City Council approved updates to the Vital Services By-Law that strengthen the City's ability to quickly enforce necessary repairs in apartment buildings where vital services are not being provided.	Planning & Economic Development	Completed
		In Q4 2023, City Council will review a "first of its kind" proposed anti-renoviction by-law that will require any landlord looking to evict tenants to complete major renovations to obtain a license. The license would require obtaining an engineer's professional opinion that moving the tenants out is necessary to complete the repairs. Additionally, landlords would be required to find suitable nearby accommodation for tenants at no more than 15% higher monthly rents.	Planning & Economic Development, Housing Services Division	Ongoing

Progress on the Year 1 Program of Work				
ACTIVITIES IDENTIFIED WITHIN THE YEAR 1 PROGRAM OF WORK:	PROGRESS OF WORK TO DATE	LEAD	PROGRESS	
<b>PILLAR 4: PROVISION OF HOUSING-BASED SUPPORTS</b>				
1	Work with <b>other orders of government</b> to create 200 additional, purpose-built, permanent, supportive housing units for people who have highly complex needs and are experiencing chronic homelessness.	The Hamilton is Home coalition developed a "postcard" of 418 units of potential supportive housing that, if funded, could be constructed and occupied within 36 months. City staff are currently conducting due diligence on these projects as well as a process to expedite progress if funding is obtained.	Housing Secretariat Division	Ongoing
		The need for capital and operating funding to support new supportive housing from other orders of government has been a central component of the delegations at the Association of Municipalities of Ontario (AMO) as well as meetings with provincial and federal representatives.	City Council, Housing Secretariat Division, City Manager's Office, Finance & Administration	Ongoing
		The Hamilton Community Foundation has indicated its willingness to support projects advancing to the "shovel-ready" stage within its funding parameters.	Housing Secretariat Division, Hamilton Community Foundation, Advisory Work Group	Ongoing
		The Housing Secretariat Division has proposed the creation of a Multi-Year Housing Reserve Fund of \$31M, which has been approved in principle by City Council (Appendix "C"). This fund would be used to leverage investments from other orders of government to create additional units of supportive housing.	Housing Secretariat Division, Planning & Economic Development, Finance & Administration	Ongoing
		City Council is providing funding to create 24 units of affordable housing for families, as well as providing funding that will allow Indwell to provide supports for 24 units of new affordable housing. This will allow tenants who require supports with daily living and have a history of homelessness to have permanent housing (HSC23041).	Housing Services Division	Completed
		There are 18 units of supportive housing that received funding in prior years of the Rapid Housing Initiative that are expected to be occupied in Q2, 2024.	Housing Services Division	Completed

Progress on the Year 1 Program of Work				
ACTIVITIES IDENTIFIED WITHIN THE YEAR 1 PROGRAM OF WORK:	PROGRESS OF WORK TO DATE	LEAD	PROGRESS	
2	Support Indigenous organizations, housing providers, Indigenous-led programs and funding decisions and the Indigenous Continuum of Supports program.	The Housing Secretariat Division is working with Sacajawea Non-Profit Housing and Ontario Aboriginal Housing Services Division on several Indigenous-led supportive housing projects.	Housing Secretariat Division, Indigenous Relations	Ongoing
		Building capacity in the Housing Secretariat Division to support, promote, and expedite Indigenous-led housing projects is a strategic priority for 2024.	Housing Secretariat Division, Indigenous Relations	Ongoing
		When establishing criteria for programs and funding described above, addressing the Truth and Reconciliation Commission's Calls to Action will be included.	Housing Secretariat Division, Indigenous Relations	Ongoing
3	Modernize the Residential Care Facilities system to ensure people living in these units receive adequate supports that are well matched to individual needs.	Housing Services Division is working with procurement on retaining a consultant to review the Residential Care Facility system and make recommendations for its modernization.	Housing Services Division, Finance & Administration	Ongoing
		As an emergency measure, the Housing Services Division has recommended creating 100 additional subsidized spaces in the Residential Care Facility system to provide housing for people experiencing homelessness. This recommendation has been forwarded to the 2024 budget discussions.	Housing Services Division	Ongoing
4	Work with the Housing Services Division, the Greater Hamilton Health Network, Ontario Health, local stakeholders, and other orders of government to increase the number of people with high acuity and complex needs who receive residentially-based health supports.	The history of these advocacy efforts was delivered to the Emergency and Community Services Committee in Q3, 2023 (HSC23054) and are ongoing. Increasing the number of residentially-based health supports will continue to be central to the government relations strategy.	Housing Services Division, Housing Secretariat Division, Public Health	Ongoing

Progress on the Year 1 Program of Work				
ACTIVITIES IDENTIFIED WITHIN THE YEAR 1 PROGRAM OF WORK:	PROGRESS OF WORK TO DATE	LEAD	PROGRESS	
5	<p>Improve the system of homelessness services and supports to individuals and families who are unsheltered and/or accessing shelters through the creation of portable housing allowances, bolstering prevention and diversion programs, expanding emergency capacity for women and families, and the overall emergency response.</p>	<p>Described in a series of reports in Q2-Q3, 2023, City Council has made substantial investments in the emergency response system of homelessness services and supports. These investments include:</p> <ul style="list-style-type: none"> <li>○ The creation of 133 additional housing allowances for people exiting homelessness, with another 366 housing allowances referred to the 2024 budget process;</li> <li>○ Sustaining funding to provide families with emergency overflow spaces in hotels while longer-term solutions can be developed;</li> <li>○ Bolstering shelter diversion programs;</li> <li>○ Providing a site for a 25-unit pilot project with Hamilton Alliance for Tiny Shelters (HATS); and,</li> <li>○ Ensuring a winter emergency response strategy is in place.</li> </ul>	<p>Housing Services Division</p>	<p>Completed</p>



Year 2 Program of Work					
DESCRIPTION		LEAD	STATUS		
			Existing	Enhanced	New
<b>INFRASTRUCTURE FOR THE ROADMAP</b>					
1	Continue to emphasize urgency, commitment, and collective will through the relationships created and nurtured in 2023.	City Council, Executive Committee, Housing Secretariat Division		XX	
2	Continue to develop capacity within the Housing Secretariat Division and adjust staffing complement as required through the 2025 budget process.	Housing Secretariat Division		XX	
3	Expand Governance structure to include Indigenous providers and stakeholders to implement a whole of Hamilton approach.	Housing Secretariat Division		XX	
4	By Q4, 2024, finalize the Acquisition Strategy which will be inclusive of all four pillars of the Roadmap for existing private market affordable housing units and vacant or under-utilized properties.	Housing Secretariat Division, Real Estate Office, Finance & Administration			XX
5	By Q4, 2024 deliver a five-year financing strategy and report back to Council annually through the Housing Secretariat's annual reporting in October.	Housing Secretariat Division, Corporate Finance			XX
6	Develop a detailed government relations strategy, including the addition of policy analysis capacity with the Housing Secretariat Division, in partnership with the Mayor's Office and Council that addresses supportive housing, appropriate levels of investment in the homelessness sector, and approaching other orders of government to fund new affordable housing development in aggregate, rather than on a project-by-project basis. Convene a Community Working Group on Government Relations to set key messages and maximize impact.	Housing Secretariat Division, The Mayor's Office			XX

Year 2 Program of Work					
DESCRIPTION		LEAD	STATUS		
			Existing	Enhanced	New
7	Develop and implement a Communications Strategy to facilitate action on the Roadmap. In partnership with Corporate Communications, develop an internet/intranet presence, media plan, quarterly newsletters, and involvement in the Government Relations strategy.	Housing Secretariat Division, Corporate Communications			XX
<b>PILLAR 1: NEW CONSTRUCTION</b>					
8	Ensure the affordable units currently under construction by community stakeholders are completed.	City Council, Housing Secretariat Division, Executive Steering Committee			XX
9	Implementation of the Housing Accelerator Fund workplan (to be approved by City Council).	Housing Secretariat Division, Planning & Economic Development,			XX
10	Use all available municipal levers to move pre-qualified projects through pre-development activities to the point of having a building permit. This will allow projects to be "shovel-ready" when funding is made available.	Housing Secretariat Division, Planning & Economic Development		XX	
<b>PILLAR 2: ACQUISITION</b>					
11	By Q4, 2024, develop an Acquisition Strategy focused on two types of activities: <ul style="list-style-type: none"> <li>a. the purchase of existing affordable private market rental units that include proposed terms, objectives, and funding envelope with financing strategy; and</li> <li>b. the purchase of vacant or under-utilized land that is suitable for affordable housing development including adjacent properties (land assembly) that maximize available sites.</li> </ul>	Housing Secretariat Division, Real Estate Office, Finance & Administration	XX		
<b>PILLAR 3: PRESERVE AND MAINTAIN AFFORDABLE HOUSING</b>					
12	Complete the Building Condition Assessments of community housing inventory and the repair of off-line units. Undertake an asset rationalization to prioritize capital needs and create a 10-year portfolio renewal strategy.	Housing Services Division	XX		
13	Continue to monitor end-of-mortgage agreements and implement a framework and funding formula to protect the city's community housing stock.	Housing Services Division	XX		

Year 2 Program of Work					
DESCRIPTION		LEAD	STATUS		
			Existing	Enhanced	New
14	Conduct a review of municipal funds received from other orders of government (e.g. OPHI, COCHI, Reaching Home) to ensure maximum benefit and alignment with the HSIR and Term of Council priorities related to affordable housing and homelessness.	Housing Services Division, Housing Secretariat Division			XX
15	Monitor the effectiveness of any by-laws created to protect purpose-built rental housing and amend them accordingly. Review best practices from similar jurisdictions that may be applicable to Hamilton.	Planning & Economic Development	XX		
16	Implement Council approved by-laws intended to protect tenants and prevent displacement and/or renovations.	Planning & Economic Development, Housing Services Division			XX
17	Include policies related to tenant protections, end-of-mortgage agreements, rent controls (vacancy de-controls), and adequate income levels for tenants (specifically, increased social assistance rates, or creation of a Housing Benefit) in the Government Relations strategy.	Mayor's Office Housing Secretariat Division, City Manager's Office		XX	
<b>PILLAR 4: PROVISION OF HOUSING-BASED SUPPORTS</b>					
18	Conduct due diligence on and develop a transparent process and criteria to prioritize, recommend, and expedite housing projects that can provide permanent supportive housing for people with mid-high acuity needs who are experiencing chronic homelessness.	Housing Secretariat Division, Planning & Economic Development, Procurement			XX
19	Provide planning and project support to Indigenous-led supportive housing projects to expedite and accelerate projects.	Housing Secretariat Division, Planning & Economic Development		XX	
20	Monitor the modernization of the Residential Care Facility system, including the addition of 100 units to house people who are experiencing homelessness.	Housing Services Division, Public Health Services	XX		
21	Continue to monitor the needs of emergency response and the homelessness service system, and invest as necessary, while shifting to a system more focused on prevention and long-term solutions. The emergency response and homelessness service system is ideally suited to help people whose episodes of homelessness are rare, brief, and non-reoccurring.	Housing Services Division, Housing Secretariat Division	XX		

# HOUSING DEVELOPMENT PROJECT STREAM



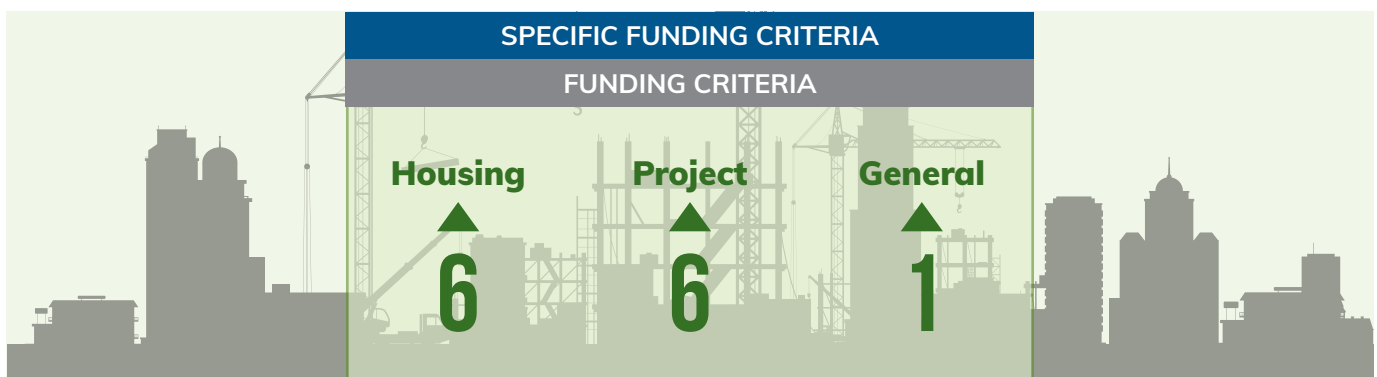
The creation of the Housing Development Project Stream (Project Stream) was done in partnership between the Housing Secretariat Division and the Planning & Economic Development Department. It is imperative for the City of Hamilton to establish a clear and consistent process to allocate funding. The intent of the Project Stream is to organize new affordable housing construction projects on an annual basis to meet the objectives set out in the Housing Sustainability & Investment Roadmap, the Housing and Homelessness Action Plan, and Council Priorities.

Designed in consultation with community and City staff across multiple departments, we continue to take steps towards making improvements to program delivery, accessibility, reaching equity-deserving groups, and ensuring alignment with best practices. The Project Stream will also provide a clearer and more transparent process in our funding allocation decisions, which we believe will satisfy requests for the City to have a more streamlined process so that all potential affordable housing developers have an equal opportunity to pursue available funding.

The Project Stream will be a listing of all affordable housing development projects within the City of Hamilton. The list will be broken out over the next five years (2024, 2025, 2026, 2027, 2028) and include new construction projects that will begin in the spring of each year. The Project Stream will include affordable housing projects that are supportive and transit oriented.

The Project Stream will assist with the allocation of future funding to approved projects on behalf of the City of Hamilton as the service manager. It will be a shared responsibility between the City and the housing provider, to advocate for additional investments from other orders of government to fulfill any funding gaps remaining.


Interested housing providers will have the opportunity to submit an application through the Housing Secretariat's intake process, which will be accessible on the Housing Secretariat's website in December 2023. The Housing Secretariat's website is currently in development and an announcement will be shared with our community partners once the website is live and the Housing Development Project Stream's application is available.



SPECIFIC FUNDING CRITERIA	FUNDING CRITERIA	Housing ▲ 6	<ol style="list-style-type: none"> <li>1. Does the project and its prioritized population align with efforts to end chronic homelessness, encampments, and coordinates access priorities in the City of Hamilton?</li> <li>2. What is the cost from the current project status to shovel-ready?</li> <li>3. What is the number of households that will be taken from a city recognized waitlist for tenancies in the new development?                             <ul style="list-style-type: none"> <li>○ And please specify the waitlist impacted.</li> </ul> </li> <li>4. What is the current walk score to amenities (schools, grocery stores, bus stops, parks, etc.) for this project?</li> <li>5. How does the percentage of energy reduction compare to the standard baseline, as specified in the National Energy Code?</li> <li>6. How does the percentage of Greenhouse Gas reduction compare to the standard baseline, as specified in the National Energy Code?</li> </ol>
	FUNDING CRITERIA	Project ▲ 6	<ol style="list-style-type: none"> <li>1. Does this project comply with the City of Hamilton Official Plan?                             <ul style="list-style-type: none"> <li>○ Do the project documents clearly demonstrate the project's readiness to advance?</li> </ul> </li> <li>2. Does the project comply with all applicable zoning By-law requirements?                             <ul style="list-style-type: none"> <li>○ Do the project documents clearly demonstrate the project's readiness to advance?</li> </ul> </li> <li>3. Does the project documentation verify that the project has final site plan approval (if required)?</li> <li>4. Does the project documentation verify that the building permit is close to ready but has not yet been obtained?</li> <li>5. What stage is the project funding application or request process currently in?</li> <li>6. What is the percentage of AODA-compliant units within the project plan?</li> </ol>
	FUNDING CRITERIA	General ▲ 1	<ol style="list-style-type: none"> <li>1. Has your organization maintained a solid financial standing for the past three consecutive years?</li> </ol>



## INFORMATION REPORT

<b>TO:</b>	Chair and Members General Issues Committee
<b>COMMITTEE DATE:</b>	November 15, 2023
<b>SUBJECT/REPORT NO:</b>	Housing Services Division Budget Overview (HSC23074) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	James O'Brien (905) 546-2424 Ext. 3728
<b>SUBMITTED BY:</b>	Michelle Baird Director, Housing Services Division, Healthy and Safe Communities Department
<b>SIGNATURE:</b>	

### COUNCIL DIRECTION

N/A

### INFORMATION

The Housing Continuum ranges from those experiencing homelessness to the luxury ownership market. The Housing Services Division as a social services provider is focused on the area of the continuum that covers those experiencing homelessness to affordable rental, and affordable homeownership. Systemic challenges to affordable housing have continued to persist with a clear tipping point having occurred since the COVID-19 pandemic. Rising interest rates and inflation have made housing less affordable, and we are seeing the impacts of a slowing development sector for creating more affordable housing, and the limited supply has created negative incentives for landlords to displace tenants to receive higher rents. This latter issue has been actualized in a growing issue of renovictions, demovictions, and the displacement of tenants for the personal use of the unit by landlords. These growing issues with market affordable rentals have ripple effects throughout the housing continuum, including making it harder to find affordable housing to resolve situations with individuals experiencing homelessness. This tightening of the affordable rental market has created an ecosystem that has seen a growing encampment issue that requires more affordable housing supply to aid in the resolution, including more supportive affordable housing

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

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

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**SUBJECT: Housing Services Division Budget Overview (HSC23074) (City Wide) -  
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supply. These systemic factors have created a growing need for active and involved government intervention from all levels of government.

