



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

**Meeting #:** 23-012  
**Date:** September 21, 2023  
**Time:** 1:30 p.m.  
**Location:** Council Chambers  
Hamilton City Hall  
71 Main Street West

Loren Kolar, Legislative Coordinator (905) 546-2424 ext. 2604

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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 September 7, 2023

**5. COMMUNICATIONS**

\*5.1 Correspondence from Anthony Frisina, respecting Accessibility of City Operated Recreation Facilities

Recommendation: Be Received and referred to Item 9.1 Accessibility of City Operated Recreation Facilities (HSC23055)

\*5.2 Correspondence from Ian Borsuk, Environment Hamilton, respecting item 11.1, Gender-Based Safety Audit

Recommendation: Be received and referred to Item 11.1, Gender-Based Safety Audit

## 6. DELEGATION REQUESTS

- 6.1 Jelena Vermilion, Sex Workers' Action Program Hamilton (SWAP), respecting Gender Based Safety Audits (for today's meeting)
- \*6.2 Keisha Chapman and Emily Power, Respecting item 10.3 Housing Charge and Operating Subsidy for 272 Caroline St. S. Housing Co-operative Inc. (HSC23059) (Ward 2) (In-Person) (for today's meeting)
- \*6.3 Chelsea Kirkby, YWCA Hamilton, Respecting item 11.1 Gender-Based Safety Audit (In-Person) (for today's meeting)
- \*6.4 Karl Andrus, Hamilton Community Benefits Network, Respecting item 11.1 Gender-Based Safety Audit (In-Person) (for today's meeting)

## 7. DELEGATIONS

- 7.1 REVISED Jessica Brand, Indwell Community Homes, respecting the Positive Impacts of Supportive Housing (approved at the July 13, 2023 meeting)

Note: Jeff Neven is unable to attend

- 7.2 Delegations respecting the state of emergency taking place within the emergency food system within Hamilton (approved at the July 13, 2023 meeting)

- a. Karen Randell and Jamie Vanderberg, Emergency Food Committee

- \*a. Presentation

- b. Olive Warhoush, McMaster University

- 7.3 Landen Reil, respecting Improvements in Mental Health and Emergency Services (approved at the August 17, 2023 meeting)

- 7.4 Don McLean, respecting the use of HSR buses as mobile cooling centres during heat emergencies (approved at the August 17, 2023 meeting)

- 7.5 Jordan Williams respecting the cost of living and high inflation on basic essential goods and services- WITHDRAWN

Note: The Delegate has withdrawn their request.

## 8. STAFF PRESENTATIONS

- 8.1 Snow Angels Program Sustainability (HSC23022(a)) (City Wide)

- \*a. Staff Presentation respecting Snow Angels Sustainability (HSC23022(a))

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

**9. CONSENT ITEMS**

9.1 Accessibility of City Operated Recreation Facilities (HSC23055) (City Wide)

9.2 Hamilton's Emergency Shelter Standards (HSC23007) (City Wide)

**10. DISCUSSION ITEMS**

10.1 Emergency Shelter and Residential Care Facilities Systems Complaints Resolution Process (HSC23053) (City Wide)

10.2 Standardization of Ruggedized Computer Devices for Hamilton Paramedic Service (HSC23044) (City Wide)

10.3 Housing Charge and Operating Subsidy for 272 Caroline St. S. Housing Co-operative Inc. (HSC23059) (Ward 2)

10.4 Canada-Wide Early Learning and Child Care (HSC22035(b)) (City Wide)

**11. MOTIONS**

11.1 Gender Based Safety Audit

**12. NOTICES OF MOTION**

**13. GENERAL INFORMATION / OTHER BUSINESS**

**14. PRIVATE AND CONFIDENTIAL**

**15. ADJOURNMENT**



## **EMERGENCY & COMMUNITY SERVICES COMMITTEE MINUTES 23-011**

1:30 p.m.

Thursday, September 7, 2023

Council Chambers

Hamilton City Hall

71 Main Street West

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**Present:** Councillors T. Jackson, C. Kroetsch, T. Hwang (Acting Chair), N. Nann, A. Wilson and M. Wilson

**Absent with  
Regrets:** Councillor B. Clark (Chair) - Personal

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

#### **1. Annual Winter Response Strategy (HSC23012(a)) (City Wide) (Item 8.1)**

**(Nann/A. Wilson)**

- (a) That Council approve, and staff be authorized to implement an immediate Winter Response Strategy, from December 1, 2023 to March 31, 2024 to support vulnerable individuals within the homelessness serving systems as follows for an approximate cost of \$1,499,588 and to be funded by the Tax Stabilization Reserve #110046:
- (i) One hundred overnight drop-in spaces through a Call for Application that would function as additional low-barrier overnight winter warming spaces at an approximate cost of \$584,154.
  - (ii) The operation of one overnight warming bus through Hamilton Transit, at an approximate cost of \$217,550, which includes approximate operating costs based on the 2023 rate of \$150,000 with staff on site to support individuals experiencing homelessness at a cost of \$67,550 to be contracted through a Call for Application.
  - (iii) One hundred daytime drop-in spaces through a Call for Application that would function daily to March 31, 2024 as low-barrier daytime services at an approximate cost of \$584,154.

- (iv) Additional operating hours to 11:30PM at three designated recreation facilities to enable these facilities to operate as warming spaces on statutory holidays and other days the recreation facilities are regularly scheduled to be closed from December 1, 2023 through March 31, 2024 at an approximate cost of \$103,660.
  - (v) Additional operating hours at the Hamilton Public Library Central location to operate as a warming space, between 1:00PM - 5:00PM, on ten statutory and other days the library is regularly scheduled to be closed from December 1, 2023 through March 31, 2024, at an approximate annual cost of \$10,070.
- (b) That funding beginning April 1, 2024 to continue existing drop-in services be referred to the Housing Services Division 2024 Tax Operating Budget Process as follows:
- (i) Mission Services' Willow's Place twenty-two spaces for day-time drop-in for women at an approximate annual cost of \$653,558
  - (ii) Young Women's Christian Association's Carol Anne's Place night-time drop-in twenty-two spaces for women at an approximate annual cost of \$964,510
- (c) That funding beginning April 1, 2024 to create year-round capacity and programming for 100 daytime drop-in spaces, at an approximate annual cost of \$1,752,462, be referred to the Housing Services Division 2024 Tax Operating Budget process;
- (d) That the annual winter response strategy, from December 1, 2024 to March 31 2025 and annually thereafter, which supports vulnerable individuals within the homelessness serving system as follows at an approximate cost of \$915,434 be referred to the Housing Services Division 2024 Tax Operating Budget Process:
- (i) One hundred drop-in spaces through a Call for Application that would function as low-barrier overnight winter warming spaces at an approximate annual cost of \$584,154.
  - (ii) Annualized funding for the operation of one overnight warming bus through Hamilton Transit at a cost of approximately \$217,550, which includes approximate operating costs based on the 2023 rate of \$150,000, with staff contracted to be on site to support individuals experiencing homelessness at an approximate cost of \$67,550.
  - (iii) Additional operating hours to 11:30PM at three designated recreation facilities on statutory holidays and other days the recreation facilities are regularly scheduled to be closed from

December 1 through March 31 annually to operate as warming spaces at an approximate cost of \$103,660.

- (iv) Additional operating hours at the Hamilton Public Library Central location to operate as a warming space, between 1:00PM - 5:00PM, on ten statutory and other days the library is regularly scheduled to be closed, from December 1 through March 31 annually, at an approximate annual cost of \$10,070.
- (e) That the General Manager of the Healthy and Safe Communities Department or their designate be directed and authorized, on behalf of the City of Hamilton, to negotiate, enter into, execute and administer all contracts, agreements and other documents necessary to implement recommendations (a) through (d) on terms and conditions satisfactory to the General Manager of the Healthy and Safe Communities Department or their designate and in a form satisfactory to the City Solicitor.

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

|        |                     |         |
|--------|---------------------|---------|
| ABSENT | - Clark, Brad       | Ward 9  |
| YES    | - Hwang, Tammy      | Ward 4  |
| YES    | - Kroetsch, Cameron | Ward 2  |
| YES    | - Jackson, Tom      | Ward 6  |
| YES    | - Nann, Nrinder     | Ward 3  |
| YES    | - Wilson, Alex      | Ward 13 |
| YES    | - Wilson, Maureen   | Ward 1  |

**2. 2023 Ministry of Long-Term Care Funding Enhancement (HSC23057)  
(Wards 7 and 13) (Item 10.1)**

**(Jackson/A. Wilson)**

That an annual 100% Provincial Funding enhancement from the Ministry of Long-Term Care to provide care and services seven days a week to our residents in Long-Term Care facilities of Macassa Lodge and Wentworth Lodge, be used for additional 36.67 full-time equivalents effective April 1, 2023 with an estimated gross cost of \$3,165,360 and net cost of \$0 annually be approved and included in the 2023 Long-Term Care complement.

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

|        |                     |         |
|--------|---------------------|---------|
| ABSENT | - Clark, Brad       | Ward 9  |
| YES    | - Hwang, Tammy      | Ward 4  |
| YES    | - Kroetsch, Cameron | Ward 2  |
| YES    | - Jackson, Tom      | Ward 6  |
| YES    | - Nann, Nrinder     | Ward 3  |
| YES    | - Wilson, Alex      | Ward 13 |
| YES    | - Wilson, Maureen   | Ward 1  |

**3. Hamilton Fire Department On-going Training Agreement with Hamilton Conservation Authority (HSC23042) (City Wide) (Item 10.2)**

**(M. Wilson/A. Wilson)**

- (a) That the Fire Chief of the Hamilton Fire Department, or their designate, be authorized to negotiate, enter into and execute any required agreement and any ancillary documents required to give effect thereto with the Hamilton Conservation Authority and other parties to facilitate use of property for Fire Department training activities with content acceptable to the General Manager of Healthy and Safe Communities, and in a form satisfactory to the City Solicitor; and,
- (b) That the Chief of the Hamilton Fire Department, or their designate, be authorized to execute amendments and any ancillary documents related to these Agreements as required for the use of property for Fire Training purposes that are acceptable in content to the General Manager of Healthy and Safe Communities and in a form satisfactory to the City Solicitor.