The Housing Services Division 2023 budgeted gross expenditures totalled \$146.6M with a net levy impact of \$75.6M and is supported by Provincial funding of \$38.8M and Federal funding of \$32.2M. These funds are used by the Housing Services Division to facilitate new affordable developments, provide housing supports to keep people housed, administer social housing and the social housing waitlist, and provide homelessness services.

**Net Levy Impacts:**

The net levy provides the greatest financial support for the City of Hamilton's program areas, accounting for 51.6% of the 2023 funding. This money supports the operation and administration of social housing, including rent supplements and capital repairs (\$50.1M), the creation of affordable housing (\$12.5M), and the administration and services delivered to support the homelessness servicing system (\$13M).

**Provincial Investments:**

The Homelessness Prevention Program (\$27.9M) consolidated previous Provincial funding programs that have focused on the three goals of preventing homelessness, addressing homelessness, and reducing chronic homelessness. This program consolidated Community Homelessness Prevention Initiative, Home for Good, and Strong Communities Rent Supplement Program. This funding program provides a wide range of homelessness and supportive housing activities, including flexibility to fund capital projects and provide longer-term rental assistance.

The Housing Services Division also receives Provincial funding through the Canada-Ontario Community Housing Initiative (\$6.6M) The Canada-Ontario Community Housing Initiative is a funding envelope focused on repair and affordable housing and can be used to create affordable units through subsidy and/or capital. The Ontario Priorities Housing Initiative (\$3.5M) was created in 2019 to address local housing priorities, including repair and new construction.

A contribution from the Ontario Works 50% Provincial funding (\$800K) is used for housing focused case management and support.

Not reflected in the Housing Services Division budget but allocated to Hamilton is the Canada-Ontario Housing Benefit (\$2M). The Canada-Ontario Housing Benefit is a portable housing benefit paid directly to eligible households.

**Federal Investments:**

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Federal investments include funding (\$11.4M) under the Housing Services Act for Federal social housing, investment through the Rapid Housing Initiative III (\$10.9M) for the development of affordable housing units and Reaching Home (\$9.9M) for the homelessness serving sector.

Funding allocation and prioritization:

The Housing Services Division is committed to facilitating new affordable developments, increasing housing affordability, providing supports to keep people housed, administering social housing and the social housing waitlist, and providing homelessness services. The Housing Services Division administers a significant amount of money that goes to partner agencies and support payments as part of our work.

When Federal and Provincial funding envelopes become available the Housing Services Division evaluates the program guidelines to address the most pressing needs within the system, while also balancing the capacity of the division and community partners ability to implement the prioritized plans. The additional funding needed beyond the Federal and Provincial funding and the Net Levy budget are supported through various City reserves.

It is apparent that costs associated with funding the most vulnerable community members to find safe, suitable, and adequate housing continue to go up and municipal investment continues to be the source of new funding to sustain current programs and new investments where required.

The contribution to Social Housing includes \$67.7M for social housing providers operating costs, mortgages, and rent geared to income subsidy and rent supplements. Affordable Housing and Neighbourhood Development includes \$27.2M primarily for New Rental Housing, Ontario Renovates and Emergency Repair programs, Rent Supplement and Housing Allowance programs. Homelessness Services for \$51.7M supports Residential Care Facilities administration, Rent Ready programs, shelter support services, housing stability benefits, community outreach and other services.

To support all the work being completed by the Housing Services Division in 2023 the Housing Services Division has 68 staff funded as follows:

- 10 FTE's (full-time employees) 100% federally funded
- 25 100% Levy funded
- 10 100% Provincially Funded
- 17 FTE's (full-time employees) were 50/50 cost shared with the Province
- 4 cost-shared with the Province at varying rates
- 2 funded by Poverty Reduction Funds

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**SUBJECT: Housing Services Division Budget Overview (HSC23074) (City Wide) -  
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Within the existing funding allocations from upper levels of government and the Municipal levy there are funds that can be allocated to different areas of focus, such as dollars going towards housing allowances that could be reallocated to capital needs. The opportunity costs for any changes should require business case analysis that will evaluate the impact of these changes on the overall Housing Continuum. The focus of the Housing Services Division is to create a healthy and sustainable Housing Continuum. As outlined above, the municipality is currently investing 1/2 of the funds needed to sustain the affordable housing and homelessness serving system.

Areas of Housing Services funded work:

<b>Services Provided</b>	<b>Federal Funding</b>	<b>Provincial Funding</b>	<b>Levy</b>	<b>Total</b>
Administer Access to Housing Waitlist		132,843	769,139	901,982
Rent Supplements and Housing Allowances	336,860	4,672,871	5,318,265	10,327,996
Support Social Housing Providers to plan for capital repairs including building condition assessments		531,180		531,180
Capital Repairs		4,863,002	6,288,416	11,151,418
Administration of Social Housing Programs and Capital			1,008,204	1,008,204
Administration of Funding for New and Existing Affordable Housing		174,160	678,491	852,651
Community Engagement with Residents			607,710	607,710
Emergency Shelters		7,943,161	3,095,000	11,038,161
Funding of 42 social housing providers which consists of 13,800 units of social housing	11,012,035		41,122,449	52,134,484
Development Charges and Capital Grants	10,898,100	2,559,040	6,094,000	19,551,140
Homelessness policy & program development to improve coordination of services within the homeless serving sector	9,924,879		3,104,220	13,029,099
Housing Focused Case Management and Support		1,124,562	1,170,557	2,295,119

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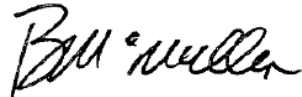
Transportation for RCF/Shelter and unhoused residents			291,600	291,600
Housing Stability Benefit and Rent Ready		979,910	4,025,097	5,005,007
Residential Care Facilities Subsidy Program		8,823,165		8,823,165
Hotels Shelter Overflow		2,193,903		2,193,903
Case Management and Supports		284,730		284,730
Ontario renovates and emergency repairs		750,000		750,000
Housing Assistance		1,203,430		1,203,430
Community Outreach and Support Services		1,295,660	1,366,646	2,662,306
Supportive Housing		488,720		488,720
Housing Services Division Administration		781,073	696,063	1,477,136
<b>Total</b>	<b>32,171,874</b>	<b>38,801,410</b>	<b>75,635,857</b>	<b>146,609,141</b>

**APPENDICES AND SCHEDULES ATTACHED**

N/A



# INFORMATION REPORT

<b>TO:</b>	Mayor and Members General Issues Committee
<b>COMMITTEE DATE:</b>	November 15, 2023
<b>SUBJECT/REPORT NO:</b>	2023 S&P Global Ratings Credit Rating Review (FCS23099) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Rosaria Morelli (905) 546-2424 Ext. 1390
<b>SUBMITTED BY:</b>	Brian McMullen Acting General Manager, Finance and Corporate Services Corporate Services Department
<b>SIGNATURE:</b>	

## COUNCIL DIRECTION

Not Applicable.

## INFORMATION

On October 17, 2023, S&P Global Ratings (“S&P”) maintained the City of Hamilton’s credit rating at ‘AAA’ with a ‘Stable’ outlook.

Appendix “A” attached to Report FCS23099, respecting S&P Global Ratings report on City of Hamilton, dated October 17, 2023 (the “Report”), is S&P’s published report on the City.

The City has maintained a ‘AAA / Stable’ rating on the City’s long-term issuer credit and senior unsecured debt by S&P since June 1, 2022, which is when S&P raised the rating to ‘AAA’ with ‘Stable’ outlook from ‘AA+’ with ‘Stable’ outlook. The rating of ‘AAA’ is the highest possible rating on S&P’s rating scale.

Prior to June 1, 2022, the City maintained a ‘AA+ / Stable’ rating on the City’s long-term issuer credit and senior unsecured debt by S&P for each year since June 16, 2017, which is when S&P raised the rating to ‘AA+’ with ‘Stable’ outlook from ‘AA’ with ‘Positive’ outlook.

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**SUBJECT: 2023 S&P Global Ratings Credit Rating Review (FCS23099) (City Wide) – Page 2 of 4**

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In the Report, the rating agency’s outlook over the forecast period from 2023 to 2025, inclusive, reflects its expectation that the City will continue to implement prudent long-term financial planning policies such that the City maintain a strong budgetary performance and generate modest after-capital deficits. (An after-capital deficit arises when capital revenues plus operating revenues are less than capital expenditures plus operating expenditures.) Over the five-year period 2021-2025, S&P expects an after-capital deficit of 1% of total revenues, on average. S&P anticipates that the debt burden will remain relatively modest and stable and will represent about 20% of operating revenues at year-end 2025.

S&P noted their belief that Hamilton continues to show characteristics of a resilient economy, including diversification. S&P also noted the City’s very high liquidity position, which is remarked to be a key credit strength in Hamilton’s credit rating.

S&P mentions in the Report a downside scenario that could result in a rating downgrade in the next two years: “if flat or declining revenues or higher spending led to sustained after-capital deficits of more than 5% of total revenues and we expected additional borrowing to increase the debt burden to more than 30% of operating revenues.”

S&P highlights in the Report that despite macroeconomic pressures, they believe the City’s budgetary performance will not deteriorate. Over the period 2021-2025, S&P expects that the City would maintain high operating balances of 13%, on average.

The City of Hamilton Ratings Score Snapshot (shown on page 4 of the Report) is presented in Table 1. The Snapshot shows S&P’s assessment (score) of the City with respect to S&P’s six key rating factors and shows the City’s stand-alone credit profile and the City’s issuer credit rating, both assigned by S&P. The six factors are institutional framework, economy, financial management, budgetary performance, liquidity and debt burden.

**Table 1**  
**City of Hamilton Ratings Score Snapshot**

Key Rating Factors	Scores
Institutional framework	1
Economy	1
Financial management	2
Budgetary performance	2
Liquidity	1
Debt burden	1
Stand-alone credit profile	aaa
Issuer credit rating	AAA

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S&P bases its ratings on the six key rating factors. The assessment of institutional framework is on a six-point scale with '1' being the strongest score and '6' the weakest. The remaining five factors are assessed on a five-point scale with '1' being the strongest score and '5' the weakest. S&P's stand-alone credit profile is the result for the credit rating before any sovereign-related overriding factors when relevant are applied and the issuer credit rating is the City's credit rating.

With respect to the key rating factors, the City has the strongest scores (at '1') for institutional framework, economy, liquidity and debt burden and second-best scores (at '2') for financial management and budgetary performance. The City has a stand-alone credit profile score of 'aaa', and S&P applied no sovereign-related overriding factors to the profile. The issuer credit rating is 'AAA'.

The scores are unchanged compared with last year's scores, which were in the Ratings Score Snapshot in S&P's Report dated October 13, 2022, attached as Appendix "A" to Report FCS22083 respecting 2022 S&P Global Ratings Credit Rating Review (City Wide).

The City's credit rating in comparison with other large Ontario municipalities is shown in Table 2. Unless marked otherwise, each of the ratings has a 'Stable' outlook.

**Table 2  
Credit Rating Comparison**

<b>Municipality</b>	<b>S&amp;P<sup>1</sup></b>	<b>Moody's<sup>2</sup></b>
Regional Municipality of Durham	AAA	Aaa
Regional Municipality of Halton	AAA	Aaa
City of London	–	Aaa
Regional Municipality of Peel	AAA	Aaa
Regional Municipality of Waterloo	–	Aaa
City of Guelph	AAA	–
City of Hamilton	AAA	–
Regional Municipality of York	AAA	Aaa
City of Barrie	AA+	–
City of Kingston	AA+	–
Regional Municipality of Niagara	AA+	–
City of Ottawa	AA+	Aaa
City of Toronto <sup>3</sup>	AA (Positive)	Aa1
City of Windsor	AA+	–

<sup>1</sup> S&P Global Ratings

<sup>2</sup> Moody's Investors Services Inc.

<sup>3</sup> also rated AA by DBRS Morningstar

– denotes not rated

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A history of the City's credit ratings is shown in Table 3.

**Table 3  
City of Hamilton's<sup>1</sup> Credit Rating History**

<b>Rating Agency</b>	<b>Rating (Outlook 'Stable' unless otherwise marked)</b>		
S&P	AAA	2023 (October 17)	
	AAA	2022 (October 13)	
	AAA	2022 (June 1)	
	AA+	2021	
	AA+	2020	
	AA+	2019	
	AA+	2018	
	AA+:	2017 (November 14)	
	AA+	2017 (June 16)	
	AA /Positive:	2016	
	AA:	2008-2015	
	AA /Positive:	2005-2007	
	AA:	2001-2004	
		AA:	1999-2000 <sup>2</sup>
		AA+	1994-1999 <sup>2</sup>
	AAA	1989-1994 <sup>2</sup>	
Moody's	Aa3	1995-2001	
	Aa2	1988-1995	
DBRS	AA	2004-2009	
	AA+	1994-2004	

<sup>1</sup> City of Hamilton and prior to amalgamation, the Regional Municipality of Hamilton-Wentworth

<sup>2</sup> Prior to 2001, ratings shown under S&P are the ratings of Canadian Bond Rating Service, which was bought by S&P and its predecessor companies and announced on October 31, 2000.

**APPENDICES AND SCHEDULES ATTACHED**

Appendix "A" to Report FCS23099 – S&P Global Ratings – City of Hamilton, October 17, 2023

RM/dt

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# City of Hamilton

October 17, 2023

This report does not constitute a rating action.

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 an S&P Global Ratings affiliate  
 Pune

## Credit Highlights

### Overview

Credit context and assumptions	Base-case expectations
Population growth and a broad and diverse economy will continue to foster stability in the city's property tax base.	The city will continue generating modest after-capital deficits as it proceeds with its capital plan, supported by its strong operating balances.
The city's long-term financial management practices will allow Hamilton to continue posting healthy operating balances.	Despite issuance plans, the city's debt burden will remain relatively stable.
We believe the city's relationship with the Province of Ontario will remain extremely predictable and supportive.	Hamilton's robust liquidity will continue to support its creditworthiness.

S&P Global Ratings' long-term issuer credit rating on the City of Hamilton is 'AAA.' Despite the risks stemming from extant macroeconomic headwinds, we believe that its strong local economy will allow the city to continue posting healthy operating balances and modest after-capital deficits as it proceeds with its capital plan. Hamilton will issue some debt to fund part of its capital plan, but we expect that the debt burden will remain modest over the outlook horizon; similarly, we expect that debt service coverage will remain greater than 100% in our forecast.

## Outlook

The stable outlook reflects S&P Global Ratings' expectations that, in the next two years, the city will continue to implement prudent long-term financial planning policies such that its budgetary performance remains strong, generating modest after-capital deficits. We expect the debt burden will remain relatively stable and will represent about 20% of operating revenues at year-end 2025. In addition, we estimate that Hamilton's liquidity position will remain very high, with the debt service coverage ratio staying well above 100% over the next two years.

### Downside scenario

We could lower the rating in the next two years if flat or declining revenues or higher spending led to sustained after-capital deficits of more than 5% of total revenues and we expected additional borrowing to increase the debt burden to more than 30% of operating revenues.

## Rationale

### Supportive institutions and prudent financial management practices will bolster the City of Hamilton's creditworthiness.

We believe Hamilton demonstrates characteristics of a resilient economy, including diversification. Although historically rooted in steel production, the economy has expanded into other sectors, including advanced manufacturing, aerospace, agribusinesses, food processing, life sciences, digital media, and goods transport. The city's accessible location on the edge of the Greater Toronto Area supports its ability to attract business and investment. Although municipal GDP data are unavailable, we believe that Hamilton's GDP per capita is in line with the national level, which we estimate will be about US\$54,000 in 2023.

In our view, Hamilton demonstrates prudent financial management policies. Its planning is facilitated by a four-year budget outlook and multiyear business plans. These plans complement the city's thorough and transparent disclosure; long-term financial sustainability plans; long-term operating and spending forecasts; and robust policies for investments, debt, and risk management.

As do other Canadian municipalities, Hamilton benefits from an extremely predictable and supportive local and regional government framework that has demonstrated high institutional stability and evidence of systemic extraordinary support in times of financial distress. Most recently through the pandemic, senior levels of government provided operating and transit-related grants to municipalities, in addition to direct support to individuals and businesses. Although provincial governments mandate a significant proportion of municipal spending, they also provide operating fund transfers and impose fiscal restraint through legislative requirements to pass balanced operating budgets. Municipalities generally have the ability to match expenditures well with revenues, except for capital spending, which can be intensive. Any operating surpluses typically fund capital expenditures and future liabilities (such as postemployment obligations) through reserve contributions. Municipalities have demonstrated a track record of strong budget results and, therefore, debt burdens, on average, are low relative to those of global peers and growth over time has been modest.

### Budgetary performance will remain strong and debt will remain manageable.

Despite macroeconomic pressures, we believe the city's budgetary performance will not deteriorate. In our base-case scenario for 2021-2025, we expect operating balances to remain high at about 13% of operating revenues, on average. This will be undergirded by Hamilton's stable property tax base. The city expects to see a surplus in its tax-supported results for 2023 and a small deficit in its rate-supported operations. We expect an after-capital deficit of 1% of



City of Hamilton

total revenues, on average, in 2021-2025 as Hamilton carries out its capital plan. The capital spending associated with the C\$3.4 billion Hamilton light rail transit (LRT) project will be equally funded by the provincial and federal governments, allowing the city to focus on infrastructure requirements and asset maintenance capital projects. With the project set to begin construction in 2024, the city will be financially responsible for the operating costs associated with the LRT system.

In 2023-2025, Hamilton plans to issue about C\$200 million of debt to fund part of its capital projects, including C\$140 million in debentures. Nevertheless, we expect tax-supported debt will remain relatively stable and will represent about 20% of operating revenues at year-end 2025 as debt repayment will help to offset new debt issuance. In 2022, interest costs accounted for about 1% of operating revenues, which we expect will remain stable during our outlook horizon.

In our view, Hamilton's liquidity is a key credit strength. We estimate total free cash in the next 12 months will be enough to cover more than 12x the estimated debt service for the period. We expect this ratio will remain well above 100% during the outlook horizon.

City of Hamilton Selected Indicators

Mil. C\$	2020	2021	2022	2023bc	2024bc	2025bc
Operating revenue	1,697	1,826	1,892	1,935	1,999	2,062
Operating expenditure	1,394	1,585	1,648	1,689	1,730	1,784
Operating balance	302	241	244	246	269	278
Operating balance (% of operating revenue)	17.8	13.2	12.9	12.7	13.5	13.5
Capital revenue	131	139	123	152	152	147
Capital expenditure	488	447	320	433	432	419
Balance after capital accounts	(55)	(67)	46	(35)	(10)	6
Balance after capital accounts (% of total revenue)	(3.0)	(3.4)	2.3	(1.7)	(0.5)	0.3
Debt repaid	48	52	52	46	48	49
Gross borrowings	55	17	4	4	179	18
Balance after borrowings	(47)	(102)	(2)	(78)	121	(25)
Direct debt (outstanding at year-end)	436	401	353	311	442	410
Direct debt (% of operating revenue)	25.7	22.0	18.7	16.1	22.1	19.9
Tax-supported debt (outstanding at year-end)	436	401	353	311	442	410
Tax-supported debt (% of consolidated operating revenue)	25.7	22.0	18.7	16.1	22.1	19.9
Interest (% of operating revenue)	0.7	0.6	0.5	0.5	0.5	0.9
Local GDP per capita (\$)	--	--	--	--	--	--
National GDP per capita (\$)	43,349.7	52,358.6	54,917.7	54,414.8	55,764.6	58,226.4

The data and ratios above result in part from S&P Global Ratings' own calculations, drawing on national as well as international sources, reflecting S&P Global Ratings' independent view on the timeliness, coverage, accuracy, credibility, and usability of available information. The main sources are the financial statements and budgets, as provided by the issuer. bc--Base case reflects S&P Global Ratings' expectations of the most likely scenario. C\$--Canadian dollar. \$--U.S. dollar.

## Ratings Score Snapshot

Key rating factors	Scores
Institutional framework	1
Economy	1
Financial management	2
Budgetary performance	2
Liquidity	1
Debt burden	1
Stand-alone credit profile	aaa
Issuer credit rating	AAA

S&P Global Ratings bases its ratings on non-U.S. local and regional governments (LRGs) on the six main rating factors in this table. In the "Methodology For Rating Local And Regional Governments Outside Of The U.S.," published on July 15, 2019, we explain the steps we follow to derive the global scale foreign currency rating on each LRG. The institutional framework is assessed on a six-point scale: 1 is the strongest and 6 the weakest score. Our assessments of economy, financial management, budgetary performance, liquidity, and debt burden are on a five-point scale, with 1 being the strongest score and 5 the weakest.

## Key Sovereign Statistics

1. Sovereign Risk Indicators, July 10, 2023, . An interactive version is available at <http://www.spratings.com/sri>

## Related Criteria

- General Criteria: Environmental, Social, And Governance Principles In Credit Ratings, Oct. 10, 2021
- Criteria | Governments | International Public Finance: Methodology For Rating Local And Regional Governments Outside Of The U.S., July 15, 2019
- General Criteria: Methodology For Linking Long-Term And Short-Term Ratings, April 7, 2017
- General Criteria: Principles Of Credit Ratings, Feb. 16, 2011

## Related Research

2. Economic Outlook Canada Q4 2023: Sluggish Growth Ahead, Sept. 25, 2023
3. S&P Global Ratings Definitions, June 9, 2023
4. Institutional Framework Assessments For International Local And Regional Governments, Sept. 13, 2022

**City of Hamilton**

- 5. Various Rating Actions Taken On Canadian Municipal Governments On Improved Institutional Framework Assessment, June 1, 2022
- 6. Institutional Framework Assessment: Canadian Municipalities, June 1, 2022

**Ratings Detail (as of October 17, 2023)\***

**Hamilton (City of)**

Issuer Credit Rating	AAA/Stable/--
Senior Unsecured	AAA

**Issuer Credit Ratings History**

01-Jun-2022	AAA/Stable/--
16-Jun-2017	AA+/Stable/--
24-Jun-2016	AA/Positive/--

\*Unless otherwise noted, all ratings in this report are global scale ratings. S&P Global Ratings credit ratings on the global scale are comparable across countries. S&P Global Ratings credit ratings on a national scale are relative to obligors or obligations within that specific country. Issue and debt ratings could include debt guaranteed by another entity, and rated debt that an entity guarantees.

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## **OPEN FOR BUSINESS SUB-COMMITTEE REPORT 23-002**

**11:00 a.m.**

**Thursday, October 26, 2023**

Room 264, City Hall, 2<sup>nd</sup> Floor

71 Main Street West, Hamilton, Ontario

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**Present:** Councillors T. Hwang (Chair), C. Cassar (Vice-Chair) and M. Wilson

**Also in Attendance:** Greg Dunnett, Hamilton Chamber of Commerce  
Terri Johns, West End Home Builders' Association  
Kyle Slote, Hamilton-Burlington Society of Architects  
Amanda Stringer, Realtors Association of Hamilton-Burlington  
Nadine Ubl, Business Improvement Area Sub-Committee  
Brenda Wilson, Stoney Creek Chamber of Commerce

**Absent with regrets:** Matteo Patricelli, Flamborough Chamber of Commerce

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### **THE OPEN FOR BUSINESS SUB-COMMITTEE PRESENTS REPORT 23-002 AND RESPECTFULLY RECOMMENDS:**

#### **1. Consent Items (Items 9.1 to 9.4)**

That the following Reports, be received:

- (a) Grading Requirements for Infill Developments with one or two Dwelling Units (PED23230) (City Wide) (Item 9.1)
- (b) New Additional Dwelling Unit Team (PED23229) (City Wide) (Item 9.2)
- (c) Case Study 32: Development Application Staffing and Organizational Chart Updates (PED23227) (City Wide) (Item 9.3)
- (d) Development Agreement Surety Bonds – Case Study 29 (FCS23107) (City Wide) (Item 9.4)

#### **2. Working with Small Businesses along the Light Rail Transit (LRT) Corridor and Terminal Points (Added Item 13.1)**

That Light Rail Transit (LRT) staff be directed to report back to the next possible meeting of the Open for Business Sub-Committee, to present the plan for working  
General Issues Committee – November 15, 2023

with small businesses along the LRT corridor and terminal points leading up to and during construction.

**FOR INFORMATION:**

**(a) CHANGES TO THE AGENDA (Item 2)**

The Committee Clerk advised that there were no changes to the agenda.

The agenda for the October 26, 2023 Open for Business Sub-Committee was approved, as presented.

**(b) DECLARATIONS OF INTEREST (Item 3)**

There were no declarations of interest.

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

**(i) July 28, 2023 (Item 4.1)**

The Minutes of the July 28, 2023 meeting of the Open for Business Sub-Committee were approved, as presented.

**(d) DISCUSSION ITEMS (Item 10)**

**(i) Open for Business Sub-Committee - Terms of Reference (Item 10.1)**

The Open for Business Sub-Committee Terms of Reference, were received.

**(f) GENERAL INFORMATION / OTHER BUSINESS (Added Item 13)**

**(i) Working with Small Businesses along the Light Rail Transit (LRT) Corridor and Terminal Points (Added Item 13.1)**

For disposition of this matter, refer to Item 2.

**(g) ADJOURNMENT (Item 15)**

There being no further business, the Open for Business Sub-Committee was adjourned at 12:25 p.m.

Respectfully submitted,

Councillor Tammy Hwang  
Chair, Open for Business  
Sub-Committee

Aleah Whalen  
Legislative Coordinator  
Office of the City Clerk



## INFORMATION REPORT

<b>TO:</b>	Mayor and Members General Issues Committee
<b>DATE:</b>	November 15, 2023
<b>SUBJECT:</b>	Encampment Response Update – October 2023 (HSC23066(b)) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Mike Jones (905) 546-2424 ext. 3824 Danielle Blake (905) 546-2424 ext. 3731
<b>SUBMITTED BY:</b>	Michelle Baird Director, Housing Services Division Healthy and Safe Communities Department
<b>SIGNATURE:</b>	<i>Michelle Baird</i>

### COUNCIL DIRECTION

On August 18, 2023, Council ratified an Encampment Protocol to be used by City staff to respond and manage encampments, tents, or temporary structures within public lands in the City of Hamilton.

To provide ongoing accountability and transparency to the City's encampment response program and the implementation of its encampment protocol, staff were directed to communicate with Council and Ward Councillors regarding the Encampment Protocol through monthly, ongoing Information Reports to General Issues Committee and include data and trends, operational updates, and any continuous improvement measures implemented to further efforts toward providing ongoing accountability and transparency to the City's encampment response program and the implementation of its encampment protocol.

### INFORMATION

New Encampments Identified by Housing Focused Street Outreach by Week

Since the Encampment Protocol was ratified in Week 34, the number of complaints and service requests regarding new sites has increased steadily. As demonstrated in the

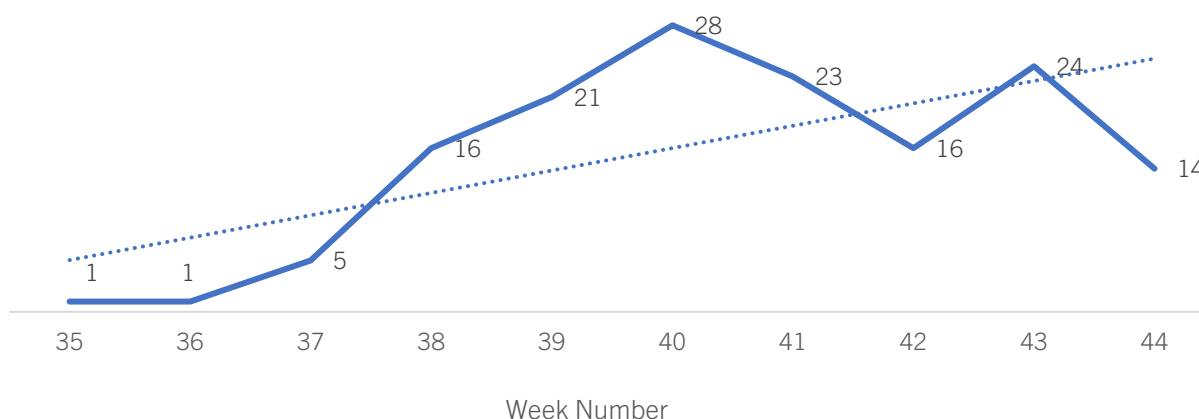


**SUBJECT: Encampment Response Update – October 2023 (HSC23066(b)) (City Wide) - Page 2 of 9**

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chart below, the number of complaints and service requests peaked in Week 40 but has maintained a relatively consistent trend in the number of new sites received since. This is likely due to individuals formerly living in larger, previously established encampments in non-compliant spaces moving to new spaces throughout the City.

When engaging with individuals living unsheltered, Housing Focused Street Outreach identify compliant sites and options in the community in proximity to their supports, but ultimately the decision of where to go is made by the individual(s) living unsheltered. Regardless, it is expected that unless there is a meaningful influx of new individuals living unsheltered, the total number of new sites identified may plateau as more people find themselves established within compliant spaces.



### Initial Engagement Outcomes

Once a complaint or service request is established by Housing Focused Street Outreach staff, the team coordinates to ensure Outreach staff attend the location within the service levels designated in the Encampment Protocol. To date, Housing Focused Street Outreach has attended 185 sites since the ratification of the Protocol.

Of the 185 sites attended by Housing Focused Street Outreach, the following are the five most frequented outcomes:

- 36% of complaints and/or service requests resulted in no tents being observed
- 12% of sites attended were compliant on first visit
- 10% were located on private property
- 10% were located in too close proximity to a playground
- 5% were located in too close proximity to a private property line

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**SUBJECT: Encampment Response Update – October 2023 (HSC23066(b)) (City Wide) - Page 3 of 9**

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The 36% of complaints and/or service requests which resulted in no tents being observed may be the product of several circumstances, including:

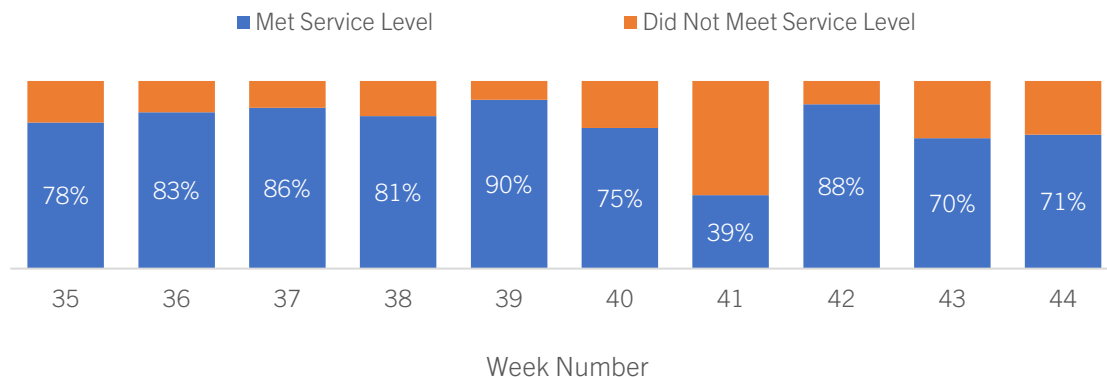
- Garbage and debris were located without an active or established encampment
- Individual(s) who may have been staying at the site previously vacated the site within the time period of when the complaint service request was made, and Housing Focused Street Outreach attended
- Not enough detail was provided in the initial complaint and/or service request to locate the encampment. Maps and pinned locations are instructive when identifying a site for Housing Focused Street Outreach to attend.

### Service Levels

#### Housing Focused Street Outreach

The ratification of the Encampment Protocol established a three-day service level for response to complaints and/or service requests related to encampments. As such, Housing Focused Street Outreach has three days to visit the site and engage with the individuals at the site to inform them of the Encampment Protocol.

Including both existing and new encampments, the following chart reports on Housing Focused Street Outreach's ability to meet service levels by week.



Since the Encampment Protocol was ratified, Housing Focused Street Outreach has met its service level 74% of the time. Increased demand resulting from an influx of new sites, time spent identifying and resolving land ownership, and making multiple attempts to engage with individuals at a site to inform of the Protocol and discuss potentially

**SUBJECT: Encampment Response Update – October 2023 (HSC23066(b)) (City Wide) - Page 4 of 9**

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compliant areas to move to, have resulted in slower response times in escalating sites to Municipal Law Enforcement.

Notably, the number of new sites where a first visit to engage is made within the service level is above 80%.

**Municipal Law Enforcement**

As per the Protocol, Municipal Law Enforcement Officers will determine compliance timelines depending on the presenting circumstances, for the issuance of notices or actions to be taken in respect to the encampment, temporary shelter, or tent, within a maximum of four (4) total days from the issuance of notice, unless exceptional circumstances exist.

In October, Municipal Law Enforcement has met its service levels at 22 out of 25 escalated sites (not including sites from the end of October that still fall within the service level time period), or 88% of the time.

**Access to Washrooms and Showers Update**

The washroom program currently located in Myrtle Park will move to its new winter location in Corktown Park on November 15<sup>th</sup> and will ensure that washroom access is available to individuals who are unsheltered throughout the winter months.

Weekly data on access of individuals who are living unsheltered washroom programs is presently being reported on in the Weekly Encampment Dashboard. Since the program began at each site in September 2023, a total of 81 individuals experiencing homelessness have accessed the shower programs.

**Hamilton Alliance for Tiny Shelters Update**

City staff continue to work with Hamilton Alliance for Tiny Shelters to explore potential opportunities and will keep the public informed about progress with respect to the Tiny Homes initiative through monthly General Issues Committee Encampment Response Updates.

**Encampment Compliance Update**

In October there were 86 different sites that were identified through various modalities to Housing Focused Street Outreach. As per the Encampment Protocol and a housing-led approach, Outreach staff attended each location to engage with individuals living at

**SUBJECT: Encampment Response Update – October 2023 (HSC23066(b)) (City Wide) - Page 5 of 9**

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the site to provide education around the protocol, provide supports and resources and make a preliminary assessment on the site's compliance with the Encampment Protocol.

Of the 86 sites identified to Housing Focused Street Outreach, there were 50 (58%) locations that were compliant on first visit, of which 36 sites did not have a tent present upon first visit, and 10 were already in compliant areas.

As such, a total of 30 (39%) sites were escalated to Municipal Law Enforcement for investigation and the potential issuance of trespass orders requiring individuals to move to a compliant site or area. At the 30 escalated sites, trespass orders were issued at 10 sites, for a total of 58 trespass orders.

**Additional Trends and Data****Volume of Complaints**

In October, the number of complaints decreased from a year-to-date high of 897 in September, to 680 in October, which is slightly below the year-to-date average.

Comparing to September's data, in October there was a slight decrease in number and proportion of complaints and/or service requests regarding reported encampments and requests to enforce the protocol at encampments, while the number of follow-ups and requests for remove garbage and debris slightly increased. All other types of complaints and/or requests for service were stable month-to-month.

**Total Unique Individuals Living in Encampments**

In October, Housing Focused Street Outreach interacted with an approximate total of 343 unique individuals. This number continues to increase and is substantially higher than the totals recorded in previous months. This is consistent with an increase in the number of interactions to provide supports to individuals living unsheltered.

**Supports for Individuals Living in Encampments**

With the increased number of sites being identified in the community and in wanting to be a support for individuals who are moving to new sites, the total interactions by Housing Focused Street Outreach staff continues to increase compared to previous months.