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

|        |   |                   |         |
|--------|---|-------------------|---------|
| ABSENT | - | Clark, Brad       | Ward 9  |
| YES    | - | Hwang, Tammy      | Ward 4  |
| YES    | - | Kroetsch, Cameron | Ward 2  |
| YES    | - | Jackson, Tom      | Ward 6  |
| YES    | - | Nann, Nrinder     | Ward 3  |
| YES    | - | Wilson, Alex      | Ward 13 |
| YES    | - | Wilson, Maureen   | Ward 1  |

**4. Defibrillator Standardization for the Hamilton Paramedic Service and Hamilton Fire Department (HSC23043) (City Wide) (Item 10.3)**

**(Nann/Jackson)**

- (a) That the ZOLL Medical Corporation electrocardiogram monitor-defibrillators, ZOLL AED Pro and the ZOLL Public Access Defibrillation devices be designated a “Standard” device pursuant to Procurement Policy 14 – Standardization, such designation to be reviewed again no later than December 31, 2031; and,
- (b) That the ZOLL Medical Corporation electrocardiogram monitor-defibrillators, ZOLL AED Pro systems be obtained on a single source basis from ZOLL Medical Canada Inc., a subsidiary of ZOLL Medical Corporation, pursuant to City Procurement Policy 11 through to December 31, 2031; and,
- (c) That staff be authorized to standardize the purchase of ZOLL public access defibrillator units from the ZOLL Medical Corporation in compliance with a Competitive Procurement Processes when required

Procurement Policy 5.1 – Low Dollar Value Procurements, Policy 5.1 – Request for Quotations, Policy 5.3 – Request for Tenders or Policy 5.4 – Requests for Proposals, as applicable; and,

- (d) That staff be authorized to single source the annual preventative maintenance and biomedical testing contracts, along with parts and repairs for the ZOLL Medical Corporation electrocardiogram monitor-defibrillators systems directly with ZOLL Medical Canada Inc., a subsidiary of ZOLL Medical Corporation, for any issues not otherwise captured by the warranty program provided from the ZOLL Medical Canada Inc., a subsidiary of ZOLL Medical Corporation, pursuant to City Procurement Policy 11 through to December 31, 2031; and,
- (e) That staff be authorized to negotiate with ZOLL Medical Canada Inc., a subsidiary of ZOLL Medical Corporation, as a single source for the supply, parts and accessory equipment required and associated with the standardized ZOLL Medical Corporation electrocardiogram monitor or ZOLL public access defibrillator chosen by the City, pursuant to City Procurement Policy 11 through to December 31, 2031; and,
- (f) That the Chief of the Hamilton Paramedic Service and/or the Chief of the Hamilton Fire Department, or their designate, be authorized and directed to enter into and sign, for their respected departments, on behalf of the City of Hamilton, any negotiated agreements and necessary associated documents with ZOLL Medical Canada Inc., a subsidiary of ZOLL Medical Corporation, with content acceptable to the City Solicitor for the purchase of ZOLL electrocardiogram monitor-defibrillators and ZOLL Public Access Defibrillators, subject to Procurement Policy, Section 4.2, Policy 2 Approval Authority; and,
- (g) That the Chief of the Hamilton Paramedic Service and/or the Chief of the Hamilton Fire Department, or their designate, be authorized to amend any Contracts executed and any ancillary documents as required if a supplier(s) identified in this report undergoes a name change.

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

|        |                     |         |
|--------|---------------------|---------|
| ABSENT | - Clark, Brad       | Ward 9  |
| YES    | - Hwang, Tammy      | Ward 4  |
| YES    | - Kroetsch, Cameron | Ward 2  |
| YES    | - Jackson, Tom      | Ward 6  |
| YES    | - Nann, Nrinder     | Ward 3  |
| YES    | - Wilson, Alex      | Ward 13 |
| YES    | - Wilson, Maureen   | Ward 1  |



**FOR INFORMATION:**

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

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

**6. DELEGATION REQUESTS**

- 6.1 Jordan Williams respecting the cost of living and high inflation on basic essential goods/service (for a future meeting)
- 6.1 Jennifer Bonner, The HUB, respecting Item 8.1 Annual Winter Response Strategy (HSC23012(a)) (for today's meeting)

**(Nann/A. Wilson)**

That the agenda for the September 7, 2023 Emergency and Community Services Committee meeting be approved, as amended.

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

|        |   |                   |         |
|--------|---|-------------------|---------|
| ABSENT | - | Clark, Brad       | Ward 9  |
| YES    | - | Hwang, Tammy      | Ward 4  |
| YES    | - | Kroetsch, Cameron | Ward 2  |
| YES    | - | Jackson, Tom      | Ward 6  |
| YES    | - | Nann, Nrinder     | Ward 3  |
| YES    | - | Wilson, Alex      | Ward 13 |
| YES    | - | Wilson, Maureen   | Ward 1  |

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

There were no Declarations of Interest.

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

**(i) August 17, 2023 (Item 4.1)**

**(Nann/Kroetsch)**

That the Minutes of the August 17, 2023 meeting of the Emergency and Community Services Committee, be approved, as presented.

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

|        |   |                   |        |
|--------|---|-------------------|--------|
| ABSENT | - | Clark, Brad       | Ward 9 |
| YES    | - | Hwang, Tammy      | Ward 4 |
| YES    | - | Kroetsch, Cameron | Ward 2 |
| YES    | - | Jackson, Tom      | Ward 6 |
| YES    | - | Nann, Nrinder     | Ward 3 |

YES - Wilson, Alex Ward 13  
 YES - Wilson, Maureen Ward 1

**(d) DELEGATION REQUESTS (Item 6)**

**(A. Wilson/Kroetsch)**

That the following Delegation Requests be approved, as presented:

- (i) Jordan Williams respecting the cost of living and high inflation on basic essential goods / services (In-Person) (For a future meeting) (Item 6.1)
- (ii) Jennifer Bonner, The HUB, respecting Item 8.1 Annual Winter Response Strategy (HSC23012(a)) (In-Person) (For today's meeting) (Item 6.2)

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

ABSENT - Clark, Brad Ward 9  
 YES - Hwang, Tammy Ward 4  
 YES - Kroetsch, Cameron Ward 2  
 YES - Jackson, Tom Ward 6  
 YES - Nann, Nrinder Ward 3  
 YES - Wilson, Alex Ward 13  
 YES - Wilson, Maureen Ward 1

**(e) DELEGATIONS (Item 7)**

- (i) **Jennifer Bonner, The HUB, respecting Item 8.1 Annual Winter Response Strategy (HSC23012(a)) (Item 7.1)**

**(A. Wilson/M. Wilson)**

That Jennifer Bonner be granted an additional 5 minutes, beyond the 5-minute time limit, to complete their delegation respecting Report HSC23012(a) Annual Winter Response Strategy.

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

ABSENT - Clark, Brad Ward 9  
 YES - Hwang, Tammy Ward 4  
 YES - Kroetsch, Cameron Ward 2  
 YES - Jackson, Tom Ward 6  
 YES - Nann, Nrinder Ward 3  
 YES - Wilson, Alex Ward 13  
 YES - Wilson, Maureen Ward 1

Jennifer Bonner, The HUB, addressed the Committee respecting the Annual Winter Response Strategy.

**(A. Wilson/Kroetsch)**

That the presentation from Jennifer Bonner, The HUB, respecting Annual Winter Response Strategy, be received.

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

|        |                     |         |
|--------|---------------------|---------|
| ABSENT | - Clark, Brad       | Ward 9  |
| YES    | - Hwang, Tammy      | Ward 4  |
| YES    | - Kroetsch, Cameron | Ward 2  |
| YES    | - Jackson, Tom      | Ward 6  |
| YES    | - Nann, Nrinder     | Ward 3  |
| YES    | - Wilson, Alex      | Ward 13 |
| YES    | - Wilson, Maureen   | Ward 1  |

**(f) STAFF PRESENTATIONS (Item 8.1)**

**(i) Annual Winter Response Strategy (HSC23012(a)) (City Wide) (Item 8.1)**

Michelle Baird, Director of Housing Services Division, addressed the Committee respecting Report HCS23012(a), Annual Winter Response Strategy, with the aid of a PowerPoint presentation.

**(A. Wilson/Nann)**

That the presentation from Michelle Baird, Director of Housing Services Division, respecting Report HCS23012(a), Annual Winter Response Strategy, be received.

|        |                     |         |
|--------|---------------------|---------|
| ABSENT | - Clark, Brad       | Ward 9  |
| YES    | - Hwang, Tammy      | Ward 4  |
| YES    | - Kroetsch, Cameron | Ward 2  |
| YES    | - Jackson, Tom      | Ward 6  |
| YES    | - Nann, Nrinder     | Ward 3  |
| YES    | - Wilson, Alex      | Ward 13 |
| YES    | - Wilson, Maureen   | Ward 1  |

For disposition of this matter, refer to Item 1.