Total interactions within individuals living unsheltered remain high, as Housing Focused Street Outreach staff continue to engage across the city to provide basic needs

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materials, services, and supports in the form of referrals and information to assist individual in getting what they need.

In addition, Housing Focused Street Outreach staff continue to review the categories in the Homeless Individuals and Families Information System (HIFIS) available to Outreach staff that describe the outcome of an interaction, with the intent to provide greater clarity and specificity in reporting.

### Escalated Complaints

There were a combined 30 total escalated complaints in October, which is slightly above the year-to-date average. Notably, encampments on private property were also higher than the year-to-date average.

As new, smaller encampments begin to settle throughout the City within compliant areas, it is expected that this number will remain lower than the high totals in August and September.

### Cleaning and Maintenance

In October, the total number of sites cleaned and maintained by Parks Section staff was the highest it's been this year at 105 sites or areas. With encampments moving to new locations across the city, and a broader awareness of the Encampment Coordination Team and its roles and responsibilities, more requests for garbage and debris pickup are being made.

An increase in smaller, compliant sites results in more locations that require garbage and debris pickup across the city, and Parks Section staff work proactively with individuals at all sites to provide ongoing garbage pickup and ensure that sites are maintained on an ongoing basis.

### Indicators

The following indicators have been established to assess the success of the program on an interim basis and will be reported on regularly to provide accountability to the public and people with lived experience, and transparency regarding the City's approach to encampment response.

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Indicator	Category of Measurement	Oct 2023	Prev. Month	YTD Avg.	Oct 2022
Total complaints and/or requests for service requiring response or follow-up by Housing Focused Street Outreach (HFSO)	Volume of complaints and/or requests for service	680	897	708	N/A
Number of unique individuals/households reached who are unsheltered and/or regularly living in encampments throughout the City (defined by connection to HFSO), who have provided consent to have their personal information stored in the Homeless Individuals and Families Information System (HIFIS).	Total unique individuals living in encampments	87	77	85	44
Number of unique individuals/households reached who are unsheltered and/or regularly living in encampments throughout the City (defined by connection to HFSO), who have not yet provided consent to have their personal information stored in the Homeless Individuals and Families Information System (HIFIS).	Total unique individuals living in encampments	343	203	111	N/A
Number of interactions where individuals received support (from HFSO) with their basic needs per month	Support basic needs of individuals living in encampments	240	57	108	43
Number of interactions where individuals received support (from HFSO) with their housing needs per month	Support housing-related needs of individuals living in encampments	367	365	228	101

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Indicator	Category of Measurement	Oct 2023	Prev. Month	YTD Avg.	Oct 2022
Escalated items actioned to Municipal Law Enforcement from HFSSO (i.e., Municipal Law Enforcement Officers (MLEOs) were involved in response) on public property	Volume of Escalated complaints	19	28	19	N/A
Escalated items actioned to Municipal Law Enforcement from HFSSO (i.e., Municipal Law Enforcement Officers (MLEOs) were involved in response) on private property	Volume of Escalated complaints	11	6	8	N/A
Total number of Trespass Notices issued on public property	Response type to escalated complaint	58	75	87	N/A
Total number of Trespass Notices issued on private property	Response type to escalated complaint	0	0	0	N/A
Number of instances where compliance was achieved immediately on public property, without issuing of Voluntary Compliance Notice	Response type to escalated complaint	4	4	4	N/A
Number of instances where compliance was achieved immediately on private property, without issuing of Voluntary Compliance Notice	Response type to escalated complaint	0	0	0	N/A

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Indicator	Category of Measurement	Oct 2023	Prev. Month	YTD Avg.	Oct 2022
Number of encampment sites cleaned and/or maintained by Parks Section staff or a designated contractor	Park cleaning and maintenance	105	87	84	72

All indicators meet the criteria of being valid and reliable and can be replicated by City staff and reported monthly.

Please direct any inquiries to Danielle Blake, Manager, Housing Focused Street Outreach, at (905) 546-2424 ext. 3731, or by email at [Danielle.Blake@hamilton.ca](mailto:Danielle.Blake@hamilton.ca).

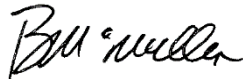
**APPENDICES AND SCHEDULES ATTACHED**

N/A





**CITY OF HAMILTON**  
**CORPORATE SERVICES DEPARTMENT**  
**Financial Planning, Administration and Policy Division**

<b>TO:</b>	Mayor and Members General Issues Committee
<b>COMMITTEE DATE:</b>	November 15, 2023
<b>SUBJECT/REPORT NO:</b>	Hospital Capital Contribution (FCS23108) (City Wide) <b>(Outstanding Business List Item)</b>
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Tran Trang (905) 546-2424 Ext. 6151 Kirk Weaver (905) 546-2424 Ext. 2878 Brian McMullen (905) 546-2424 Ext. 4549
<b>SUBMITTED BY:</b>	Brian McMullen Director, Financial Planning, Administration and Policy Corporate Services Department
<b>SIGNATURE:</b>	

### RECOMMENDATION(S)

- (a) That City of Hamilton staff be directed to continue discussions with Hamilton Health Sciences Corporation and St. Joseph's Healthcare Hamilton related to the municipal contribution to the local share plan of the capital redevelopment plans of the two hospital organizations;
- (b) That City of Hamilton staff be directed to report back to the General Issues Committee with recommendations on financing options for the City's local share contribution in Q1 of 2024;
- (c) That the requirements for the feasibility of municipal local share contribution to Hamilton Health Sciences Corporation and St. Joseph's Healthcare Hamilton be identified as complete and removed from the General Issues Committee Outstanding Business List.

### EXECUTIVE SUMMARY

Over the years, there has been growing emphasis by the Provincial Government of Ontario for municipalities to participate in the local share plan for hospital capital projects with numerous municipalities across the Province contributing to the local share at various levels.

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The development of new or redevelopment of existing hospital facilities can provide many benefits to the local community including improving patients' experience and the ability to attract healthcare professionals and other team members to work and live in the community.

On June 14, 2023, at the General Issues Committee (GIC) meeting, Hamilton Health Sciences Corporation and St. Joseph's Healthcare Hamilton provided an overview of major hospital redevelopment projects to seek support to work with City staff to explore local share funding options. Subsequently, a working group of senior staff from the City, Hamilton Health Sciences Corporation (HHSC) and St. Joseph's Healthcare Hamilton (SJHH) convened a number of meetings.

The Ontario Government provides funding for hospital capital projects under the Health Infrastructure Renewal Fund, Major Capital Projects Program and project planning. Ontario funds 90% of eligible hospital construction project costs and 100% of eligible planning, design, financing and transaction costs. The balance of the construction project costs, hospital furniture / equipment and non-shareable costs including constructing a parking facility or renovating or constructing a gift or coffee shop which are revenue producing are the financial responsibility of the hospital funded under the Local Share Plan. The Local Share Plan (LSP) developed by the hospital staff will include:

- Financial support available from the hospital or its foundation for the capital project;
- Fundraising campaign(s) planned by the foundation;
- Various revenue sources including parking and retail (e.g., food service vendors);
- Federal, municipal contributions;
- Hospital's capital budget; and
- Sources of bridge financing.

For any uncertain funding sources, such as fundraising or revenue forecasts, the hospital must provide a contingency plan as part of its LSP submission to Ontario.

The Ontario Government (Ontario) approved HHSC's plan for the construction and redevelopment of Juravinski Hospital and Cancer Centre through the submission in Stage 1.1 Pre-capital Submission and Stage 1.2 Proposal Development. Under the next stage of Ontario's funding program, Stage 1.3 Functional Program, updated cost estimates and a Local Share Plan with a municipal government commitment are planned for submission in Q1 of 2024. The project is expected to be completed in multiple phases from 2027 to 2035. SJHH's construction and redevelopment plan submission to the Ontario Government in 2019 is pending.

Updated estimates for project costs of the capital redevelopment plans of both hospitals are \$3.7 B, the Ontario share is \$3.1 B or 83% of the total and the local share is \$628.6 M or 17% of the total. The local share is estimated at \$363.6 M for HHSC and \$265.0 M for SJHH. Staff with HHSC and SJHH have advised that there is no financial capacity to contribute to these capital redevelopment plans through debt financing or their own reserves. With expected contributions from the hospital foundations of between 25% and 28% of the local share, there is a balance of approximately \$462 M requested from contributions by the City of Hamilton.

Regarding a financial framework and guiding principles to explore this hospital funding request, the Analysis and Rationale section of Report FCS23108 includes considerations of the Council Priorities 2022 to 2026. With limited fiscal capacity of municipalities and, the City of Hamilton, in particular, Council should consider advocacy efforts with the Ontario Government to re-examine the local share of hospital capital contribution. Regional hospitals and healthcare, including HHSC's Juravinski Hospital and Cancer Centre, that are available to residents of the City of Hamilton and non-residents living beyond the City of Hamilton borders, support the need for increased funding from the Ontario Government rather than local City of Hamilton taxpayers.

Under the current hospital funding formula, if Council approves any commitment for a hospital municipal share capital contribution, the financing strategy could include reserves and / or long-term financing, possibly in the form of long-term debt. Staff is in the process of determining whether the City can provide long-term financing in the form of long-term debt for Hospital capital works. Any annual payment of long-term financing through the property tax levy should be spread over many years to reduce the impact on City taxpayers.

The City will request terms and conditions in any agreements for hospital capital contributions that will include, but not limited to, risk mitigation (price risk: assurances that construction cost increases, equipment price increases and cost increases are not the responsibility of the City) and operational improvements in off-loading delays. During the design and application process, City staff will work with staff at HHSC and SJHH to address City standards and policies including the incorporation of sustainable design features, protection of natural heritage areas such as the escarpment, safe and efficient multi-modal transportation.

Staff of the City of Hamilton will continue to work with staff at HHSC and SJHH following consideration of Report FCS23108 at GIC and Council.

**Alternatives for Consideration – See Page 12**

**FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

Financial: Report FCS23108 has no current financial implications. However, if commitments are made to HHSC and SJHH for their capital redevelopment plans, there will be longer term impacts on the City's finances if Council approves a municipal contribution to the local share plan. The City will require assurances that construction cost increases, equipment price increases and cost increases are not the responsibility of the City. The final estimate of costs is due to Ontario for the award of the contract.

Staffing: None.

Legal: Section 408 of the *Municipal Act, 2001* provides that a municipality can authorize the issue of debentures or other financial instruments for long-term borrowing only to provide financing for a capital work. The issue of whether the capital work of a hospital is “capital work” under section 408 of the *Municipal Act, 2001* is an issue being examined by Legal Services.

Legal Services will be required to prepare and / or review agreements between the City of Hamilton and the hospital organizations for any capital contributions.

## **HISTORICAL BACKGROUND**

Healthcare funding of hospitals has historically been the responsibility of provincial and federal governments. However, according to the Association of Municipalities Ontario (AMO), there has been an increase of 38% in municipal spending for health costs since 2009. Currently, the ministry funds approximately 90% of eligible capital project costs (mostly construction) and 100% of eligible planning, design, financing and transaction costs. Funding of both the remaining 10% of all eligible project costs and any costs not eligible for ministry funding are the financial responsibility of the hospital which is known as “local share” for the project.

On June 14, 2023, at a meeting of the General Issues Committee (GIC), Hamilton Health Sciences Corporation and St. Joseph’s Healthcare Hamilton provided an overview of major hospital redevelopment projects to seek support to work with City staff to explore local share funding options.

As a result of the presentation, Council, through GIC Report 23-019, Item 7.2, approved a motion directing staff to engage in a working group with Hamilton Health Sciences and St. Joseph’s Healthcare Hamilton to explore their multi-year development needs and plans and local share funding options and report back on: (1) the municipal portion of the local share contribution request; and (2) the financial framework and guiding principles to allow Committee and Council to explore the municipal local share and investment options for a municipal local share contribution. Report FCS23108 addresses this direction.

## **POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

### Long-term Financing and Debt

In Part XIII, Subsection 408 (2.1) of the *Municipal Act, 2001*, it states that "A municipality may issue a debenture or other financial instrument for long-term borrowing only to provide financing for a capital work". The assumption is that the capital works would be owned by the municipality. The funding to be contributed for the hospitals local share is being used for an entity other than the municipality, which could be seen as a grant rather than for capital work. Other municipalities have provided financial contributions as a grant with respect to the building of the hospital and have authorized the use of debentures for the grant provided that certain sections of the *Municipal Act* are fulfilled. Staff are reviewing and researching these provisions of the *Municipal Act*.

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## Development Charges (DC)

Currently, in the *Development Charges Act, 1997*, there is a list of DC-eligible services that includes “Services related to public health” but no clear indication whether hospitals fall into this category. As confirmed by the DC team, the City does collect funds related to this category but it is not related to growth related hospital capital works. The City does not collect DCs from developers to fund growth related hospital capital works and, therefore, City DC reserves are not available to fund any growth component of these hospital capital projects.

Hospitals are required to pay City municipal development charges for new development and may be eligible for DC credits for redevelopment for any building demolition. Hospitals are exempt for Education development charges if receiving aid under the *Public Hospitals Act*.

## Reserves

The City has several discretionary reserve funds that have been established by Council to offset extraordinary and unforeseen issues / expenses. These reserves can be used at Council’s discretion as outlined in the recent Reserve Report FCS23027. Although discretionary reserve funds are a potential source of one-time and short-term funding, there are many other competing initiatives / priorities and organizations that could also utilize these funds.

## RELEVANT CONSULTATION

### Other Ontario Municipalities: Hospital funding survey

- Staff in Financial Planning, Administration and Policy Division sent out a survey on hospital funding to the Ontario Regional & Single Tier Treasurer’s (ORSTT) group to gain a better understanding of their past and current policies on hospital capital funding. Emails were also sent out to several municipalities, that were identified by the hospital organizations as having made recent commitments to fund the local share of hospital capital development, to understand their contributions and policies.

City Legal Services Team: Legalities of issuing or incurring City municipal long-term debt and executing a long-term agreement for hospital capital contributions

- Staff will continue to review and research prior to and following receipt of Report FCS23108 by GIC and Council.

### Other City Departments and Divisions

- There is support for the redevelopment plans of HHSC and SJHH. Hamilton Paramedic Services staff have an interest in improving off-loading delays. Planning Division staff will be working staff at HHSC and SJHH on their redevelopment plan applications.

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

At the GIC meeting on June 14, 2023, Hamilton Health Sciences Corporation and St. Joseph's Healthcare Hamilton provided an overview of major hospital redevelopment projects planned between 2023 and 2040 including HHSC's East Hamilton Mountain Site, HHSC's St Peters Hospital and SJHH's Charlton Site.

Benefits of Hamilton Hospital Redevelopment were stated as:

- Provide care for patients in a modern, safe environment
- Enhance ability to attract healthcare professionals and other team members to work and live in Hamilton
- Maintain partnerships with McMaster and Mohawk to engage learners and advance research
- Improve environmental sustainability; utilize existing transit and other infrastructure
- Economic benefits of investment in the City
- Advance the City's vision "to be best place to raise a child and age successfully"

Factors Driving Redevelopment were stated as:

- Accommodating future projected patient care needs associated with population growth and aging
- Facility age, cost of ongoing infrastructure repair
- Need to meet modern standards for infection prevention and control, accessibility and safety Improving the patient and family experience and accommodating leading technology advancements
- Continuing to attract the best and brightest health care providers to provide care in modern care spaces

The Ontario Government provides funding for hospital capital projects under the Health Infrastructure Renewal Fund, Major Capital Projects Program and project planning.

Summary of Ontario Health Funding:

1. **Health Infrastructure Renewal Fund Projects (HIRF):** HIRF is designed to supplement a hospital's existing renewal program and to help address infrastructure repair and replacement requirements on a priority basis (i.e., health and safety, code compliance, imminent breakdown).
2. **Major Hospital Projects:** The Ministry provides capital funding directly to hospitals for major capital grant(s). The source of funding is derived from annual allocations approved by government. As currently defined by the Ministry, major hospital capital projects have a total project cost of over \$20 M. Funding is prioritized based on need including the primary and secondary factors outlined in section 2.2 of Hospital Capital Policy and Planning Manual (not attached to Report FCS23108).

Ontario funds 90% of eligible hospital construction project costs and 100% of eligible planning, design, financing and transaction costs. The balance of the construction project costs, hospital furniture/ equipment and non-shareable costs including constructing a parking facility or renovating or constructing a gift or coffee shop which are revenue producing are the financial responsibility of the hospital funded under the Local Share Plan.

Submissions to the Ontario Government for Hospital Funding and Updated Estimates

In 2019, submissions to the Ontario Government include gross project costs of \$1.1 B for HHSC and \$568 M for SJHH. HHSC's redevelopment plans for the Juravinski Hospital and Cancer Centre on East Hamilton Mountain have been approved by Ontario.

While SJHH has submitted redevelopment plans for the Charlton site, the application is pending approval by Ontario.

Following Council direction in June 2023, City staff and staff from Hamilton Health Sciences (HHSC) and St. Joseph's Healthcare Hamilton (SJHH) have met to gain an understanding of the redevelopment plans, project costs and project funding.

HHSC has provided an updated estimate of \$2.3 B, an increase of 130%, primarily due to inflation in the construction industry. The estimate includes contributions from Ontario of \$1.9 B and local share of \$364 M. The parking garage construction and hospital construction (three phases) are expected to be fully completed by 2035. Local share payments are due to ProjectCo in 2029, 2033 and 2035.

SJHH's 2019 Pre-Capital submission to the Ontario Government was about \$568 M. SJHH has provided an updated estimate of \$1.435 B based on 2023 costs plus 30% inflation. Substantial completion of the project is expected to be in 2035, at which point, the majority of the local share would be required. The estimate includes contributions from Ontario at \$1.170 B and local share at \$265 M.

Staff with HHSC and SJHH have advised that there is no financial capacity to contribute to these capital redevelopment plans through debt financing or their own reserves. With expected contributions from the hospital foundations of between 25% and 28% of the local share, there is a balance of approximately \$462 M (HHSC of \$263.6 M and SJHH of \$198.8 M) requested from contributions by the City of Hamilton.

Updated estimates of the project costs and funding contributions are shown in Table 1 and Table 2. The final estimate of costs is due to Ontario for the award of contract.

Table 1 – Hamilton Health Sciences Redevelopment

	Total \$M	% of Total
A	B	C
<b>Costs</b>		
Hospital Planning & Ancillaries	304.0	13%
Parking Construction	50.0	2%
Hospital Construction	1,827.0	79%
Hospital Equipment	91.0	4%
Minor Non-Depreciable Equipment	34.0	1%
<b>Total</b>	<b>2,306.0</b>	<b>100%</b>
<b>Funding</b>		
Province	1,942.4	84%
Local Share	363.6	16%
<b>Total</b>	<b>2,306.0</b>	<b>100%</b>
<b>Local Share Funding</b>		
Local Share - Foundation	100.0	28%
Local Share - Hospital	-	0%
Local Share - Municipal	263.6	72%
<b>Total</b>	<b>363.6</b>	<b>100%</b>

Table 2 - St. Joseph's Healthcare Hamilton Redevelopment

	Total \$M	% of Total
A	B	C
<b>Costs</b>		
Hospital Construction	1,282.0	89%
Hospital Equipment	153.0	11%
<b>Total</b>	<b>1,435.0</b>	<b>100%</b>
<b>Funding</b>		
Province	1,170.0	82%
Local Share	265.0	18%
<b>Total</b>	<b>1,435.0</b>	<b>100%</b>
<b>Local Share Funding</b>		
Local Share - Foundation	66.3	25%
Local Share - Hospital	-	0%
Local Share - Municipal	198.8	75%
<b>Total</b>	<b>265.0</b>	<b>100%</b>



## Jurisdictional Scan of Ontario Municipalities

There are a number of municipalities, including Peel Region, that have asked Ontario to re-examine the “local share” hospital capital calculation methodology to better reflect the limited fiscal capacity of municipalities and acknowledge the contributions to health care services that municipalities already provide to their community. A number of municipalities have provided funding to hospitals over recent years. Appendix “A” to Report FCS23108 provides an overview of municipal hospital contributions, funding source, timelines and restrictions / conditions.

## Financial Framework, Guiding Principles and Funding Options

Regarding a financial framework and guiding principles, Council could consider the following guiding principles to support the work and recommendations as follows:

- Minimal financial burden to the taxpayers
- Supports the City Council’s priorities for 2022 to 2026

### Minimal Financial Burden to the Taxpayers.

Regional hospitals and healthcare, including HHSC’s Juravinski Hospital and Cancer Centre, that are available to residents of the City of Hamilton and non-residents living beyond the City of Hamilton borders support the need for increased funding from the Ontario Government rather than local City of Hamilton taxpayers.

Several funding options are reviewed below should Council decide to contribute to the local share plan for the hospital capital contributions. The funding options have different implications on the financial burden to taxpayers.

#### 1. Development Charges (DC)

Currently, the City does not collect any DCs in relation to hospitals and, therefore, DCs would not be available as a funding option for the local share plan.

#### 2. Reserves

The City can consider utilizing funds from discretionary reserves, including but not limited to, the Tax Stabilization Reserve, Hamilton Future Fund Reserve and Investment Stabilization Reserve. Based on the forecast outlined in 2022 Reserve Report (Appendix “A” to Report FCS23027), projected balances at end of 2024 for the Tax Stabilization Reserve is \$33.6 M and Hamilton Future Fund Reserve is \$70.0 M. Utilizing these reserves toward a hospital capital contribution will reduce the ability to offset extraordinary and unforeseen operating expenditures for the City, to fund grants for other non-profit organizations and to offset budget pressures identified for 2024.

### 3. Long-Term Financing

Debentures or other long-term debt are generally issued or incurred for the purposes of funding capital works of the municipality. Staff is reviewing and researching long-term debt issued or incurred by some municipalities for their hospital capital contribution. Any long-term debt issued or incurred for hospital capital contributions, if permitted by legislation and City policies, should be for a term up to the capital asset useful life to a maximum of 40 years as per the *Municipal Act*. Useful lives for the capital construction of buildings and facilities can be more than 25 years. Any long-term commitment would likely require municipal capital financing costs, i.e. principal and interest.

### 4. Annual Hospital Property Tax Levy

The municipal share of the local share contribution could be included in future tax supported operating budgets and collected through the property tax levy and transferred to a hospital reserve fund. A hospital property tax levy is a very common source of funding for several municipalities that have contributed to the local share plan.

An example of a City hospital capital contribution with scenarios is shown below.

Example: Long-term financing of \$300 M approximating 10% of capital construction costs and Reserves of \$162 M for a total of \$462 M in municipal contribution:

- a. The annual levy for long term financing of \$300 M of construction costs is estimated as follows:
  - \$20 M; 20 years at 3% interest rate, if debt
  - \$24 M; 20 years at 5% interest rate, if debt
  - \$15 M; 30 years at 3% interest rate, if debt
  - \$19 M; 30 years at 5% interest rate, if debt
  - \$15 M; 20 years at 0% interest rate
  - \$10 M; 30 years at 0% interest rate
  
- b. The remaining municipal share of \$162 M could be paid and funded from discretionary reserves over the construction period or longer.

### City Council's priorities for 2022 to 2026

Hospital capital redevelopment projects can have economic benefits during and after construction, can provide opportunities for community benefits and improvements to the public realm, can assist in making Hamilton a great place to live, can assist in maintaining and attracting talented healthcare professionals, all of which align with the following Council Priorities for 2022 to 2026.

- **Priority 1: Sustainable Economic and Ecological Development**  
Great cities need strong, resilient economies and Hamilton's commitment to being a sustainable global city is part of its competitive advantage. As we facilitate job creation, business growth and industry excellence, we will protect our unique natural landscape and waterways and mitigate the impacts of climate change.
- **Priority 2: Safe and Thriving Neighbourhoods**  
We want Hamilton to be a great place to live for everyone. That means making sure people of all ages and income levels can afford to live here, that our neighbourhoods are cared for and vibrant and that people can move around safely and effectively no matter how they travel.
- **Priority 3: Responsiveness and Transparency**  
Government plays an important role in people's lives through the provision of vital services, programs and support systems. To fulfil those responsibilities, the City must continue to develop its approach to public engagement, respond effectively and efficiently to public need and feedback and communicate its approach in an accessible and transparent manner.

#### Contributing to a High-quality Built Environment

HHSC and SJHH hospital facilities are large buildings that are landmarks in the City and have significant influence on their surroundings. The development and redevelopment of these sites offers opportunities for community benefits and improvements to the public realm. Planning and Economic Development staff will work with HHSC and SJHH through their design and planning application processes to address City of Hamilton standards and policies for a high-quality public realm in the context of the unique needs of the hospital use. Design considerations will include but are not limited to, the retention and adaptive reuse of significant cultural heritage resources, the protection of natural heritage areas such as the Niagara Escarpment, consideration of views from the lower city of escarpment edge sites, the incorporation of sustainable design features, the use of materials and other design elements to reduce the perceived size of large buildings, and the provision of safe, comfortable and efficient access to, within and around the site for pedestrians, cyclists, transit, truck deliveries, drivers and patient transportation.

#### Terms and Conditions in Future Agreements – Risk Mitigation and Improving Off-loading Delays

Should Council approve a hospital funding contribution, Council should consider risk mitigation strategies and operational improvements with off-load delay targets as implemented in other jurisdictions. York Region successfully tied their contribution levels to progress on reducing processing time for emergency patients to help manage the costs of Paramedic Services.

The partners to a Memorandum of Understanding agreed to off-load delay targets for each year, reaching 30 minutes by 2014, a standard that holds until 2031. The MOU provides that in the event the 30 minute Paramedic Services off-load delay targets are not achieved, York Region may, at the discretion of Council, reduce hospital funding by an amount approximating the additional operating costs incurred by Paramedic Services for the time above the targets.

### **ALTERNATIVES FOR CONSIDERATION**

City Council can choose not to participate in the local share plan for the hospital capital contributions as there is not a mandate for municipalities to participate. However, this decision could impact the Ontario approval for these hospital capital projects and, indirectly, the services that patients receive and reduce the hospital's ability to attract top talented healthcare professionals.

### **APPENDICES AND SCHEDULES ATTACHED**

Appendix "A" to Report FCS23108 – Hospital Capital Contributions Summary

TT/dt

### Hospital Capital Contributions Summary

Municipality	Project	Estimated Total Project Costs (\$)	Municipal Contribution (\$)	Municipal Contribution (%)	Funding Source	Due date of Local Share	Restrictions/ Conditions/ Other comments
Brampton	William Osler Health System - Redevelopment and expansion of Peel Memorial Hospital (\$700M) and a Cancer Care Centre in the Brampton Civic Hospital (\$365M)	\$ 1,065,000,000	\$ 125,000,000	12%	Reserve and hospital levy	Peel Memorial - 2026 Cancer Care Centre - late 2027/early 2028	N/A
Burlington	Joseph Brant Hospital	\$ 312,000,000	\$ 60,000,000	19%	Municipal debenture and tax levy	2017	N/A
Durham Region	Lakeridge Health Bowmanville Hospital expansion	\$ 500,000,000	\$ 37,500,000	7.5%	Reserve	Construction to begin in 2025 but no clear due date of local share	Covered under the Community Investment Grant Policy: - project by project approval by Council - the need for Provincial project approval - the commitment of at least 70% Provincial funding - must include donations raised from the community - region's contribution representing 25% of the community component or a maximum of 7.5% of the total project costs Contribution from lower tier municipalities not included
Grimsby	West Lincoln Memorial Hospital	\$ 200,000,000	\$ 9,300,926	5%	Municipal debenture and tax levy	2024/2025	N/A
Haldimand	Dunnville Memorial Hospital	\$ 6,500,000	\$ 150,000	2%	Reserve	2020	N/A
Kingston	The University Hospitals Kingston Foundation	\$ 1,000,000,000	\$ 25,000,000	3%	Hospital levy	2031	N/A
Lincoln	West Lincoln Memorial Hospital	\$ 200,000,000	\$ 7,830,643	4%	Municipal debenture and tax levy	2025/2026	N/A
Milton	Milton District Hospital	\$ 512,000,000	\$ 35,000,000	7%	Debenture	2017	N/A
Muskoka	Two new hospitals in Muskoka	\$ 560,900,000	\$ 77,000,000	14%	Reserve	2036	District's grants policy
Niagara Region	West Lincoln Memorial Hospital (\$200M) and South Niagara Hospital (\$1.130M)	\$ 1,330,000,000	\$ 55,000,000	4%	Reserve and tax levy for hospital debenture	2024 and 2026	N/A
Niagara Falls	South Niagara Hospital	\$ 1,130,000,000	\$ 30,000,000	3%	To be confirmed in the 2024 budget process	2028	N/A
Norfolk	Norfolk General Hospital Renovations	\$ 13,000,000	\$ 5,000,000	38%	Reserve	2026	N/A
Oakville	Oakville Trafalgar Memorial Hospital	\$ 2,700,000,000	\$ 130,000,000	5%	Reserve, Municipal debenture and tax levy	2012	N/A
West Lincoln	West Lincoln Memorial Hospital	\$ 200,000,000	\$ 4,518,431	2%	Municipal debenture and tax levy	2024/2025	N/A
Windsor	Windsor-Essex Hospital Plan	\$ 200,000,000	\$ 108,000,000	54%	Reserve	2029	That should the proposed Windsor-Essex Hospital Plan not proceed for any reason that all funds plus accrued interest that have been accumulated in the dedicated Reserve Fund for the Windsor-Essex Hospital Plan BE UTILIZED to offset any future tax increases and the levy itself to immediately and thereafter
York Region	Cortellucci Vaughan Hospital project	\$ 1,700,000,000	\$ 154,500,000	9%	Reserve	2009 - 2031, paid annually	Subject to an annual 30 minute average off-load target (off-load time is the patient transfer time between York Region Paramedics staff to hospital staff).
Hamilton Request	Juravinski Hospital and Cancer Centre (Hamilton Health Sciences Corporation)	\$ 2,306,000,000	\$ 263,600,000	11%	To be reviewed by Council in Nov 2023 and quarter 1 of 2024	2029, 2033 and 2035	To be considered by Council
Hamilton Request	Charlton Site of St Joseph's Hospital Hamilton	\$ 1,435,000,000	\$ 198,800,000	14%	To be reviewed by Council in Nov 2023 and quarter 1 of 2024	TBD	To be considered by Council



**CITY OF HAMILTON**  
**HEALTHY AND SAFE COMMUNITIES DEPARTMENT**  
**Housing Services Division**

<b>TO:</b>	Chair and Members Emergency and Community Services Committee
<b>COMMITTEE DATE:</b>	November 2, 2023
<b>SUBJECT/REPORT NO:</b>	Canada-Ontario Housing Benefit Agreement 2023-2025 (HSC23071) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Sam Hanna (905) 546-2424 Ext. 2835 Brian Kreps (905) 546-2424 Ext. 1782
<b>SUBMITTED BY:</b>	Michelle Baird Director, Housing Services Division Healthy and Safe Communities Department
<b>SIGNATURE:</b>	<i>Michelle Baird</i>

### RECOMMENDATION

- (a) That the City enter into an amending agreement to the existing Transfer Payment Agreement dated April 1, 2020, with His Majesty the King in right of Ontario as represented by the Minister of Municipal Affairs and Housing and the Minister of Finance for the Province of Ontario in respect of the Canada-Ontario Housing Benefit for the allocation of funding for the years 2023 to 2025; and
- (b) That the General Manager of Healthy and Safe Communities, or her designate, be authorized and directed to execute the amending agreement and any ancillary documents, with content satisfactory to the General Manager of Healthy and Safe Communities and in a form satisfactory to the City Solicitor.

### EXECUTIVE SUMMARY

The Canada-Ontario Housing Benefit is a portable housing benefit paid directly to qualifying households and applied towards the cost of a private market rental unit or an unsubsidized Community Housing unit. The Canada-Ontario Housing Benefit was launched in April 2020 by the Province of Ontario under the National Housing Strategy and has since been an important tool to address housing affordability in Hamilton. The Housing Services Division has used the Canada-Ontario Housing Benefit to provide long term affordability to people whose time-limited housing

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**SUBJECT: Canada-Ontario Housing Benefit Agreement 2023-2025 (HSC23071)  
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allowances were scheduled to end. The Housing Services Division has also worked closely with community partners to connect households experiencing homelessness with the Canada-Ontario Housing Benefit. In 2022, 429 households in Hamilton were granted a Canada-Ontario Housing Benefit enabling them to find and maintain stable housing.

The role of the Service Manager is to identify and select eligible households, assist with completion of the application and submit it to the Ministry of Finance. Each Service Manager has been allocated a portion of the total funding. Hamilton's initial allocation for the 2023-24 fiscal year is \$1,462,000. It subsequently received an additional allocation of \$1,076,400 to support pressures in the emergency shelter system with an emphasis on asylum seekers for a total 2023-24 funding allocation of \$2,538,400.

On August 17, 2023, the Province provided the 2023-24 Funding Allocations for Provincially-Delivered National Housing Strategy Initiatives. The allocation included another extension of the Canada-Ontario Housing Benefit. As a part of the current allocation, the Province included an amendment to the previous Transfer Payment Agreement, which includes updates to program guidelines. The amended agreement must be signed by the Service Manager or its designate. The amendments to the original agreement were made to address rapid increases in rent across the province by updating the monthly payment calculation effective July 1, 2023 to increase benefit amounts for many households.

The revised calculation of the benefit, based on 100% of average market rent, up from 80% should result in higher benefit amounts for many households. The amendment also includes reference to the ability to make an application on-line and adjusts language regarding administration costs from 5% to "Funding for administration costs per Fiscal Year shall not exceed the amount set by the ministry in its sole discretion and communicated to the Service Manager each Fiscal Year". Finally, the amended agreement identifies new priority groups that the Service Manager can identify as potential applicants for the benefit, including young adults, victims of gender-based violence and youth leaving the child welfare system.

**Alternatives for Consideration – Not Applicable**

**FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

Financial: The benefit is administered by the Province of Ontario; therefore, the City will not receive any program funding directly and is consistent with the existing Transfer Payment Agreement. Previously, the City's administration funding was capped at \$250 per approved household. In the amended Transfer Payment Agreement, the cap has been removed,

**SUBJECT: Canada-Ontario Housing Benefit Agreement 2023-2025 (HSC23071)  
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and the City will receive administrative funding of \$250 per approved household. This will total approximately \$80,000 (or \$3.2% of the total allocation) for Hamilton for the 2023-24 fiscal year based on an estimate of 320 successfully completed applications. The funding is intended to cover staffing costs associated with assisting applicants through the process.

Staffing: N/A

Legal: Legal staff have raised several concerns with previous Transfer Payment Agreements, which remain applicable to the Transfer Payment agreement and the proposed amending agreement in respect of the Canada-Ontario Housing Benefit, or, including but not limited to:

- The powers of the Province to require certain matters or actions are broad, vague and entirely within the discretion of the Province. There is little or no ability for the City to question the Province's actions under the Agreement.

The amending agreement includes an amendment which deletes a clause providing that funding for the City's administration costs cannot exceed 5% of the City's annual planning allocation for a fiscal year and replaces it with content that permits the Ministry of Municipal Affairs and Housing to unilaterally and in its sole discretion determine the maximum amount of funding for the City's administration costs. Accordingly, the City may be allocated less than 5% or more than 5%.