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

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

**(A. Wilson/Jackson)**

That the following amendments to the Emergency & Community Services Committee's Outstanding Business List, be approved:

(a) Items to be removed:

(aa) 21-A: Tenant Defence Fund (ESC 21-004)

Addressed in Item 1 of ECS Report 23-010, August 17, 2023

- (bb) 23-K: Parts 1, 2 and 4 Renovictions Stakeholder Consultation (HSC23023) (City Wide)

23-K Part One: Renovictions Stakeholder Consultation (HSC23023) (City Wide)

Addressed in Item 1 of ECS Report 23-010, August 17, 2023

23-K Part Two: Renovictions Stakeholder Consultation (HSC23023) (City Wide)

Addressed in Item 1 of ECS Report 23-010, August 17, 2023

23-K (Part Four) Renovictions Stakeholder Consultation (HSC23023) (City Wide)

Addressed in Item 1 of ECS Report 23-010, August 17, 2023

- (cc) 23-N: 2023 Hamilton Community Heat Response Plan (BOH23019) (City Wide) PHC 23-006, May 15, 2023, Item 1(a)(d)

Addressed in Item 1, ECS 19-007, June 20, 2019, Heat Response Plan Initiative (HSC19020)

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

|        |                     |         |
|--------|---------------------|---------|
| ABSENT | - Clark, Brad       | Ward 9  |
| YES    | - Hwang, Tammy      | Ward 4  |
| YES    | - Kroetsch, Cameron | Ward 2  |
| YES    | - Jackson, Tom      | Ward 6  |
| YES    | - Nann, Nrinder     | Ward 3  |
| YES    | - Wilson, Alex      | Ward 13 |
| YES    | - Wilson, Maureen   | Ward 1  |

**(h) PRIVATE AND CONFIDENTIAL (Item 14)**

**(i) Closed Session Minutes of August 17, 2023 (Item 14.1)**

**(Nann/M. Wilson)**

That the Closed Session Minutes of August 17, 2023, be approved, as presented, and remain confidential.

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

|        |               |        |
|--------|---------------|--------|
| ABSENT | - Clark, Brad | Ward 9 |
|--------|---------------|--------|

**Emergency & Community Services Committee  
Minutes 23-011**

**September 7, 2023  
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|     |   |                   |         |
|-----|---|-------------------|---------|
| YES | - | Hwang, Tammy      | Ward 4  |
| YES | - | Kroetsch, Cameron | Ward 2  |
| YES | - | Jackson, Tom      | Ward 6  |
| YES | - | Nann, Nrinder     | Ward 3  |
| YES | - | Wilson, Alex      | Ward 13 |
| YES | - | Wilson, Maureen   | Ward 1  |

**(i) ADJOURNMENT (Item 16)**

**(A. Wilson/M. Wilson)**

That there being no further business, the Emergency and Community Services Committee be adjourned at 3:02 p.m.

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

|        |   |                   |         |
|--------|---|-------------------|---------|
| ABSENT | - | Clark, Brad       | Ward 9  |
| YES    | - | Hwang, Tammy      | Ward 4  |
| YES    | - | Kroetsch, Cameron | Ward 2  |
| YES    | - | Jackson, Tom      | Ward 6  |
| YES    | - | Nann, Nrinder     | Ward 3  |
| YES    | - | Wilson, Alex      | Ward 13 |
| YES    | - | Wilson, Maureen   | Ward 1  |

Respectfully submitted,

Councillor T. Hwang  
Acting Chair, Emergency and Community  
Services Committee

Carrie McIntosh  
Legislative Coordinator  
Office of the City Clerk

## Hamilton Mountain News – Accessibility Assessment – Recreation Centres

In and or about the halfway through I must express my gratitude to those who have supported me on this journey – Mark, Mike, Gord – thank you.

Our journey began at the McNab Recreation Centre – greeted by friendly staff, who were made aware of what we were doing today. One of the major things that was top of mind as I entered the building and something that I am extremely conscious of is language. “Please wait behind plexiglass” rather than, please “stand”. The social distancing markers showing feet rather than saying “6 feet”. Is another imposition of language.

As our journey went through the building, I had the opportunity to assess changerooms in addition to washrooms. One of my pet peeves is when accessibility is compromised by being used as storage space. Entering the rooms there were mechanical door openers. The space between storage lockers and benches was a little tight, ideally having a space, for someone to sit in a chair or use a mobility device on their own and reach a locker was my recommendation. This was common throughout the day. One of the biggest opportunities in the changerooms that needs to be changed is the closing the locker and the mechanism. It’s a push up lever then pull. Fine motor skills may make this way of opening a door challenging. Lever doors are the simplest and most accessible. Travel wise and space was open concept which is ideal. I also noticed the spaces in the washroom was tight, we need to measure from the biggest depth perception and go from there. Also, factoring in whether we are left side dominant or right side dominant. The accessible shower set up needs work, plumbing, drainage, and bench set up, a pull-down shower handle with adjustability is ideal. As well as a bench that doesn’t fold into the wall. Ensuring we are proactive in thinking from that concept is of the utmost of importance. We tend to think for most, not for all. I had also mentioned to staff and they had availability in some aspects of different information available in different formats (large print, braille) etc.

We made our way to Sackville – automatic doors, wonderful open concept space where check in spaces were accessible for all. In addition to washrooms, we visited craft spaces and open spaces, many push button operators were missing, having only a birds-eye view because of programming going on in some activity spaces. The organization was spectacular and everything from my point of view seemed feasible. The washrooms and change rooms spaces were tight. Grab bar and L-shaped bars, in particular I am personally not a fan of, too much risk of injuries to hands and wrists. I would rather two separate bars and position everything accordingly to exceed standard. This was noticeable throughout. What is also needed is transition strips to note flooring changes and changes in slope. Different accessibility challenges require different accommodations, and these are meant so everyone can be included.

Hill Park – Requires massive changes. Getting to the building along a broken-down pathway was my first obstacle getting to only a push button door operator – poorly positioned. When I entered with information and markings in poor language. Space was very tight and transitioning to rooms with out markings will be a challenge to many. Many hangers and hooks were too high for people who use mobility devices. Washrooms were tight and also used for storage. Activity spaces were clear, with standard tables and accessories neatly tied away. However, in cooking and baking area and craft area, sink had no clearance for wheelchair. Washrooms were tight and cluttered as I only visited the men’s washroom and gender neutral throughout my travels. This space requires more people with lived experiences to take grasp of what changes need to be made to support access and inclusion. We simply require action to take place.

Lastly, we hit Huntington Park – the first thing clear was I couldn’t find the push button operator. It was there, just poorly placed. Excellent staff and customer service receptive to us and all throughout our journey. Entering the building the signage was similar to previous stops. Needs more embracing of inclusive language. Very tight spaces in washroom, poorly positioned showers for those with mobility devices and standard lockers with too much to open them, definitely requires more lever style openers. Unique to Huntington that I noticed was rubberized flooring, definitely a challenge for me to wheel on. There were a few ramps and surface changes that require transition strips. A few areas had motions sensor lights which is ideal, but to turn on lights was a challenge. Including many places throughout the days journey more motion lights were needed.

One of the things that would recommend is the use of a rectangular style push button operator as it has the most adjustability and flexibility for different needs within our community. The receptiveness to my observations has been great. Let’s see if this amounts to change. From Hamilton Mountain News 2022 - providing support

Anthony Frisina



September 20th 2023

To the members of the Emergency and Community Services Committee of the City of Hamilton,

We are writing to communicate our support for the motion being brought forward by Councillor Wilson "Gender Based Safety Audit", item 11.1 for the September 21st 2023 committee meeting.

A gender-inclusive Hamilton will help us achieve our climate goals. As Environment Hamilton, we've been working towards and advocating for immediate, sustainable climate actions. It has been heartening to see the City take initiative on this to date. In particular, the recognition of the importance of transportation as a key area of focus for the City of Hamilton is vital - as transportation emissions have continued to rise in our community for many years, driven primarily by an increase in single occupant private vehicle usage.

We also have been long-time advocates for increasing our natural green spaces in our community, and ensuring that equitable access to our parks and natural areas is improved upon for all Hamiltonians.

Thus, Environment Hamilton supports the motion being brought forward to have the YWCA conduct gender-based safety audits of public spaces - particularly our public transportation, streets for active transportation, and parks. To put it plainly - to achieve a modal shift with Hamiltonians getting out of their private vehicles and starting to use public transit and active transportation, it is imperative that all members of our community feel safe doing so. We cannot achieve greenhouse emission reductions if half of our community have barriers to accessing and using alternative transportation choices to private vehicles.

We feel that by accomplishing the goals set out in this motion the City of Hamilton will be better able to continue its important climate change work - and will achieve a variety of other positive social and economic outcomes for our community.

- Ian Borsuk, Executive Director  
Adeola Egbeyemi, Project Coordinator  
On behalf of Environment Hamilton



Submitted on Thu, 09/07/2023 - 20:13

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  
Jelena Vermilion  
SWAP (Sex Workers' Action Program) Hamilton  
140 King Street East  
Suite 101  
Hamilton, ON. L8N 1B2  
[swaphamilton@gmail.com](mailto:swaphamilton@gmail.com)  
9058659398

Preferred Pronoun  
she/her

Reason(s) for delegation request  
To provide sex worker perspectives at irlt relates to Council's gender-based lens for their 2024 budget.