As noted in Report HSC23029, Housing Services Division staff have previously brought these concerns to the attention of the Ministry of Municipal Affairs and Housing who advised that there is no negotiation of the terms of the Transfer Payment Agreement. Therefore, if the City wishes to continue receiving Canada-Ontario Housing Benefit funding, it is required to sign the Agreement as is.

## **HISTORICAL BACKGROUND**

On November 22, 2017, the Federal Government released Canada's first National Housing Strategy. The Strategy's vision is to ensure Canadians have access to housing that meets their needs and is affordable. One of the programs announced under the Strategy was a portable housing benefit.

In December 2019, the Federal Minister of Families, Children and Social Development and the Ontario Minister of Municipal Affairs and Housing jointly announced the creation



**SUBJECT: Canada-Ontario Housing Benefit Agreement 2023-2025 (HSC23071)  
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of the Canada-Ontario Housing Benefit starting April 1, 2020. Financial allocations were also provided to Service Managers.

On February 12, 2020, the Ministry of Municipal Affairs and Housing released guidelines providing a framework for the Canada-Ontario Housing Benefit designed to assist Service Managers with their administration of the program.

On August 17, 2023, the Province provided the 2023-24 Funding Allocations for Provincially-Delivered National Housing Strategy Initiatives. The allocation included another extension of the Canada-Ontario Housing Benefit. As a part of the current allocation, the Province included an amendment to the previous Transfer Payment Agreement that must be signed by the Service Manager or its designate.

The amended agreement will include a revised calculation of the benefit, based on 100% of average market rent, up from 80%. The new calculation should result in higher benefit amounts for many households. The amendment also includes reference to the ability to make an application on-line and adjusts language regarding administration costs from 5% to “Funding for administration costs per Fiscal Year shall not exceed the amount set by the ministry in its sole discretion and communicated to the Service Manager each Fiscal Year”.

## **POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

As detailed in Report HSC20013, *The Housing Services Act, 2011* (The Act) requires Service Managers to operate a Centralized Waiting List for Rent-Geared-to-Income assistance. In Hamilton, this is the Access to Housing list. The Canada-Ontario Housing Benefit program guidelines state that to receive the benefit, households must be on or eligible to be on the Centralized Waiting List.

The program guidelines lay out priority groups the Province has identified to be served through the Canada-Ontario Housing Benefit. Service Managers may identify who among the priority groups they wish to serve.

The Act also establishes the eligibility criteria for households to receive Rent-Geared-to-Income assistance, rules for the order in which people may be offered Rent-Geared-to-Income assistance and what is considered an offer of housing. The Canada-Ontario Housing Benefit offers deep affordability and is counted as an offer of housing under the provincial rules. Given the long waits for Rent-Geared-to-Income housing, the Canada-Ontario Housing Benefit will be offered to eligible priority households as a quicker alternative.

## **RELEVANT CONSULTATION**

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**SUBJECT: Canada-Ontario Housing Benefit Agreement 2023-2025 (HSC23071)  
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Canada-Ontario Housing Benefits for households experiencing homelessness are allocated through the By-Name Priority List process. Community partners have been consulted in the development of the allocation guidelines.

Legal Services staff have previously reviewed the Transfer Payment Agreement and noted areas of potential risk to the municipality. Legal Services staff also reviewed the amending agreement.

**ANALYSIS AND RATIONALE FOR RECOMMENDATION**

The supply of Rent-Geared-to-Income housing available through the Access to Housing waitlist is not sufficient to meet demand. As was highlighted in report HSC20013, the Canada-Ontario Housing Benefit is an important tool to address the demand for affordable housing in Hamilton as eligible households may apply the benefit to their rent in any unsubsidized unit.

The development of new social housing stock is a lengthy process hindered by financial restraints. The Canada-Ontario Housing Benefit represents a long-term portable housing benefit that can be used immediately to address the needs of households currently experiencing or at risk of homelessness. Because the Canada-Ontario Housing Benefit is not tied to a Rent-Geared-to-Income unit, it can help applicants access affordable housing quicker. It can be applied to a private market rental unit where someone is currently living or be applied to a new unit. It is also portable and moves with the person whether that is to another unit or another city in Ontario. As the benefit is funded entirely by upper tiers of government it represents a financially viable tool in Hamilton's work addressing the housing crisis.

The By-Name List identifies everyone known to be experiencing homelessness in our community. It is used by providers across the homeless-serving system to understand the housing history, needs, and preferences of individuals to support our coordinated access system for connecting people to the right housing resources that best support their needs. By using resources such as the By-Name list, Housing Services can better target homeless residents, victims of abuse and households whose housing allowances are ending as priority groups to receive this benefit.

**ALTERNATIVES FOR CONSIDERATION**


N/A

**APPENDICES AND SCHEDULES ATTACHED**

N/A



**CITY OF HAMILTON**  
**HEALTHY AND SAFE COMMUNITIES DEPARTMENT**  
**Housing Services Division**

<b>TO:</b>	Chair and Members Emergency and Community Services Committee
<b>COMMITTEE DATE:</b>	November 16, 2023
<b>SUBJECT/REPORT NO:</b>	Housing Stability Benefit and Rent Ready Programs Transformation (HSC23067) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Jessica Reeve (905) 546-2424 Ext. 4229 Vanessa Parlette (905) 546-2424 Ext. 3863 Rob Mastroianni (905) 546-2424 Ext. 8035 Greg Witt (905) 546-2424 Ext. 4818
<b>SUBMITTED BY:</b>	Michelle Baird Director, Housing Services Division Healthy and Safe Communities Department
<b>SIGNATURE:</b>	

## RECOMMENDATIONS

- (a) That Council approve the cancellation of the existing Housing Stability Benefit and Rent Ready programs totalling \$4.0M and the Provincially funded Homelessness Prevention Program (HPP) program of \$979,910 to be transformed into one modernized program to be named, Housing Emergency Fund, following program parameters outlined in Appendix "A" to Report HSC23067.
- (b) That the program funding be increased by an additional \$3.75M to be referred to the Housing Services 2024 Tax Operating Budget for Council consideration to support the following:
- (i) That approximately \$3.56M be directed to expand reach and deepened supports for clients of the revised program;
  - (ii) That the Housing Services Division's budgeted 2024 complement be expanded by 2.0 FTE (full-time employee) Housing Support Workers to accommodate increase and complexity of applications with an approximate annual cost of \$190K.

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**SUBJECT: Housing Stability Benefit and Rent Ready Programs Transformation (HSC23067) (City Wide) - Page 2 of 12**

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- (c) That Council approve cancellation of the unutilized Appliance Repair Program and allocate that program's budget of \$25,100 into the total budget for the new Housing Emergency Fund.

**EXECUTIVE SUMMARY**

The Housing Stability Benefit and Rent Ready programs have been essential in helping residents in Hamilton with low income or in receipt of social assistance maintain or acquire housing. The Housing Stability Benefit program was established in 2013 as a Council approved local solution to replace the former Community Start-Up and Maintenance Benefit under Ontario Works, which was eliminated by the Ministry of Children, Community and Social Services. The financial supports available through the Housing Stability Benefit program have not been increased since it was launched in 2013. The Rent Ready program was established during the pandemic to address an unprecedented increase in people requiring emergency rental supports to prevent homelessness. There continues to be high demand for a housing stability program that offers deep financial support far exceeding existing Housing Stability Benefit limits in an increasingly unaffordable housing market. This report proposes a single revised program, Housing Emergency Fund, that allows for increased flexibility of funding to stabilize rental tenancies while maintaining program sustainability.

**Alternatives for Consideration – See Page 10**

**FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

Financial: Recommendation (b) is requesting an increase in the levy base for the new proposed Housing Emergency Fund by \$3.75M, in order to meet current community need. Recommendation (a) and (c) request changes to the existing levy base programs to operate under the new HEF guidelines, with a levy base of \$5.25M reallocated to the new Housing Emergency Fund. If recommendations (a) to (c) are approved, the total revised budget is \$9M which supports the total forecasted program need and staffing expenses, including a projected increase in applications and accompanying intensive case support. In addition, the revised budget offsets the elimination of a \$500K contribution from Hamilton Water beginning with 2024 tax year, as approved in General Issues Committee Report FCS23045.

The 2023 Housing Stability Benefit and Rent Ready existing budget sources are outlined in Table 1 below:

Table 1: 2023 Existing Budget for Housing Stability Benefit and Rent Ready and the new proposed Housing Emergency Fund (HEF):

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<b>Program</b>	<b>Budget Source</b>	<b>2023 Amount Various</b>	<b>2024 Amount HEF</b>
Housing Stability Benefit (HSB)	Levy	\$2,954,930	\$0
Housing Stability Benefit (HSB)	Homelessness Prevention Program (Province)	\$979,910	\$0
Rent Ready (RR)	Levy	\$1,045,040	\$0
Utility Arrears*	Water, wastewater and stormwater Rate Supported Budget	\$500,000	\$0
Appliance Repair Program	Levy	\$25,100	\$0
Administration	Homelessness Prevention Program (Province)	\$273,956	\$282,175
Recommendation (a)	HSB and RR Levy		\$3,999,970
Recommendation (a)	HSB Homelessness Prevention Program (Province)		\$979,910
Recommendation (b)	Levy Enhancement		\$3,560,000
Recommendation (b)	Levy Enhancement Admin		\$190,000
Recommendation (c)	Levy – Appliance Repair Program		\$25,100
<b>Total</b>		<b>\$5,778,936</b>	<b>\$9,037,155</b>

\*Eliminated effective January 1, 2024

**Staffing:** Administration of the program to meet current volume and complexity of demand requires the addition of 2.0 permanent Housing Support Worker FTEs within Housing Services Division's budgeted complement at a cost of approximately \$190K for salary and benefits in 2024.

**Legal:** N/A

## **HISTORICAL BACKGROUND**

On March 27, 2012, the Province announced the elimination of the Community Start-Up and Maintenance Benefit from the Ontario Works and Ontario Disability Support Program Programs as part of the 2012 Provincial Budget.

At the December 10, 2012, Emergency and Community Services Committee, launch of the new Housing Stability Benefit was approved as outlined in Report CS12031(a) – Community Homelessness Prevention Initiative. The Housing Stability Benefit was

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designed to provide financial assistance at the same level and with the same eligibility criteria as Community Start-Up and Maintenance Benefit for the first six months of 2013. This program intended to address housing stability and homelessness prevention for those receiving social assistance.

On February 23, 2015, the Community and Emergency Services Committee approved CES15008 with recommendations to streamline spending in the Housing Stability Benefit program by merging the Rent Bank with the Emergency Energy Fund within the Housing Stability Benefit. In addition, the program was expanded to allow applications from people with low incomes who are not in receipt of social assistance. Administration processes were established such that Hamilton residents receiving Ontario Works apply for the program through the Housing Services Division while those receiving Ontario Disability Support Program benefits or who have low incomes apply through Housing Help Centre.

On December 12, 2016, Community and Emergency Services Committee received CES16068 where Housing Services provided an update regarding funding pressures for the Housing Stability Benefit and an immediate mitigation plan to remain within budget.

In 2018, the Housing Services Division completed an internal review of the Housing Stability Benefit program suggesting cost savings around funding for household items and process improvements for consolidation of some program administration activities.

On December 10, 2020, Emergency and Community Services Committee approved a motion to create the Rent Ready program as a temporary Housing Rent Bank based on increased need for rent and housing stability supports to prevent evictions during the pandemic with a budget of up to \$500K.

On October 13, 2021, Council approved through a notice of motion, an additional \$1M be allocated to the Rent Ready program, redirected from unused Housing Stability Benefit funds.

On May 31, 2023, General Issues Committee approved Report FSC23045, which recommended that \$500K allocated to Housing Stability Benefit through the water, wastewater and stormwater Rate Supported Budget be repurposed into a Water and Wastewater Rebate Program for Low Income Persons.

## **POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

There are no legislative implications for this program.

## **RELEVANT CONSULTATION**

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A jurisdictional scan of similar housing stability benefit programs offered by other Ontario municipalities was conducted (See Appendix “B” to Report HSC23067) to compare program eligibility and depth of support offered.

Consultation was conducted with internal staff delivering the Housing Stability Benefit and Rent Ready programs and with administration partners at Housing Help Centre to understand trends in applications and inquiries, challenges in delivering these programs, and opportunities for improvement. A comparative program analysis of Housing Stability Benefit, Rent Ready, and the proposed Housing Emergency Fund is summarized in Appendix “A” to Report HSC23067.

Staff in Children’s and Community Services Division were engaged to pursue integration with the City’s Home Management Program.

**ANALYSIS AND RATIONALE FOR RECOMMENDATION**

Hamilton’s existing Housing Stability Benefit was established as a program of Housing Services Division in 2013 to replace the Community Start-Up and Maintenance Benefit previously offered through the Ontario Works and Ontario Disability Support Programs. The intent of the program is to support people experiencing housing crises to prevent homelessness and to stabilize viable tenancies. However, the current payment threshold of up to \$800 for single people and couples and up to \$1500 for a family have not been adjusted since the Housing Stability Benefit program began a decade ago. The current scarcity of affordable housing means that it has become increasingly more difficult to ensure the sustainability of a tenancy or secure a new rental, especially for those on social assistance or with incomes below the Low-Income Measure. A new revised program is needed to better address the scale and depth of need experienced by renters with low incomes in Hamilton.

Data from the 2021 census show that 13% of all Hamilton households are living with core housing need (paying more than 30% of their income on shelter costs). This percentage is 76% for people with very low income represented by people in receipt of social assistance. The Rent Ready program was created at the end of 2020 to address the heightened level of need experienced as people lost their jobs and were unable to pay rent during the COVID-19 pandemic. The Rent Ready program provides access to deeper support for rental arrears, utility supports, and last month’s rent while allowing for greater flexibility in how those funds are allocated compared to the Housing Stability Benefit. In 2022, 1,491 households received funding through the Rent Ready program, with the majority receiving amounts beyond the maximum available through the Housing Stability Benefit, which served 3,315 households. Staff report that applicants to Rent Ready often present with thousands of dollars in arrears and at immediate risk of eviction. The recommended payment threshold for the new Housing Emergency Fund of \$3000-\$7000, depending on household size, aims to build on the need identified

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through the Housing Stability Benefit and Rent Ready programs and anticipates greater demand as these supports are streamlined, through a single program. Recipients of Rent Ready would have received their full Housing Stability Benefit payment (\$800 for single individuals or couples with no children, or \$1,500 for families) in addition to payments they received through Rent Ready, averaging \$1,408 for singles, \$2,247 for couples and \$2,233 for families, with 59% of program funds in 2022 going towards rental arrears (see Table 3 below for breakdown). In many instances, the amount requested by applicants was in excess of the cumulative maximum allowable amounts under Housing Stability Benefit & Rent Ready, leaving a portion of the applicants request going unaddressed. This is evidence of the need for deeper supports and confirmation that without the Rent Ready program, those households would not have access to the financial resources needed to stay housed or secure housing. In 2022, because of demand for the Rent Ready program and budget surplus for the Housing Stability Benefit, funds were redistributed to the Rent Ready program to meet increased demand for a greater depth of support. It is anticipated that the new Housing Emergency Fund would serve upwards of 2,000 people a year. Without the deeper support provided by the recommended payment thresholds, Hamilton could see a sharp increase in the number of people experiencing evictions and homelessness.

Table 3: Breakdown of 2022 Average Benefits Received by Household Size & recommended threshold under Housing Emergency Fund

<b>Household Size</b>	<b>Housing Stability Benefit Maximum</b>	<b>Average Rent Ready Amount Received in 2022</b>	<b>Total Average Benefit Amount Received in 2022</b>	<b>Housing Emergency Fund Recommended Maximum Payment Threshold</b>
Single	\$800	\$1,408	\$2,208	\$3,000
Couple	\$800	\$2,247	\$3,047	\$4,000
Family (3 people)	\$1,500	\$2,233	\$3,733	\$5,000
Family (4 people)	\$1,500	\$2,233	\$3,733	\$6,000
Family (5+ people)	\$1,500	\$2,233	\$3,733	\$7,000

\* Amounts listed in this table are averages for each household size. Exact household size for families is not specified in 2022 reporting data. Some people would not have received the full maximum amount and some would have received special consideration for amounts well above the maximum and still not have had their full needs met.

The City of Hamilton must balance the need to provide adequate financial supports that are sufficient towards stabilizing housing while ensuring program sustainability and fiscal responsibility. The jurisdictional scan conducted of housing stability or rent support programs offered by other municipalities in Ontario identified that other municipalities are facing similar challenges. Municipalities are seeing increased demand for rent

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supports due to insufficient accommodation allowances through social assistance, increased rent prices, and limited availability of affordable housing. Of the ten municipalities surveyed, the supports that Hamilton provides through the Housing Stability Benefit are lower than comparator communities. Only Niagara Region and Wellington County have programs with similar thresholds, who serve populations with predominantly different needs. The recommended Housing Emergency Fund payment maximum of \$3000-\$7000 offers similar payment thresholds to other larger and more urbanized communities like the Region of Waterloo and the City of Toronto. For a summary of the jurisdictional scan please see Appendix "B".

### **Proposed Revised Program**

#### Household Eligibility

To ensure the program continues to support those with the greatest need, the revised program will retain the same household eligibility requirements as the former Housing Stability Benefit program. This includes:

- Households in receipt of Ontario Works
- Households in receipt of Ontario Disability Assistance Program
- Households whose income is below the Low-Income Measure.

The eligibility to apply for the revised program will be maintained at once every two years. There will also continue to be an opportunity for applicants to apply for a one-time additional allowance under exceptional circumstances. This eligibility criteria helps to ensure the program is sustainable and targeted toward resolving housing crises with time-limited support. It is outside the scope of this program to be depended upon as a recurring rental subsidy or housing allowance. The intent is to address short-term housing crises to prevent homelessness and maintain housing that is realistically sustainable for tenants.