Will you be requesting funds from the City?  
Yes

Will you be submitting a formal presentation?  
Yes

# Caroline Non-Profit Rental Housing Co-operative

**Keisha Chapman & Emily Power**  
Caroline Street Tenant Association  
272 Caroline St. S., Hamilton  
[carolinestreettenants@gmail.com](mailto:carolinestreettenants@gmail.com)



# Our Story

- Our building is home to **seniors, people with disabilities, newcomers, young families, single moms, students, young professionals**
- Many **long-term residents** with monthly rents in \$600-900 range
- Formed **tenant association** early 2023 in response to landlord listing building for sale
- Feared rent increases and **reno-victions** if building was purchased by investment company
- Unanimous support among residents for plan to fundraise to purchase building and convert into **non-profit rental housing co-operative**
- **Offer to purchase accepted** by the landlord in April 2023



# Our Story



- Building inspections completed and **capital plan prepared**
- Fundraising **down payment** through residents' contributions, philanthropic community supporters, Hamilton Community Foundation, and City of Hamilton Housing Secretariat acquisition assistance fund
- **Mortgage** to be insured through CMHC program
- Co-op members' rent payments will cover mortgage payments, maintenance, and property taxes, operating on a **non-profit model**
- Units to become part of City's **social housing stock**
- Working with co-op federation and lawyers to prepare **by-laws** and **operating plan**
- On track to **close on purchase** and establish co-op early 2024

# Staff Recommendations

## Item 10.3, Housing Charge and Operating Subsidy for 272 Caroline St. S. Housing Co-operative Inc. (HSC23059) (Ward 2)

### Primary Recommendations

*That the City enter into an agreement with the Caroline Co-op, providing **housing charge supplements** to 10 eligible households and an annual **operating subsidy**, together valued at \$122K.*

*That a corresponding increase to the 2024 Housing Services division budget be referred to the 2024 Tax Operating Budget.*

### Alternatives for Consideration: Secondary Recommendations

*That the City provide a **one-time grant** of \$52K in 2024 and \$56K in 2025 to the Caroline Co-op, to be placed in their **Replacement Reserve fund for capital repairs**, funded from the projected 8% annual increases to the Municipal Capital Grant for Social Housing.*

# Types of Co-ops: Key Differences

## Equity Co-ops



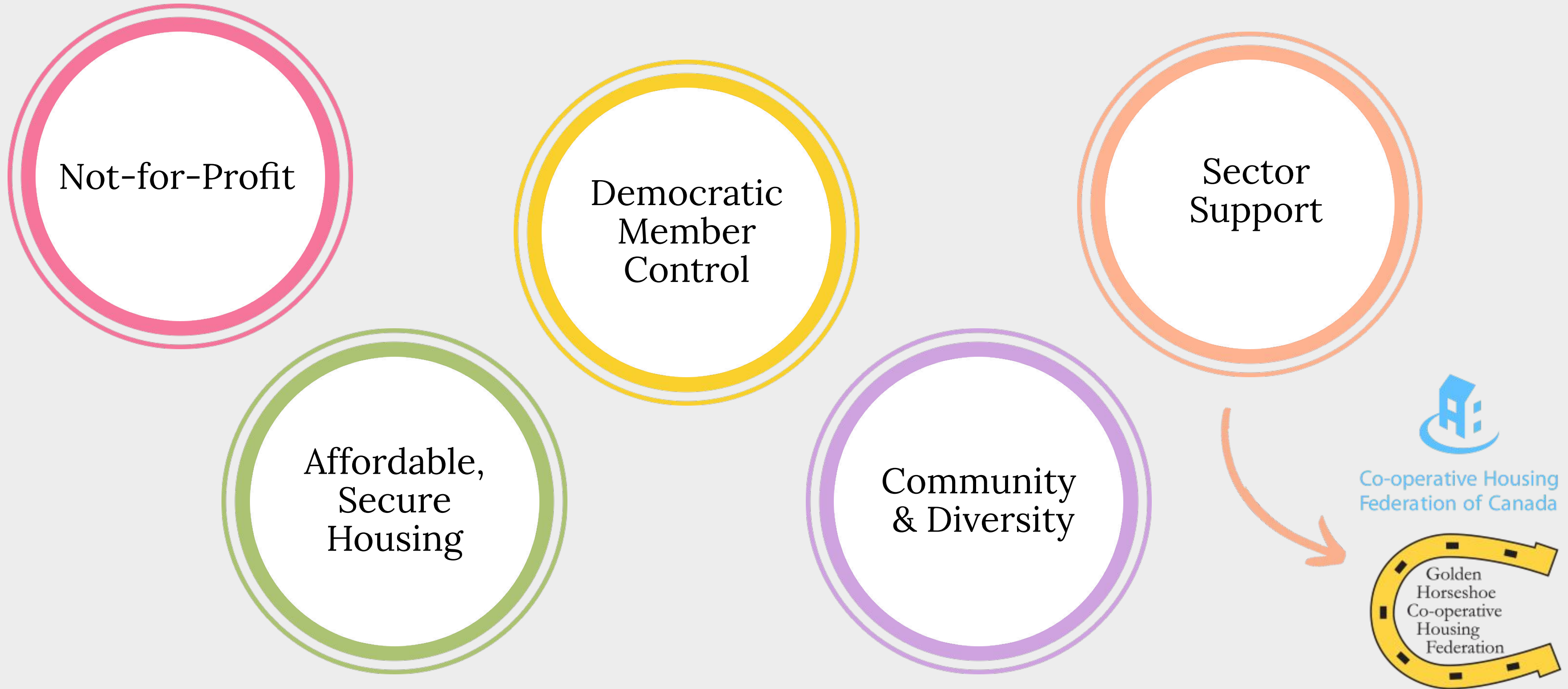
1. For-profit model.
2. Co-op members are owners. Operates like a condominium building.
3. Members must purchase a share, which functions like a down payment.
4. Co-op units increase in value over time and can be sold at a profit.
5. Not eligible for affordable housing funding.

## Non-Profit Rental Co-ops



1. Not-for-profit model.
2. Co-op members are renters. Operates like an apartment building.
3. No share capital required. New members pay first + last months' rent, plus maintenance deposit.
4. Co-op units cannot be bought or sold. Individual co-op members cannot profit.
5. Eligible for affordable housing funding.

# Non-Profit Rental Co-ops: Key Benefits



# Non-Profit Rental Co-ops in Hamilton

## KEY FACTS

- 21 non-profit rental co-ops in Hamilton
- 1,200 units
- Mix of apartments and townhouses
- Most built in 1970s and '80s through federal CMHC funding
- Most receive Rent-Geared-to-Income (RGI) subsidies and are part of the City's social housing stock



|                        |                          |                                               |
|------------------------|--------------------------|-----------------------------------------------|
| 1 Andes Heritage Co-op | 8 Halam Park Co-op       | 15 Stone Church Co-op                         |
| 2 Applegarth Co-op     | 9 Los Andes Co-op        | 16 Stoneworth Co-op                           |
| 3 Applegrove Co-op     | 10 Meridian Co-op        | 17 Student Co-operative Residence Of Hamilton |
| 4 Appleridge Co-op     | 11 Mountain City Co-op   | 18 Tabby Town Co-op                           |
| 5 Corktown Co-op       | 12 Mountmuir Co-op       | 19 West Hills Co-op                           |
| 6 Dundas Co-op         | 13 Red Hill Co-op        | 20 Winkleigh Co-op                            |
| 7 Guise St Co-op       | 14 Southern Lights Co-op | 21 Womens Community Co-op                     |



**Halam Park Co-op**  
85 Halam Ave.  
102 units



**Women's Co-op**  
32 Clapham Rd.  
46 units



**Southern Lights Co-op**  
1365 Limeridge Rd. E.  
43 units



**Tabby Town Co-op**  
191 Candlewood Dr.  
78 units



# Frequently Asked Questions

- 1. Is the purchase moving ahead?**
- 2. What is the condition of the building?**
- 3. How will the co-op be managed?**
- 4. Will City funding allow individual residents to profit?**
- 5. Could this model scale up and be used by tenant groups in other parts of Hamilton?**

# CAROLINE STREET CO-OP

Thank you for your time.

Keisha Chapman & Emily Power  
Caroline Street Tenant Association  
272 Caroline St. S., Hamilton  
carolinestreettenants@gmail.com



Submitted on Fri, 09/15/2023 - 14:15

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  
Keisha Chapman and Emily Power  
272 Caroline St S Tenant Association  
272 Caroline St S  
Hamilton, Ontario. L8P3L9  
[carolinestreettenants@gmail.com](mailto:carolinestreettenants@gmail.com)  
[REDACTED]

Preferred Pronoun  
she/her

Reason(s) for delegation request  
Respecting Housing Charge and Operating Subsidy for 272 Caroline St. S. Housing Co-operative Inc. (HSC23059) (Ward 2) (item 10.3 on today's agenda)

Will you be requesting funds from the City?  
Yes

Will you be submitting a formal presentation?  
No

Submitted on Mon, 09/18/2023 - 14:47

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  
Chelsea Kirkby - Vice President of Strategic Initiatives  
YWCA Hamilton  
75 MacNab St. S  
Hamilton, Ontario. L8L3C1  
[ckirkby@ywcahamilton.org](mailto:ckirkby@ywcahamilton.org)  
905-522-9922

Preferred Pronoun  
she/her

Reason(s) for delegation request  
11.1 - Gender-Based Safety Audit by Councillor Maureen Wilson

To discuss the scope, benefit and need, plus answer any questions about the Gender-Based Safety Audit.

Will you be requesting funds from the City?  
Yes

Will you be submitting a formal presentation?  
Yes

Submitted on Tue, 09/19/2023 - 14:26

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  
Karl Andrus  
HAMILTON COMMUNITY BENEFITS NETWORK



Preferred Pronoun  
he/him

Reason(s) for delegation request  
To support item 11.1 Motion to perform a Gender Based Safety Audit

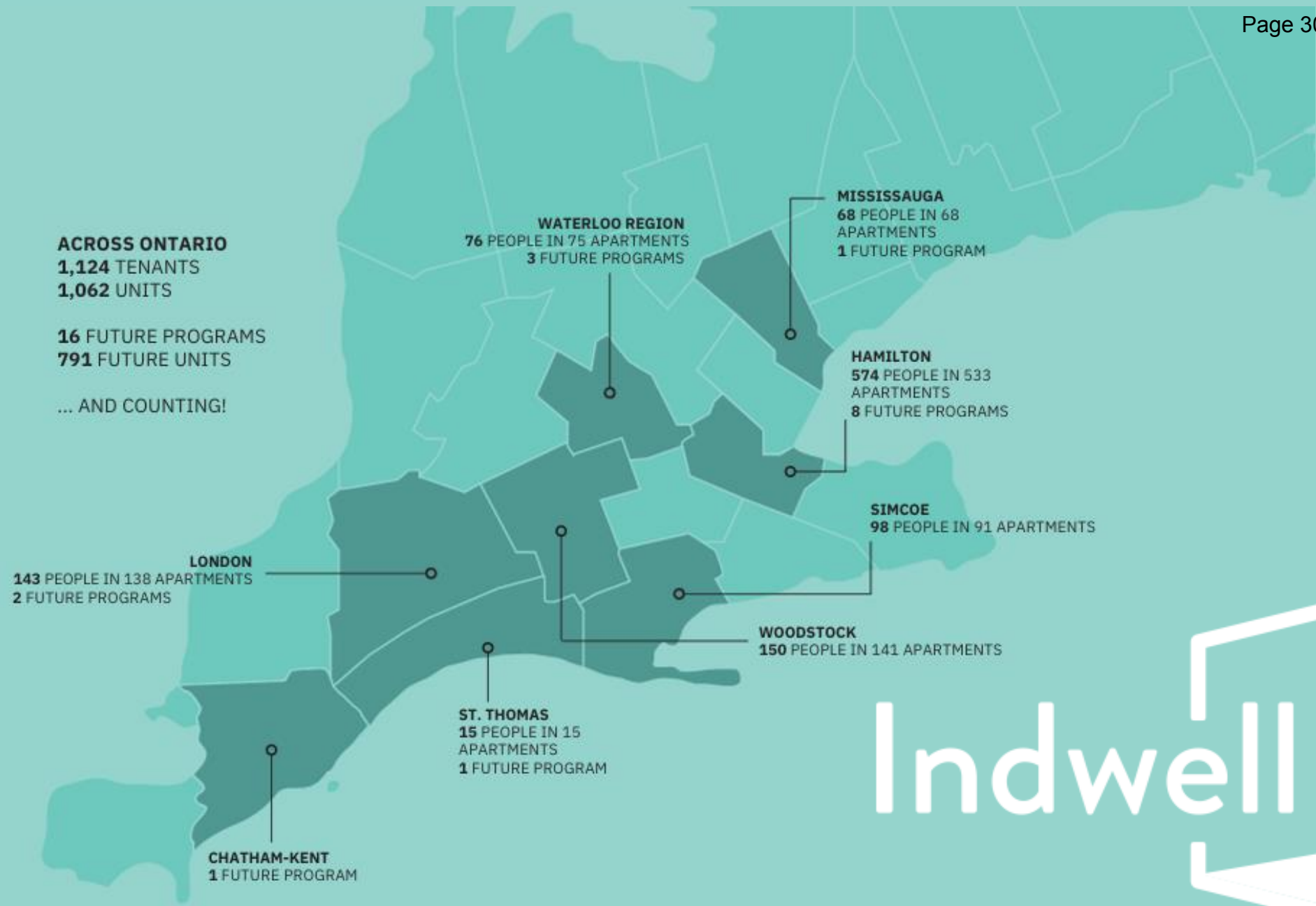
Will you be requesting funds from the City?  
No

Will you be submitting a formal presentation?  
No

**ACROSS ONTARIO**  
**1,124 TENANTS**  
**1,062 UNITS**

**16 FUTURE PROGRAMS**  
**791 FUTURE UNITS**

... AND COUNTING!



# ...at home in Hamilton

- **15** buildings in **3** programs
- **574** tenants & families
- **49** program staff

- **2** underway (24 + 23)
- **2** shovel ready (50 + 36)
- **4** future projects (~200)

~**900** supportive homes in Hamilton by 2028





Hamilton



Everyone All Together





# Contact us!

## Indwell Resource Centre

1430 Main St E

Hamilton, ON L9K 1C3

[info@indwell.ca](mailto:info@indwell.ca)

905-529-0454

## Jess Brand

*Regional Manager - Hamilton*

[jbrand@indwell.ca](mailto:jbrand@indwell.ca)

905-529-0454 x436












# The Emergency Food Strategic Planning Committee Delegation to The City of Hamilton



The Emergency Food Strategic Planning Committee is a collection of 16 local organizations that operate 23 Hunger-Relief programs (emergency food banks and hot meal programs) throughout the Greater Hamilton Area.

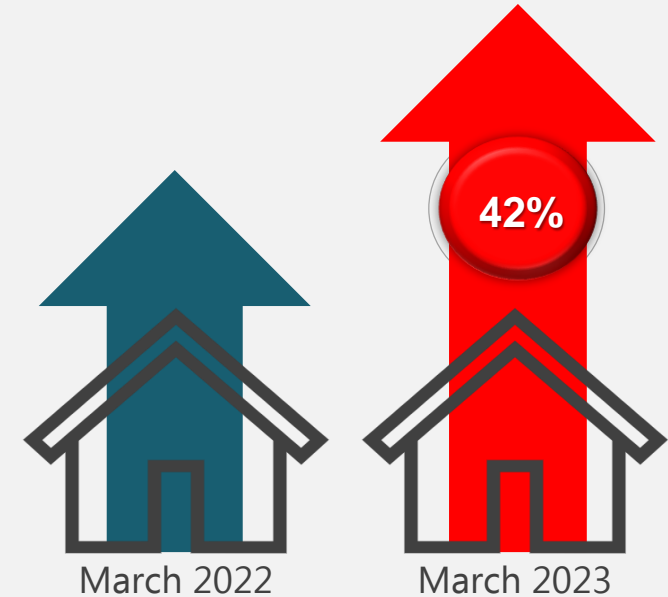
# Food Bank Visits: March 2023 vs March 2022

|                                                                                              |  Household Visits |  People |  Children |  Seniors |
|----------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|
|  2023       | <b>11,882</b>                                                                                      | <b>33,534</b>                                                                              | <b>12,800</b>                                                                                | <b>1,964</b>                                                                                |
|  2022       | <b>8,525</b>                                                                                       | <b>23,440</b>                                                                              | <b>9,216</b>                                                                                 | <b>1,589</b>                                                                                |
|  Increase | <b>39%</b>                                                                                         | <b>43%</b>                                                                                 | <b>39%</b>                                                                                   | <b>24%</b>                                                                                  |

## Vital Homelessness Prevention Supports

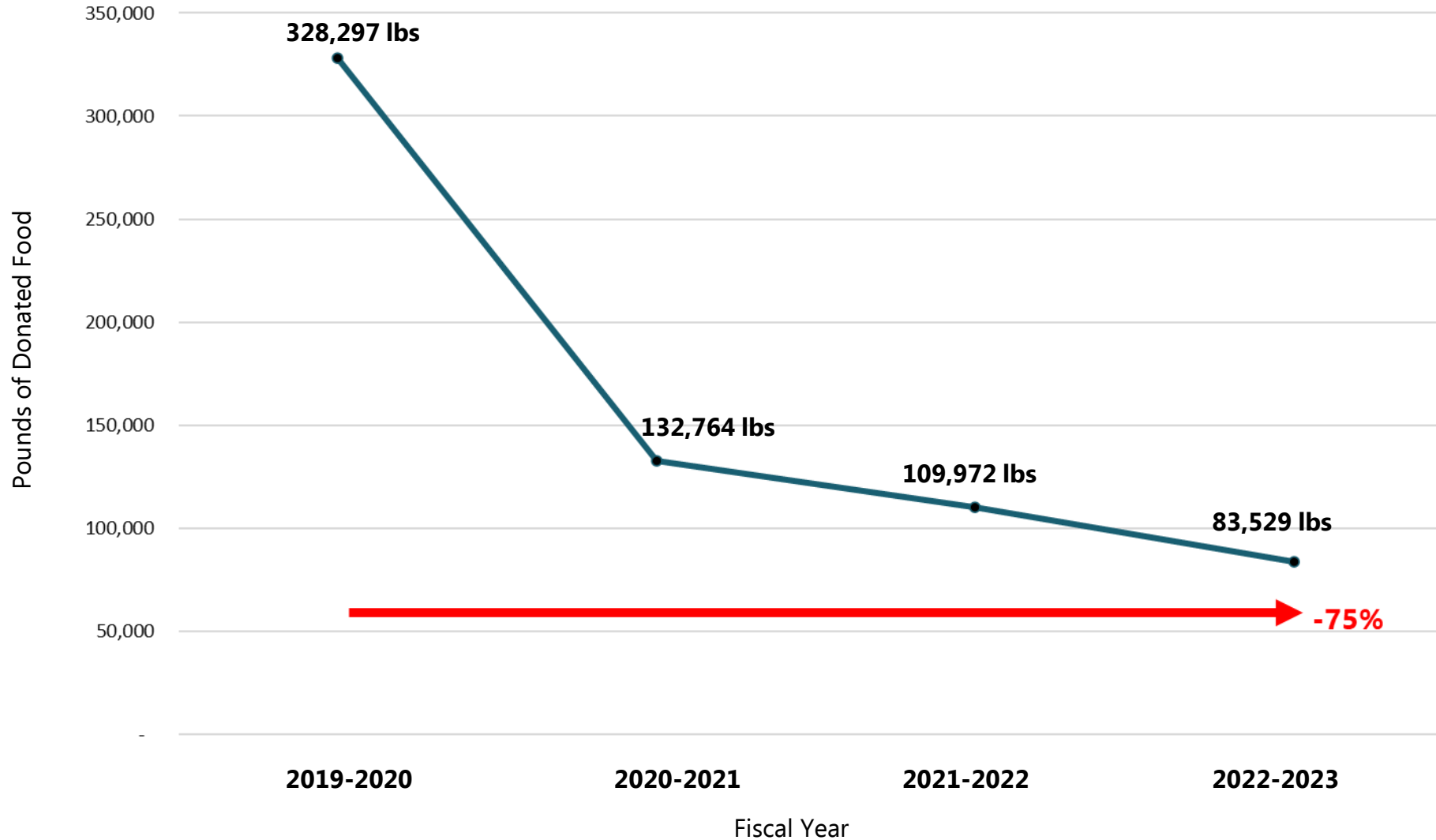
Every day there are 84 households that rely on emergency food banks to put food on their tables so they can pay their rent.