#### Payment Threshold

The revised program will maintain the Rent Ready payment threshold of \$3000-\$7000. This amount reflects approximately two months at Average Market Rent or up to 4-5 times the monthly shelter allowance for single households receiving social assistance. Individuals on social assistance are frequently likely to be paying the majority of their income on rent and are at greater risk of housing loss.

To ensure housing can be maintained on the client's current income, the eligibility threshold will include accommodation costs at no more than 95% of the client's income. This is higher than the threshold of 85% set by the City of Toronto for their Housing Stabilization Fund. The higher threshold was set to account for the extreme challenge that single persons on Ontario Works face in securing rental units that are obtainable within their limited income, while at the same time recognizing that a rental exceeding 95% of a tenant's income is unlikely to be sustained.

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### Eligible Expenses

The proposed categories for support under the revised program are rent arrears, last month's rent, and utility costs (including reconnection fees, arrears, and deposits based on agreements with utility companies). Compared to the eligible expenses provided under the Housing Stability Benefit program, the following categories would be removed: household items (including appliances, moving costs, bed bug protection, and bedroom furniture) and first month's rent. The categories for support proposed for the new program are the same expense categories as in the current Rent Ready program and are the areas where the largest percentage of the budget has been allocated in the Housing Stability Benefit program. These eligible expense categories, rent arrears, last month's rent, and utility arrears, provide the most impact in terms of housing sustainability and eviction prevention. Applicants will have the flexibility to determine how funds get allocated within these categories.

These categories are in line with funding categories provided by other municipalities in Ontario. Of the ten surveyed, fewer than half provide financial support for household items, moving costs, or first month's rent. Based on an analysis of Housing Stability Benefit utilization in 2022, approximately 17% of expenditures were related to the purchase of household items or moving costs. Removal of these items may make it more challenging for people receiving social assistance to outfit new apartments. However, to maximize the impact of limited funding, resources will be prioritized to address rent and utilities as these are the most essential expenses in helping people secure or stay in their homes.

### Program Delivery

Through consultation with internal staff, the following needs were identified to aid with the Housing Stability Benefit and Rent Ready application process:

- Clearer eligibility criteria outlined for clients
- Direction and clarity for staff on eligibility criteria and guidance on alternative or additional eviction prevention supports for those who do not meet eligibility criteria or whose needs are not met by the program alone
- A formal process will be established to refer repeat program applicants to receive specialized supports. Previously, there was no formal approach to address recidivism, where a small subset of program applicants would receive HSB in year 1 and reapply when eligible to receive HSB once again two years later. The goal of establishing this formal referral pathway is to match clients with services tailored to their needs. The Home Management Program, administered through Children's and Community Services division, provides specialized supports setting up and maintaining a home, connects people to tax filing resources and income supports and connects people to other community programs and resources. Previously, there has been no formal connection between these

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programs and formalized this approach aligns with best practices in human services integration.

Applications will continue to be processed by the City of Hamilton staff for applicants in receipt of Ontario Works or those residing in shelter and in receipt of Ontario Disability Support Program, and by the Housing Help Centre for applicants in receipt of the Ontario Disability Support Program living in the community or who have income below the Low-Income Measure.

The Housing Services Division will report back after 1 year of the operation of the revised program. This will include reporting on number of clients served, suspected number of evictions avoided or housing secured, payments allocated, data trends related to the level of need by clients, and contributing factors in providing case management support.

**Budget Considerations**

The current budget for Rent Ready and the Housing Stability Benefit for 2023 is not sufficient to meet the need. As of August, the projected need for the Rent Ready program is double the budget. The current global budget for Rent Ready in 2023 is \$1.045M but the projected need through the end of the year is approximately \$2.1M, not including approximately \$220K allocated to the Hamilton Regional Indian Centre for rent supports for the Indigenous community, leaving more than a \$1.1M deficit. If the program had run for the entire year in 2023, instead of taking an accounting pause in the early months of the year, the projected need is \$3.5M.

In 2022, the Housing Stability Benefit program was underspent, whereas the Rent Ready program was overspent and received redirected funds from the Housing Stability Benefit funding. This disparity in accessing funds through these programs is likely due to the limit on funding thresholds and prescriptive categories in the Housing Stability Benefit program as well as the complexity of accessing funding between the two programs. The majority of people receiving funds through the Rent Ready program received funds in excess of their Housing Stability Benefit allotment. It is likely that if the application process was simplified that there would be a greater increase in applications and an increase in the funding amount requested.

The recommended maximum payment threshold of \$3000-\$7000 based on household size would lead to an approximate budget maximum of \$8.56M based on the projected numbers of clients to be served by household size in 2023. In addition, the suggested budget for the new Housing Emergency Fund program includes the replacement of the \$500K formerly allocated to the Housing Stability Benefit through the water, wastewater and stormwater Rate Supported Budget to enable the continued support of clients with utility associated costs (including reconnection fees, arrears, and deposits).

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The Appliance Repair Program has been paused since the onset of the COVID-19 pandemic because the vendor was no longer willing to enter client's homes. Since then, numerous strategies have been employed to revitalize the program with new vendors without success. The Residential Tenancies Act language states that landlords are responsible for maintenance and repair of appliances included in the lease. If appliances are not included in the lease, tenants are responsible for those costs. This does not happen often and during its operation the full budget of the program was never utilized and the uptake was limited, therefore it is recommended that the budget for the Appliance Repair Program be absorbed within the Housing Emergency Fund program.

**Staffing**

Housing Access Clerks and Housing Stability Benefit Case Aides provide Ontario Works clients with information about the Housing Stability Benefit and Rent Ready programs, provide direction and support in completing applications, and refer clients to Housing Support Workers for more complex application support and program delivery.

In 2022 City of Hamilton staff received 3056 Housing Stability Benefit inquiries and processed 1735 applications. Additional staff support is needed to respond to increased demand for the Housing Stability Benefit and Rent Ready programs as well as the increase in complex applications where more interventions and support are required. Due to the high volume of applications, the housing-focused, intensive case support needed by clients has not been possible, as was originally envisioned for this program. An additional staff complement will ensure clients receive appropriate support with applications, timely delivery of funds, and connection to additional housing support programs where relevant, as opposed to their applications being processed as quickly as possible.

**ALTERNATIVES FOR CONSIDERATION****Alternative 1**

An alternative for consideration is to maintain support for household items and moving costs as eligible expenses under the Housing Emergency Fund. This would require an additional budget enhancement of \$600,000 for a total of \$4.35M program increase in 2024. In the 2022/2023 fiscal year approximately \$566K was spent on furniture, appliance purchase and repair, moving costs, and other eligible living expenses under the Housing Stability Benefit program, within the maximum allocations for each category. For example, the maximum allocation for a bed frame is \$100 and \$50 for a mattress cover. Given that the cost of furniture, appliances, and gas have all risen significantly in the past decade, it is recommended to allow for higher maximums if retaining these categories.

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Keeping household items and moving costs as an eligible expense may help build an individual's sense of comfort in their home, which may increase the individual's housing stability. It may also prevent transmission of bed bugs by reducing the incentive for people to pick up mattresses or bed frames on the side of the street or from less reputable sources.

This does not, however, solve the dilemma of how to constrain costs in a program that is demand-driven with significant unmet community need.

**Financial Implications:** A total \$4.35M budget enhancement to the Housing Emergency Fund program would be referred to the 2024 budget process.

**Staffing Implications:** Administration of the program to meet current volume and complexity of demand requires the addition of 2.0 permanent FTE within Housing Services Division's budgeted complement at a cost of approximately \$190K for salary and benefits in 2024.

**Legal Implications:** There are no legal implications associated with Report HSC23067.

**Alternative 2**

Another alternative for consideration is to lower the program payment threshold to \$2,000-\$4,500, based on household size, which would allow the program to operate mostly within the current budget with accommodation for 2 additional FTE to support program delivery and a small enhancement to the existing budget to be able to offer a deeper level of support to the projected number of clients than the existing Housing Stability Benefit Program. This option would aim to merge the two programs with the same recommended parameters and eligibility criteria but would limit the level of deep financial support that clients would receive.

Table 4: Proposed (reduced) amalgamated annualized budget for Housing Emergency Fund effective 2024:

	<b>Budget Source</b>	<b>Amount</b>
Reallocated to Housing Emergency Fund	Housing Stability Benefit Levy	\$2,954,930
	Homelessness Prevention Program (Province)	\$979,910
	Rent Ready	\$1,045,040
	Administration	\$282,175
	Appliance Repair Program Levy	\$25,100
To offset loss of WWW	Housing Emergency Fund	\$500,000
To increase \$ thresholds	Housing Emergency Fund	\$200,000
To increase administration	Housing Emergency Fund Admin Enhancement	\$190,000
<b>Total 2024</b>		<b>\$6,177,155</b>

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**Financial Implications:** A total \$890K budget enhancement to the Housing Emergency Fund program would be referred to the 2024 budget process.

**Staffing Implications:** Administration of the program to meet current volume and complexity of demand requires the addition of 2.0 permanent FTE within Housing Services Division's budgeted complement at a cost of approximately \$190K for salary and benefits in 2024.

**Legal Implications:** There are no legal implications associated with Report HSC23067.

**APPENDICES AND SCHEDULES ATTACHED**

Appendix "A" to Report HSC23067: Comparative Analysis of Housing Stability Benefit, Rent Ready, and Revised Housing Ready Program

Appendix "B" to Report HSC23067: Jurisdictional Scan of Housing Stability Programs in Ontario Communities

Comparative Analysis Between Housing Stability Benefit, Rent Ready, and New Revised Program

	Housing Stability Benefit	Rent Ready	Housing Emergency Fund
<b>Eligibility of individuals</b>	<ul style="list-style-type: none"> <li>Ontario Works recipients</li> <li>Ontario Disability Support Program recipients</li> <li>Meets Low-Income Measure threshold</li> </ul>	<ul style="list-style-type: none"> <li>Ontario Works recipients</li> <li>Ontario Disability Support Program recipients</li> <li>Meets Low-Income Measure threshold</li> </ul>	<ul style="list-style-type: none"> <li>Ontario Works recipients</li> <li>Ontario Disability Support Program recipients</li> <li>Meets Low-Income Measure threshold</li> </ul>
Comparative Synopsis	<ul style="list-style-type: none"> <li>Financial eligibility is comparable between programs.</li> <li>The Ontario Disability Support Program has specific eligibility under the <i>Ontario Disability Support Program Act (1997)</i> to qualify and financial assets may vary among clients at higher thresholds than recipients of Ontario Works.</li> <li><b>New Program Rationale:</b> Retain household eligibility criteria to ensure that those who are most in need are receiving this funding.</li> </ul>		
<b>Eligible expenses</b>	<ul style="list-style-type: none"> <li><b>New Principal Residence or Maintaining Existing Residence</b> <ul style="list-style-type: none"> <li>✓ Last month's rent deposit</li> <li>✓ Rental Arrears</li> <li>✓ Moving costs</li> <li>✓ Utility deposits, arrears, or reconnection</li> <li>✓ Adult beds (includes box spring and mattress) where a bed is not currently owned (up to maximum allowable amount of \$400/bed)</li> <li>✓ Child beds (includes box spring and mattress) where a bed is not currently owned (up to maximum allowable amount of \$200/bed)</li> <li>✓ Bedframe for adult and/or child bed(s) where not currently owned (up to maximum allowable amount of \$100/bed)</li> <li>✓ Mattress encasements (up to \$50 per mattress and/or box spring);</li> <li>✓ Moats/Interceptors (up to \$25/bed)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li><b>New Principal Residence or Maintaining Existing Residence</b> <ul style="list-style-type: none"> <li>✓ First and last month's rent</li> <li>✓ Rental Arrears</li> <li>✓ Utility Arrears</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li><b>New Principal Residence or Maintaining Existing Residence</b> <ul style="list-style-type: none"> <li>✓ Last month's rent</li> <li>✓ Rental Arrears</li> <li>✓ Utility expenses (including reconnection fees, arrears, and deposits)</li> </ul> </li> </ul>

Comparative Analysis Between Housing Stability Benefit, Rent Ready, and New Revised Program

	Housing Stability Benefit	Rent Ready	Housing Emergency Fund
	<ul style="list-style-type: none"> <li>✓ The purchase of an appliance (e.g. fridge, stove, washer) necessary for the wellbeing of the household where:                             <ul style="list-style-type: none"> <li>&gt;There is documentation to support that it is the applicant’s responsibility to provide the appliance</li> </ul> </li> </ul>		
Comparative Synopsis	<ul style="list-style-type: none"> <li>• Comparable eligibility expense categories (obtaining new residence, maintaining existing residence, and utility arrears).</li> <li>• Rent Ready had discretion to issue broadly under the three categories of first/last month’s rent, rent (one-time payment), OR rental arrears and utility arrears.</li> <li>• Housing Stability Benefit eligible expenses are more prescriptive under the three eligibility categories.</li> <li>• <b>New Program Rationale:</b> Retain the flexibility of the three broad categories from the Rent Ready program (with the elimination of first month’s rent, which was no longer included as an eligible expense in the 2023 Rent Ready program). Applicants are permitted to apply funds as they are needed.</li> </ul>		
Payment Thresholds/ Limits	<ul style="list-style-type: none"> <li>• <b>\$800</b> for singles and couples (with no dependent children and/or dependent adults on their benefit unit) once in a 24-month period</li> <li>• <b>\$1500</b> for families with children (one or more dependent child and/or dependent adults on their benefit unit) once in a 24-month period</li> </ul>	<ul style="list-style-type: none"> <li>• Discretion to issue eligible costs <b>up to \$3,000.00 for single</b> individuals and couples and <b>\$6,000.00 for families with child(ren)</b></li> <li>• No limit to applying multiple times in any given time period</li> </ul> <p>*Not a maximum threshold amount but a trigger threshold for management/supervisor approval if requests exceeded these amounts</p>	<ul style="list-style-type: none"> <li>• Discretion to issue eligible costs based on household size up to:                             <ul style="list-style-type: none"> <li>- <b>\$3,000.00 for single individuals</b></li> <li>- <b>\$4,000.00 for a couple</b></li> <li>- <b>\$5,000.00 for a family of 3 people</b></li> <li>- <b>\$6,000.00 for a family of 4 people</b></li> <li>- <b>\$7,000.00 for families of 5+ people</b></li> </ul> </li> </ul> <p>*Not a maximum threshold amount but a trigger threshold for management/supervisor approval if requests exceed these amounts</p> <ul style="list-style-type: none"> <li>• Funds to be granted once in a 24-month period</li> </ul>
Comparative Synopsis	<ul style="list-style-type: none"> <li>• Rent Ready has significantly higher eligible cost thresholds (4x the amount for families and almost 4x the amount for singles) and no limit to how many times an individual or family could access the benefit.</li> <li>• Housing Stability Benefit is significantly more restrictive financially and includes the limitation of eligibility to apply only once in a 24-month period.</li> </ul>		



## Comparative Analysis Between Housing Stability Benefit, Rent Ready, and New Revised Program

	Housing Stability Benefit	Rent Ready	Housing Emergency Fund
	<ul style="list-style-type: none"> <li>• <b>New Program Rationale:</b> Retain the higher payment threshold from the Rent Ready program up to the discretionary maximum based on household size. Tying the maximum payment threshold to household size allows for increased benefits, in particular for couples (a demographic in need of increased support in Hamilton) and provides guidance for clients and program administrators in a similar format to Average Market Rent data.</li> </ul>		
<b>Recurrence</b>	<ul style="list-style-type: none"> <li>• Benefit maximum within a 24-month period</li> </ul>	<ul style="list-style-type: none"> <li>• Unlimited until the expenditure of the funds</li> </ul>	<ul style="list-style-type: none"> <li>• Benefit maximum within a 24-month period</li> </ul>
Comparative Synopsis	<ul style="list-style-type: none"> <li>• Rent Ready offered greater time and financial flexibility thresholds.</li> <li>• <b>New Program Rationale:</b> Maintain the benefit maximum within a 24-month period from the Housing Stability Benefit applied to the higher payment threshold and increased flexibility in how funds are applied, up to the maximum from the Rent Ready program. The majority of programs surveyed in the jurisdictional scan have a 24-month eligibility window. This prevents dependency on the program as a full housing subsidy.</li> </ul>		
<b>Payment Administration</b>	<ul style="list-style-type: none"> <li>• Payments are to be made directly to the landlord, utility provider or service provider, where possible.</li> </ul>	<ul style="list-style-type: none"> <li>• Payments are to be made directly to the landlord, utility provider or service provider, where possible.</li> </ul>	<ul style="list-style-type: none"> <li>• Payments are to be made directly to the landlord, utility provider or service provider, where possible.</li> <li>• Applications will continue to be processed by the City of Hamilton staff for applicants in receipt of Ontario Works and by the Housing Help Centre for applicants in receipt of the Ontario Disability Support Program or who have income below the Low-Income Measure</li> </ul>
Comparative Synopsis	<ul style="list-style-type: none"> <li>• Identical between programs.</li> <li>• <b>New Program Rationale:</b> Retain administration of funds directly to landlord, utility provider, or service provider, where possible.</li> </ul>		
<b>Program Delivery</b>	<ul style="list-style-type: none"> <li>• Applications by people in receipt of Ontario Works administered by City of Hamilton.</li> <li>• Applications by people in receipt of the Ontario Disability Support Program or who have</li> </ul>	<ul style="list-style-type: none"> <li>• Applications by people in receipt of Ontario Works administered by City of Hamilton.</li> <li>• Applications by people in receipt of the Ontario Disability Support Program or who have</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain dedicated fund administered by Hamilton Regional Indian Centre to support Indigenous community members</li> <li>• Updated Clear eligibility criteria</li> </ul>