- In March 2022, there were **1,841** households **paying more than 50% of their total income on rent.**
- In March 2023, that number increased to **2,621** households, putting them at extreme risk of homelessness.



**If even 2% of the households supported through the emergency food system become homeless, there is nowhere for them to go.**

## Community Food Donations to Hamilton Food Share: 4-Year Comparison



### Since Covid:

The emergency food system has reported **60-80% decrease** in community food donations.

## Agency Operating Budgets: 2019-20 & 2022-23

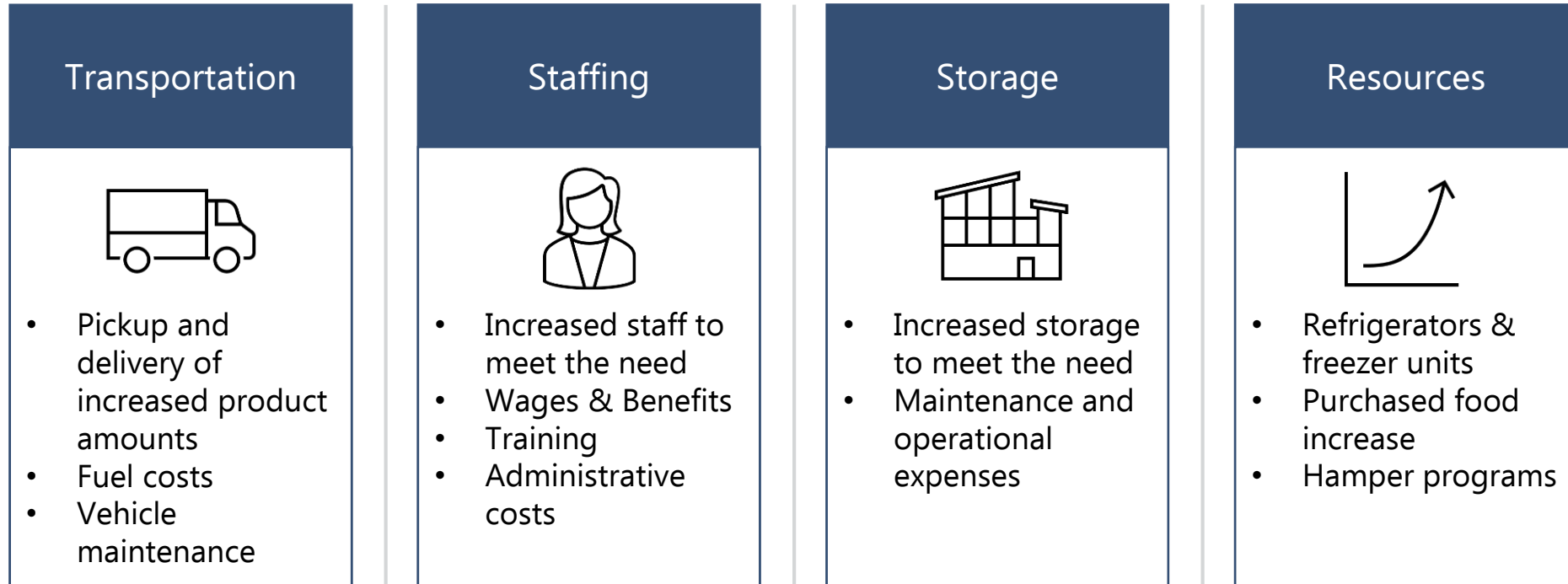
|                              | 2019-2020   | 2022-2023   | Increase    |
|------------------------------|-------------|-------------|-------------|
| <b>Flamborough Food Bank</b> | \$106,847   | \$293,885   | <b>175%</b> |
| <b>Neighbour2Neighbour</b>   | \$519,074   | \$602,421   | <b>24%</b>  |
| <b>Welcome Inn</b>           | \$57,610    | \$118,226   | <b>105%</b> |
| <b>Hamilton Food Share</b>   | \$2,251,000 | \$3,284,000 | <b>46%</b>  |

Everyone has had to pivot to purchasing food.

At Hamilton Food Share, food purchasing has grown by **624%**, from **\$193,326 in 2019** to **\$1,400,000 in 2023**.

## Agencies are having to pay to ensure capacity meets demand.

Areas impacted because of the increase:




# Request: **\$1.25M**

- Hamilton Food Share will hold the funding contract with the city, reporting annually on the disbursement and impact of the funding
- \$625,000 dedicated to food purchasing by Hamilton Food Share & Priority Food Program.
- Hamilton Food Share will act as the flow through, providing \$625,000 to agencies by way of grants to cover staffing and infrastructure expenses.





**CITY OF HAMILTON**  
**HEALTHY & SAFE COMMUNITIES DEPARTMENT**  
**Ontario Works Division**

|                           |                                                                                           |
|---------------------------|-------------------------------------------------------------------------------------------|
| <b>TO:</b>                | Chair and Members Emergency and Community Services Committee                              |
| <b>COMMITTEE DATE:</b>    | September 21, 2023                                                                        |
| <b>SUBJECT/REPORT NO:</b> | Snow Angels Program Sustainability (HSC23022(a)) (City Wide)                              |
| <b>WARD(S) AFFECTED:</b>  | City Wide                                                                                 |
| <b>PREPARED BY:</b>       | Tania Amaral (905) 546-2424 ext. 4356<br>Erica Brimley (905) 546-2424 ext. 4815           |
| <b>SUBMITTED BY:</b>      | Bonnie Elder<br>Director, Ontario Works Division<br>Healthy & Safe Communities Department |
| <b>SIGNATURE:</b>         |          |

### RECOMMENDATION(S)

- (a) That Council approve the plan for the Snow Angels program with a base budget of \$111,310 to be changed from a volunteer-driven snow removal program to a subsidy-based program for qualified recipients beginning October 1, 2023 that increases annually in alignment with the City's Budget guidelines and that the General Manager of Healthy and Safe Communities Department or their designate be authorized to increase the Ontario Works Division's 2023 budgeted complement by 0.5 full-time equivalent permanent position for a Case Aide to support the delivery of the Ontario Works Snow Angels program funded through the existing annual operating budget. The new subsidy program would be funded by the existing base budget and therefore would have no impact to the levy;
- (b) That Council approve a public awareness messaging campaign to promote the idea of neighbours helping neighbours for inclusion in existing City public communications where appropriate. This would be accomplished using existing City communication resources;
- (c) That the General Manager of the Healthy and Safe Communities Department or their designate be directed and authorized, on behalf of the City of Hamilton, to enter into, execute and administer all agreements and documents necessary to implement the Snow Angels program including but not limited to spending caps, benefit frequency limits or other controls necessary to ensure costs are contained within the approved budget; and,

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**SUBJECT: Snow Angels Program Sustainability (HSC23022(a)) (City Wide) - Page 2 of 7**

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- (d) That staff bring forward a report to Council in June 2024 with an update on the Snow Angels subsidy program.

### **EXECUTIVE SUMMARY**

This report is being provided to Council in response to Report (HSC23022) on May 4, 2023, for staff to report back on the feasibility of alternates to providing snow removal in addition to the options provided in the original report.

The current Snow Angels program is a volunteer-based snow removal service intended to match local volunteers with low-income seniors and persons with disabilities. At the December 9, 2021, Emergency and Community Services Committee meeting, Information Report (HSC21046) identified that the Snow Angels program was no longer sustainable in its current format and that the program would be reviewed.

Under the current service delivery model fewer and fewer residents are served each year by the program given the difficulty in recruiting and matching volunteers and the high level of administrative effort to coordinate.

Report HSC23022(a) summarizes alternative service delivery models and recommends moving to a subsidy program. The recommended program would provide approved residents an annual snow-season subsidy that can be used to assist with the cost of procuring snow removal services. Residents will provide proof of costs incurred to receive the subsidy. This report also recommends a periodic public awareness campaign encouraging Hamilton residents to assist those less able to clear sidewalks after a snowfall as a good and trusted neighbour, including \$1000 to support Flamborough Connects with their marketing efforts.

### **Alternatives for Consideration – See Page 5**

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

Financial: Recommendation (a) is requesting approval for the Snow Angels program that is funded through the Healthy and Safe Communities Ontario Works Snow Angels departmental annual operating budget as a subsidy program, in replacement of the current volunteer-based program. The current annual operating budget for the Snow Angels program reflected in Ontario Works is \$111,310. Recommendation (a) is also requesting approval for a 0.5 full-time equivalent, Ontario Works Special Supports Case Aide, to support the delivery of the program at an annual cost of \$45,344.20 to be funded by the existing base and therefore having no impact to the levy. With the current commitment to Flamborough for \$1,000 this would leave a total available subsidy for clients of \$64,965.80 throughout the winter season. An annual snow season subsidy of \$450

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**SUBJECT: Snow Angels Program Sustainability (HSC23022(a)) (City Wide) - Page**  
**3 of 7**

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per qualifying homeowner would allow for up to 144 residents to receive this benefit. Please see table one below.

**Table 1: Cost Breakdown for Recommendation (a)**

|                            |               |
|----------------------------|---------------|
| <b>Number of residents</b> | 144           |
| <b>Staffing required</b>   | 0.5 Case Aide |
| <b>Staffing costs</b>      | \$45,344      |
| <b>Program costs</b>       | \$65,966      |
| <b>Total</b>               | \$111,310     |

Staff have used best efforts to estimate the usage of the program. Should volumes substantially exceed the expected levels, staff will report back to Council for further consideration.

**Staffing:** To support the delivery of the Snow Angels program a 0.5 permanent full-time equivalent, Ontario Works Special Supports Case Aide is required.

**Legal:** There are no legal implications associated with Report HSC23022(a).

## **HISTORICAL BACKGROUND**

The current Snow Angels program was created after the introduction of By-law No. 03-296, which requires homeowners to clear all snow and ice from municipal sidewalks within 24 hours after any snow or freezing rain. In December 2005, Council approved a snow removal program report (SPH05048/PW05152) known as the Snow Angels program.

As approved by Council on September 9, 2021, report HSC21026, the current Snow Angels program is for residents who are 65 years of age or older and/or for those who have a physical disability, own their home and annual net income is under the thresholds of the Low-Income Measure (after tax). They also have no other able-bodied adult living at the house.

The current Snow Angels program is a volunteer-based snow removal service that is intended to match local volunteers with low-income seniors and persons with disabilities, offering snow removal services within 24 hours after a minimum 3 cm snowfall to a resident's city sidewalk, pathway from their sidewalk to resident's door and the clearing of the windrow.

In recent years, the number of clients matched with volunteers has changed almost daily throughout the winter season due to:

- the lack of volunteers

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**SUBJECT: Snow Angels Program Sustainability (HSC23022(a)) (City Wide) - Page****4 of 7**

- the loss of volunteers from injuries, conflicting commitments, and difficult working conditions (for example cold, heavy snow, large and/or corner lots)
- difficulty finding and maintaining matches based on geography (for example available volunteers aren't close to the client)
- frustration from volunteers when they attend properties and find the snow has already been cleared
- clients requiring more service mid-season, often neighbours are happy to assist at the start of the winter season but tire as the winter goes on

As a volunteer-driven program, snow removal service is not guaranteed and often not completed. When sidewalks and paths are not being cleared, seniors and persons with disabilities are left to seek other snow clearing arrangements at the last minute.

Throughout its tenure, the Snow Angels program has faced issues associated with using volunteers to deliver the service. The Program has faced challenges in recruiting volunteers, the geographical location of the volunteers, and volunteer turnover. In the last year we were only able to match 62 people or 73% of applicants with a volunteer.

As a result of extensive consultation with several City of Hamilton Departments and staff, it is our recommendation that the Snow Angels program become a subsidy-based program, where all residents who qualify have equal opportunity to apply for the subsidy to help with snow removal costs. A subsidy-based program would allow for approved residents to receive a one-time annual subsidy to help offset the cost of private snow removal and would become a benefit administered by the Low- income program within the Ontario Works Division.

Historically the Snow Angels program has funded a 0.5 full-time equivalent to assist with the delivery of the program from October to April. In recent years the 0.5 full-time equivalent was removed from the Snow Angels program, therefore there is currently no staff to assist with the delivery of the recommended program.

**POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

None

**RELEVANT CONSULTATION**

The following City of Hamilton Departments/Divisions and other groups have been consulted in the development of this report:

- Healthy & Safe Communities: Children & Community Services-Performance & Evaluation
- City Manager's Office: Communications

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**SUBJECT: Snow Angels Program Sustainability (HSC23022(a)) (City Wide) - Page****5 of 7**

- Corporate Services: Business Administration, Procurement and Legal & Risk Management Services
- Planning & Economic Development: Licensing and By-law Services
- Public Works: Facilities Operations & Maintenance and Transportation Division
- Social Planning & Research Council of Hamilton
- St. Joseph's Home Care

**ANALYSIS AND RATIONALE FOR RECOMMENDATION**

Although the current Snow Angels program is volunteer-driven, it requires high administrative effort to manage the roster of volunteers and the calls and queries from residents.

Staff explored other options such as considering existing City snow removal contracts or developing a list of preferred snow removal vendors. However, in consultation, staff confirmed that a preferred vendor's list is not something that the City uses, and a preferred vendor list increases the City's liability of risk exposure.

A subsidy model would leave any issue of private property damage or negligence between the resident and their own contractor, at no additional cost to the City above the subsidy.

Through a subsidy program, we anticipate that up to 144 residents could be served based on current funding. A scan of other municipalities showed that the upper limit of several municipalities, as outlined in Appendix "A" to report HSC23022(a), who provide snow removal subsidies ranged between \$400-\$450. An annual snow season subsidy of \$450 would help alleviate the cost of snow removal, provide a sustainable and more reliable service for those most in need of assistance and remain in compliance with the City's snow and ice removal by-law.

In addition to the current Snow Angels program, there are other community-based snow removal services that residents in need can access, such as Flamborough Connects, Stoney Creek Seniors Outreach Services, St. Joseph's Home Care and a self-serve website [www.snowangelscanada.ca](http://www.snowangelscanada.ca). This website is a free, Canada-wide service that matches residents with available volunteers in their area and has been formally adopted by other cities such as Barrie, Caledon, Guelph, London, and Newmarket, as part of their snow removal service offering.

**ALTERNATIVES FOR CONSIDERATION**

There are four alternatives below for consideration. These alternatives provide Council with costing, staffing and legal implications based on the potential number of residents that may qualify for the program. Refer to Appendix "A" to report HSC23022(a) for a summary of the costs of all the snow removal alternatives listed below.

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**SUBJECT: Snow Angels Program Sustainability (HSC23022(a)) (City Wide) - Page**  
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**Alternative 1: Elimination of the Snow Angels program**

Due to the reduced service levels and high administrative costs, the Snow Angels Program could be eliminated. Residents seeking snow removal assistance would be referred to other services within the community or to [www.snowangelscanada.ca](http://www.snowangelscanada.ca)

**Financial:** Eliminating the Snow Angels program would result in a budget surplus of \$111,310 per year.

**Staffing:** There are no staffing implications associated with this alternative.

**Legal:** There are no legal implications associated with this alternative.

**Alternative 2: An annual snow season subsidy for up to 250 residents**

Council could consider a subsidy-based program for up to 250 qualified residents. These residents would obtain the service through their own arrangements and submit proof of costs incurred until the subsidy is exhausted. This alternative alleviates any City risk arising from property damage and negligence.

**Financial:** This alternative would require an additional levy budget of \$91,878 in addition to the existing Snow Angels base budget of \$111,310 for a total of \$203,188. Please refer to Appendix "A" for cost breakdown.

**Staffing:** Should Council approve 250 residents; this alternative would require an additional staffing complement of 1.0 full-time equivalent of an Ontario Works Special Supports Case Aide at a cost of \$90,688.

**Legal:** There are no legal implications associated with this alternative.

**Alternative 3: City snow removal with Public Works-Transportation Division**

The City could provide snow removal for residents that qualify for the Snow Angels program. Eligibility would be determined by an Ontario Works Case Aide. This alternative would require a significant budget increase for equipment, recruiting & training employees, and coordination at a cost of \$3,223,329 dollars for 250 residents per year. Allowing the use of City equipment to remove snow on private property has some potential City liability risk exposure. The implementation of this alternative could not take place until the 2025/2026 winter season at the earliest due to procurement of additional equipment and recruitment of staff.

**Financial:** This alternative would require an additional levy budget of up to \$3,112,019 in addition to the existing Snow Angels base budget of

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**SUBJECT: Snow Angels Program Sustainability (HSC23022(a)) (City Wide) - Page 7 of 7**

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\$111,310 for a total of \$3,223,329. This alternative would require a transfer of base budget in the amount of \$111,310 from Healthy and Safe Communities to the Public Works-Transportation Division. Please refer to Appendix "A" for cost breakdown.

**Staffing:** This alternative would require an additional staffing complement of 34 full-time equivalent staff at a cost of \$2,796,567.

**Legal:** Liability issues have been identified as a risk by Legal and Risk Management Services in the event of defective equipment, property damage, or bodily damage.

**Alternative 4: Procurement tendering of contract through Public Works- Facilities Operations and Maintenance**

The City could contract for snow removal for residents that qualify for the Snow Angels Program. There would need to be a tender request completed through Procurement. In consultation with City departments, staff were advised that finding interested contractors for snow clearing who are willing to take on private property contracts would be challenging due to the significant increases with insurance liability costs in the event of damages and /or personal injury. This alternative could not be implemented until the 2024/2025 winter season due to the timelines required for a tender process.

**Financial:** This alternative would require an additional levy budget of up to \$425,575 in addition to the existing Snow Angels base budget of \$111,310 for a total of \$536,885. Please refer to Appendix "A" for cost breakdown.

**Staffing:** This alternative would require an additional staffing complement of up to 1.5 full-time equivalent staff at a cost of \$132,229.

**Legal:** There are no legal implications associated with this alternative.

**APPENDICES AND SCHEDULES ATTACHED**

Appendix "A" to Report HSC23022(a): Summary of Snow Removal Alternatives

Appendix "B" to Report HSC23022(a): Snow Removal Programs Municipal Scan

Appendix "C" to Report HSC23022(a): Matched and Unmatched Residents by Ward

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**Appendix "A" to Report HSC23022(a)**  
**Page 1 of 2**

**Summary of Snow Removal Alternatives**

**Alternative #1: Eliminate the Snow Angels program**

The elimination of the Snow Angels program would have no net levy impact.