Comparative Analysis Between Housing Stability Benefit, Rent Ready, and New Revised Program

	Housing Stability Benefit	Rent Ready	Housing Emergency Fund
	income below the Low-Income Measure are administered by Housing Help Centre.	income below the Low-Income Measure are administered by Housing Help Centre. <ul style="list-style-type: none"> <li>Includes \$300,000 administered by Hamilton Regional Indian Centre to support Indigenous community members.</li> </ul>	<ul style="list-style-type: none"> <li>Update resources for staff on alternative supports for those who do not meet eligibility criteria or whose needs are not met by the program alone</li> <li>Program applicants requiring additional supports will be connected to additional Eviction Prevention programs delivered or funded by City of Hamilton and/or the Home Management Program offered through Children’s and Community Services Division.</li> </ul>
Comparative Synopsis	<ul style="list-style-type: none"> <li><b>New Program Rationale:</b> Maintain dedicated housing stability funding for Indigenous community and strengthen integration with Home Management and eviction support programs.</li> </ul>		
<b>Total Reach 2022</b>	<ul style="list-style-type: none"> <li>1,665 benefit units were approved through City of Hamilton *not unique individuals*</li> <li>1,754 units were approved through Hamilton Housing Help Centre</li> <li>TOTAL= <b>3,315</b> households approved</li> </ul>	<ul style="list-style-type: none"> <li>1,364 households were approved for Rent Ready through City of Hamilton and Hamilton Housing Help Centre, 127 households approved through Hamilton Regional Indian Centre</li> <li>TOTAL = <b>1,491</b> households approved</li> </ul>	<ul style="list-style-type: none"> <li>Anticipated 2,000+ households approved in 2024</li> </ul>
Comparative Synopsis	<ul style="list-style-type: none"> <li>No set outcome targets for number of individuals or households served.</li> <li>Rent Ready has significantly higher payment thresholds and therefore represents a greater depth of support.</li> <li>Benefits continue to be applied for at consistent rates through both funding streams.</li> <li><b>New Program Rationale:</b> All beneficiaries of Rent Ready had also received/maximized Housing Stability Benefit, illustrating the need for deeper financial support needed to prevent homelessness. It is expected that the enhanced revised program will prevent homelessness and stabilize housing for an estimate of 2,000+ households depending on level of support requested.</li> </ul>		

## Comparative Analysis Between Housing Stability Benefit, Rent Ready, and New Revised Program

Proportional Allocation of Funds **Housing Stability Benefit**

Year	Expense Category	Amount	Proportion (rounded)
2022	Last Month's Rent	\$618,766.32	22%
	Moving Costs	\$78,802.74	3%
	Rent Arrears	\$812,318.61	29%
	Moats/Interceptors/Encasements	\$41,423.59	1%
	Child Bed/Mattresses	\$311,542.00	11%
	Utility Arrears	\$282,687.11	10%
	Appliances	\$107,379.43	4%
	Other	\$32,080.50	1%
	HHCH Administration	\$382,967.84	14%
	Housing Administration	\$158,863.00	6%
	<b>Total</b>	<b>\$2,826,831.14</b>	

\*This chart reflects the calendar year costs and timing differences exist when compared to the Fiscal Year AFR.

Proportional Allocation of Funds **Rent Ready**

Year	Expense Category	Amount	Proportion (rounded)
2022	Last Month's Rent	\$277,059.17	11%
	First Month's Rent	\$394,759.46	16%
	Rent Arrears	\$1,484,759.23	59%
	Utility Arrears	\$361,450.66	14%
	<b>Total</b>	<b>\$2,518,028.52</b>	

\*This chart does not include the \$222,664.57 allocated to the Hamilton Regional Indian Centre for housing support funding.

## Comparative Analysis Between Housing Stability Benefit, Rent Ready, and New Revised Program

### Summary of Comparative Analysis

- Demand for a flexible and timely housing stability subsidy in Hamilton is significant.
- Sustained affordability is a central tenant for consideration in the development of a housing support program that balances need with time limited supports.
- The financial and time limitations of the Housing Stability Benefit program need to be revisited in relation to the efficacy of housing sustainability in the 2023 housing climate.
- Rent Ready offered greater flexibility for clients to quickly access higher amounts of benefits, which was critical during the COVID-19 pandemic.
- The majority of clients accessed Rent Ready for rental arrears (59%). A significant portion of people received the Rent Ready benefit multiple times for arrears (75% of all repeat applicant expenses), indicating a high depth of need though also risk of overreliance as a full housing subsidy.
- A significant proportion of people received a Rent Ready amount in excess of the Housing Stability Benefit limit of \$800 for singles and \$1,500 for families.
- Budgetary pressures necessitate a focused eligibility scope that balances flexibility with measurable and sustainable housing outcomes.

Housing Stability Benefit - Jurisdictional Scan Summary

Detailed Benefit Amounts in Comparator Communities					
Municipality	First and last month's rent/establishing/maintaining housing	Rental arrears	Utility arrears	Household items	Notes
Toronto (Housing Stability Fund)	\$1600-\$3000				
Toronto (Rent Bank)		\$4000			
Waterloo Region	\$1600-\$2300 (last month's rent)	\$3200-\$5000			
St. Thomas-Elgin	1 month's Average Market Rent (last month's rent)/unit size to maximum 1 month's rent for first month's rent (Ontario Disability Support Program)	2 months' Average Market Rent /unit size to maximum	\$500-\$1000	\$500-\$1000	Total maximum amount is \$1500-\$3000
Hamilton (Housing Stability Benefit)	\$800-\$1500				
Hamilton (Rent Ready)	\$3000-\$7000				
York (Housing Stability Program/Homelessness Prevention Program)	\$1800-\$3000			\$500-\$750	Total maximum amount is \$2300-\$3750
City of London (Housing Stability Bank)	1 month's rent (last month's rent)/unit size 1 month's rent for first month's rent (Ontario Disability Support Program)	2 months' rent/unit size	As needed until fund is exhausted		
Durham Region	No maximum for last month's rent	Up to 2 months arrears			
Niagara Region	\$900-\$1600				
Simcoe County	\$1500-\$2000				
Wellington County	\$800-\$1500				Information gathered by York Region for their own analysis

\*Based partially on and added to information gathered by York Region staff through municipal/regional websites



Hamilton

**West Harbour Development Sub-Committee  
REPORT 23-003**

**1:00 p.m.**

**Tuesday, November 7, 2023  
Room 264, 2nd Floor, City Hall**

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**Present:** Councillor M. Spadafora (Chair), Mayor A. Horwath (Vice-Chair)  
Councillors C. Cassar and C. Kroetsch

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**THE WEST HARBOUR DEVELOPMENT SUB-COMMITTEE PRESENTS REPORT 23-003 AND RESPECTFULLY RECOMMENDS:**

- 1. Discovery Centre Strategy Framework: Preliminary Option for Discovery Centre Site (PED21090(d) (Ward 2) (Deferred from May 23, 2023) (Item 8.1(a))**

That Report PED21090(d), respecting Discovery Centre Strategy Framework: Preliminary Option for Discovery Centre Site, be received.

- 2. Discovery Centre Strategy Framework: Preliminary Option for the Discovery Centre, Indigenous Community and Public Consultation Summary (PED21090(e)/HSC23073) (Ward 2) (Item 8.1)**

- (a) That the Hamilton Public Library be identified as the City of Hamilton's partner in developing a Proposed Concept for the Discovery Centre building;
- (b) That the Preliminary Option for the future use of the Discovery Centre building which is defined as redesigning the facility to incorporate: a library services area; Indigenous community gathering space; exhibits and gallery space; café; and visitor amenities be approved;
- (c) That the Hamilton Public Library be authorized to lead the Work Plan process as detailed in Appendix "A" to West Harbour Development Sub-Committee Report 23-003 to develop the Proposed Concept;

- (d) That the Hamilton Public Library deliver the Proposed Concept to the Municipal Land Development Office by Q1 2026;
- (e) That the Municipal Land Development Office report back to the West Harbour Development Sub-Committee in Q2 2026 with recommendations respecting the Proposed Concept for the Discovery Centre building;
- (f) That the Hamilton Public Library refer to the Directions for the Discovery Centre's Proposed Concept as contained in Appendix "D" to Report PED21090(e)/HSC23073 in completing the Work Plan.

**3. West Harbour Re-Development Plan - Status Update (PED17181(f)) (Ward 2) (Item 9.1)**

That Report PED17181(f), respecting West Harbour Re-Development Plan - Status Update, be received.

**FOR INFORMATION:**

**(a) CHANGES TO THE AGENDA (Item 2)**

The Committee Clerk advised the following changes to the agenda.

**8. STAFF PRESENTATIONS**

- 8.1.b Discovery Centre Strategy Framework: Preliminary Option for the Discovery Centre, Indigenous Community and Public Consultation Summary (PED21090(e)/HSC23073) (Ward 2) - Presentation

**13. GENERAL INFORMATION / OTHER BUSINESS**

- 13.1.b Discovery Centre Strategy Framework: Strategy Development Process Update and Next Steps (Opportunity Study) (PED21090(c)) (Ward 2)  
Added: July 19, 2022 - West Harbour Development Sub-Committee Report 22-002, Item 1(b)  
Addressed at Item 8.1 on today's agenda

The Agenda for the November 7, 2023 meeting of the West Harbour Development Sub-Committee was approved, as amended.

**(b) DECLARATIONS OF INTEREST (Item 3)**

There were no declarations of interest.

**(c) APPROVAL OF MINUTES (Item 4)**

**(i) May 23, 2023 (Item 4.1)**

The Minutes of the May 23, 2023 meeting of the West Harbour Development Sub-Committee was approved, as presented.

**(d) STAFF PRESENTATIONS (Item 8)**

**(i) Discovery Centre Strategy Framework: Preliminary Option for the Discovery Centre, Indigenous Community and Public Consultation Summary (PED21090(e)/HSC23073) (Ward 2) (Added Item 8.1(b))**

Andrea Smith, Senior Development Consultant, West Harbour Redevelopment, addressed Committee, respecting Discovery Centre Strategy Framework: Preliminary Option for the Discovery Centre, Indigenous Community and Public Consultation Summary with the aid of a presentation.

The presentation from Andrea Smith, Senior Development Consultant, West Harbour Redevelopment Discovery Centre Strategy Framework: Preliminary Option for the Discovery Centre, Indigenous Community and Public Consultation Summary, was received.

**(e) GENERAL INFORMATION / OTHER BUSINESS (Item 13)**

**(i) Amendments to the Outstanding Business List (Item 13.1)**

The following amendments to the Outstanding Business List, were approved:

**(a) Items Considered Completed and to be Removed**

1. Discovery Centre Strategy Framework: Preliminary Option for Discovery Centre Site (PED21090(d)) (Ward 2) (Item 13.1(a))  
Added: May 23, 2023 - West Harbour Development Sub-Committee Report 23-002, Item (g)(i)  
Addressed as Item 8.1 on today's agenda
2. Discovery Centre Strategy Framework: Strategy Development Process Update and Next Steps (Opportunity Study) (PED21090(c)) (Ward 2) (Added Item 13.1(b))  
Added: July 19, 2022 - West Harbour Development Sub-Committee Report 22-002, Item 1(b)  
Addressed at Item 8.1 on today's agenda



**(f) ADJOURNMENT (Item 15)**

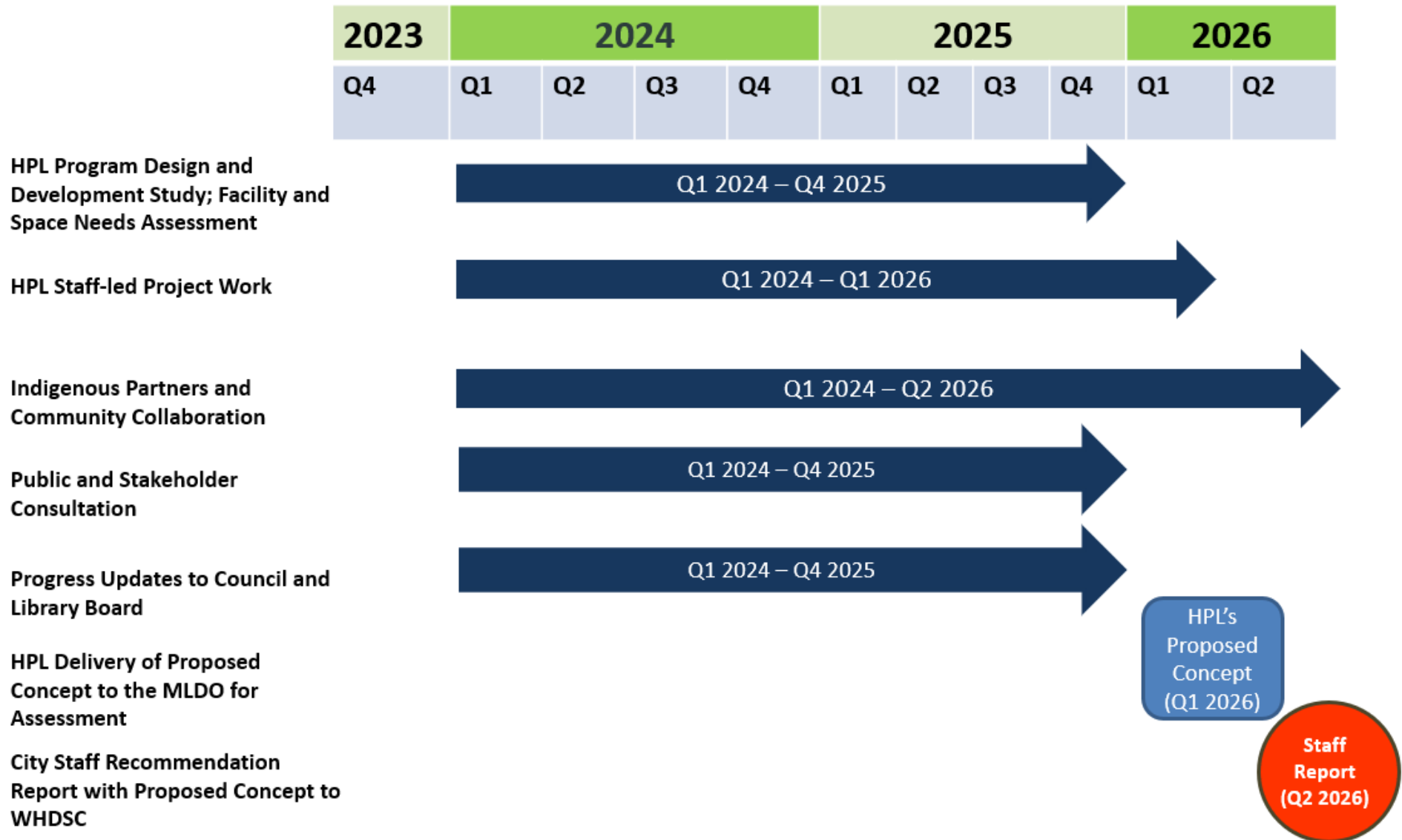
There being no further business, the West Harbour Development Sub-Committee was adjourned at 1:27 p.m.

Respectfully submitted,

Councillor M. Spadafora, Chair  
West Harbour Development Sub-Committee

Tamara Bates  
Legislative Coordinator  
Office of the City Clerk

Hamilton Public Library Work Plan and Timeline



# CITY OF HAMILTON

## MOTION

**General Issues Committee: November 15, 2023**

**MOVED BY COUNCILLOR N. NANN.....**

**SECONDED BY COUNCILLOR T. HWANG.....**

### **Celebrating Canada Day in a New Climate Change Reality**

WHEREAS the City of Hamilton declared a climate change emergency on March 27, 2019, with a mission to prepare for the unavoidable impacts of climate change, thereby positioning itself as a climate change leader;

WHEREAS Priority 1 of City Council’s 2023-2026 priorities is Sustainable Economic & Ecological Development which includes a commitment to protect our unique natural landscape and waterways and mitigate the impacts of climate change;

WHEREAS the air quality in Hamilton leading up to the Canada Day 2023 celebrations was deemed high risk by the Ministry of Environment, Conservation and Parks;

WHEREAS climate change effects include the increased risk of wildfires and wildfire smoke from areas outside of Hamilton which lead to increased concerns about compromised air quality especially over the summer months;

WHEREAS when traditional fireworks explode, metallic compounds are released into the environment that can be carcinogenic or toxic to both humans and animals. The smoke from fireworks generates particulate matter that affects air quality and make breathing more difficult for people with asthma or other respiratory and cardiovascular conditions;

WHEREAS people with a variety of traumas and mental health conditions such as post-traumatic stress disorder, those with neurodivergence and autism, military veterans, and people who have fled war-torn regions may suffer due to fireworks;

WHEREAS fireworks create short-term noise and light disturbances that cause distress in domestic animals that may be managed before or after a firework event, but the impacts to wildlife can be on a much larger scale;

WHEREAS the annual timing of some large-scale firework events coincides with the migratory or reproductive movements of wildlife, and may therefore have adverse long-term population effects on them;

WHEREAS there are alternatives to traditional/conventional fireworks such as laser light shows, drone shows, or other low-altitude, low-noise, special effects pyrotechnic displays;

WHEREAS the City of Hamilton is preparing a Request for Proposal for a producer of its annual Canada Day celebration of which a final spectacle show is the key feature, and that in the past has been a fireworks display;

THEREFORE, BE IT RESOLVED:

- (a) That Tourism and Events staff study the feasibility of alternatives to fireworks for a Canada Day spectacle show that are more responsive to our climate action, biodiversity and public health priorities and report back to the General Issues Committee by Q1 2024; and,
- (b) That Tourism and Events staff are directed to include a scoring strategy for the Request For Proposal for a 5-year Canada Day producer contract bid that prioritizes an option that is responsive to our climate action, biodiversity and public health priorities in seeking a replacement to the current fireworks spectacle.