**Alternative #2: Subsidy Program for 250 residents**

Cost Breakdown for Subsidy for 250 residents

|                            |                  |
|----------------------------|------------------|
| <b>Number of residents</b> | <b>250</b>       |
| <b>Staffing required</b>   | 1.0 Case Aide    |
| <b>Staffing costs</b>      | \$90,688         |
| <b>Program costs</b>       | \$112,500        |
| <b>Total</b>               | <b>\$203,188</b> |

**Alternative # 3: City Snow Removal**

|                            |             |
|----------------------------|-------------|
| <b>Number of residents</b> | <b>Cost</b> |
| <b>144 residents</b>       | \$1,790,792 |
| <b>250 residents</b>       | \$3,223,329 |

Cost Breakdown for Services Provided by the City for 144 and 250 residents

|                                                                |                                                                                         |                                                                                        |
|----------------------------------------------------------------|-----------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|
| <b>Number of residents</b>                                     | <b>144</b>                                                                              | <b>250</b>                                                                             |
| <b>Staffing required</b>                                       | 18 Labourers at \$80,688 each<br>1 Supervisor at \$123,863<br>0.5 Case Aide at \$45,344 | 32 Labourers at \$ 80,688 each<br>1 Supervisor at \$123,863<br>1 Case Aide at \$90,688 |
| <b>Total Staffing costs (fixed costs)</b>                      | \$1,621,591                                                                             | \$2,796,567                                                                            |
| <b>Program costs (can fluctuate based on # of snow events)</b> | \$169,201                                                                               | \$426,762                                                                              |
| <b>Total</b>                                                   | <b>\$1,790,792</b>                                                                      | <b>\$3,223,329</b>                                                                     |



**Appendix "A" to Report HSC23022(a)**  
**Page 2 of 2**

**Alternative #4: Procurement Tendering of Contract**

| <b>Number of residents</b> | <b>Cost</b> |
|----------------------------|-------------|
| <b>144 residents</b>       | \$346,085   |
| <b>250 residents</b>       | \$536,885   |

Cost Breakdown for Procurement Tendering of Contract for 144 and 250 residents

| <b>Number of residents</b>  | <b>144</b>                                                             | <b>250</b>                                                            |
|-----------------------------|------------------------------------------------------------------------|-----------------------------------------------------------------------|
| <b>Staffing required</b>    | 0.5 Case Aide at \$45,344<br><br>0.5 Contract Coordinator at \$ 41,541 | 1.0 Case Aide at \$90,688<br><br>0.5 Contract Coordinator at \$41,541 |
| <b>Total Staffing costs</b> | \$86,885                                                               | \$132,229                                                             |
| <b>Program costs</b>        | \$259,200                                                              | \$404,656                                                             |
| <b>Total</b>                | \$346,085                                                              | \$536,885                                                             |

***\*24 snow events 3cm or more at current Snow Angels program service levels***

**Appendix “B” to Report HSC23022(a)**  
**Page 1 of 5**

**Snow Removal Programs Municipal Environment Scan**

**Cities with a Subsidy Model**

| <b>City</b> | <b>Eligibility Criteria</b>                                                                                                                                                             | <b>Fee</b> | <b>Subsidy amount</b>                                                                     | <b>Other details</b>                                                                                                                                                                            |
|-------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|-------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Brampton    | <p>Aged 65+ or permanently disabled</p> <p>No other able-bodied person under 65 residing in the home</p> <p>Must own and occupy the home</p>                                            | No         | <p>\$300 grant for non-corner properties</p> <p>\$400 grant for corner lot properties</p> | <p>Resident must incur cost, tracks expenditures, service provider issues receipt, and resident is then reimbursed</p> <p>Subsidy payments do not start until January</p>                       |
| Caledon     | <p>Low-Income residents 65+ (receiving Guaranteed Income Supplement)</p> <p>Low-Income residents with a physical disability</p> <p>No other able-bodied person residing in the home</p> | No         | <p>\$350 and increasing to \$500 starting October 2023</p>                                | <p>Snow removal agreement can be with a contractor or a neighbour</p> <p>Caledon also refers residents to <a href="http://www.snowangelscanada.ca">www.snowangelscanada.ca</a> for services</p> |
| Ottawa      | <p>Aged 60+ or person with a disability</p> <p>No other able-bodied person residing in the house</p>                                                                                    | No         | <p>Up to \$250 per season (up to \$450 per season for rural areas)</p>                    | <p>The city pays 50% of the cost of snow clearing per event, up to a seasonal maximum.</p> <p>The city provides funding to several community agencies to administer applications.</p>           |

**Appendix “B” to Report HSC23022(a)**  
**Page 2 of 5**

| City | Eligibility Criteria                                                                                                                             | Fee | Subsidy amount | Other details                                |
|------|--------------------------------------------------------------------------------------------------------------------------------------------------|-----|----------------|----------------------------------------------|
|      | <p>Annual income below \$31,500 for single and \$39,200 for a household</p> <p>Must have a signed snow removal contract (formal or informal)</p> |     |                | Approved applicants are reimbursed directly. |

### Cities with a Volunteer Model

| City                                                                                      | Eligibility criteria                                      | Service Level           | Other details                                                                                                                                                                                          |
|-------------------------------------------------------------------------------------------|-----------------------------------------------------------|-------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Barrie</p> <p><a href="http://www.snowangelscanada.ca">www.snowangelscanada.ca</a></p> | Open to anyone in need of snow removal assistance         | Snow removal assistance | <p>Barrie does not have a snow removal service for seniors</p> <p>Residents interested in snow removal services register at <a href="http://www.snowangelscanada.ca">www.snowangelscanada.ca</a></p>   |
| Brantford                                                                                 | Aged 65+ or person with a disability or medical condition | Windrow only            | <p>Snow Buddy Program is a partnership between The Neighbourhood Alliance of Brantford and the City of Brantford</p> <p>The City of Brantford has a city-administered Windrow Snow Removal Program</p> |
| <p>Guelph</p> <p><a href="http://www.snowangelscanada.ca">www.snowangelscanada.ca</a></p> | Open to anyone in need of snow removal assistance         | Snow removal assistance | <p>Guelph does not have a snow removal service for seniors</p> <p>Residents interested in snow removal services register at <a href="http://www.snowangelscanada.ca">www.snowangelscanada.ca</a></p>   |

**Appendix “B” to Report HSC23022(a)**  
**Page 3 of 5**

| <b>City</b>                                                                       | <b>Eligibility criteria</b>                                                                   | <b>Service Level</b>    | <b>Other details</b>                                                                                                                                                                             |
|-----------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|-------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| London<br><a href="http://www.snowangelscanada.ca">www.snowangelscanada.ca</a>    | Open to anyone in need of snow removal assistance                                             | Snow removal assistance | London does not have a snow removal service for seniors<br><br>Residents interested in snow removal services register at <a href="http://www.snowangelscanada.ca">www.snowangelscanada.ca</a>    |
| Newmarket<br><a href="http://www.snowangelscanada.ca">www.snowangelscanada.ca</a> | Open to anyone in need of snow removal assistance                                             | Snow removal assistance | Newmarket does not have a snow removal service for seniors<br><br>Residents interested in snow removal services register at <a href="http://www.snowangelscanada.ca">www.snowangelscanada.ca</a> |
| Waterloo                                                                          | Open to anyone in need of snow removal assistance                                             | Walkway and driveway    | Program run by Community Support Connections<br><br>There is currently a waitlist for the program                                                                                                |
| Windsor                                                                           | Aged 65+, or person with a disability<br><br>No other able-bodied person residing in the home | Sidewalk only           | Program administered by the City. New registrants are placed on a waiting list and contacted when a volunteer becomes available.                                                                 |

**Cities that Provide Internal Snow Removal Services for Residents**

| <b>City</b> | <b>Eligibility Criteria</b>                                                                                         | <b>Fee</b> | <b>Service level</b>      | <b>Other details</b>                                                                                                           |
|-------------|---------------------------------------------------------------------------------------------------------------------|------------|---------------------------|--------------------------------------------------------------------------------------------------------------------------------|
| Kitchener   | Aged 65+ or person with a disability<br><br>Reside in a single family, semi-detached or duplex dwelling unit and be | No         | Sidewalk and windrow only | City provides a grant to a community non-profit who in turn pays for snow clearing<br><br>Current Cost of program is \$300,000 |

## Appendix "B" to Report HSC23022(a)

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| City        | Eligibility Criteria                                                                                                                                                                                                 | Fee                                                                                    | Service level                  | Other details                                                                                                                                                                                  |
|-------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|--------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|             | owner or renter of such property<br><br>No other able-bodied person under 65 residing in the home<br>The total gross household income for all people living on the premises aged 18 or over must not exceed \$46,000 |                                                                                        |                                |                                                                                                                                                                                                |
| Milton      | Aged 65+ or person with a disability<br><br>No other able-bodied person under 65 residing in the home                                                                                                                | \$63 (exemption for those under Low-income cut-off, before tax)                        | Windrow only                   | The service begins every time a snowfall exceeds 10 cm and only after all roads have been plowed<br><br>24 hours after roads have been plowed before the windrow removal service is completed. |
| Mississauga | Aged 65+ or person with a disability                                                                                                                                                                                 | \$200 for the season (free for residents who meet financial assistance criteria)       | Windrow only                   | Available to 300 qualified residents on a first come, first served basis                                                                                                                       |
| Pickering   | Aged 65+ or person with a disability                                                                                                                                                                                 | Based on household income (free for recipients of Guaranteed Annual Income Supplement) | Windrow, walkway, and sidewalk | The program accommodates 500 qualified applicants using an electronic lottery system                                                                                                           |
| Oakville    | Aged 65+, or person with a disability                                                                                                                                                                                | \$118.70 application fee                                                               | Windrow only                   | Snow removal by external Contractors                                                                                                                                                           |

## Appendix "B" to Report HSC23022(a)

Page 5 of 5

| City           | Eligibility Criteria                                                                                                                                                                                                      | Fee | Service level                       | Other details                                                                              |
|----------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|-------------------------------------|--------------------------------------------------------------------------------------------|
|                | No other able-bodied person under 65 residing in the home                                                                                                                                                                 |     |                                     | Cost is \$75-80,000 + 2.0 full-time staff                                                  |
| St. Catharines | <p>Aged 65+, or person with a disability</p> <p>No other able-bodied person under 65 residing in the home</p> <p>Own the residence</p> <p>Sign a waiver</p>                                                               | No  | Sidewalk only that borders the home | City contracts a community agency to pay people to clear snow, City provides all equipment |
| Toronto        | <p>Aged 65+, or person with a disability</p> <p>Resident owner of one or two-family dwelling, or the tenant/occupant of a one or two-family dwelling</p> <p>No other able-bodied person under 65 residing in the home</p> | No  | Sidewalk only                       | This service may take up to 72 hours after the snow has stopped                            |

**Appendix "C" to Report HSC23022(a)**  
**Page 1 of 1**

**Matched and Unmatched Hamilton Residents by Ward**

| <b>Ward</b>  | <b>Matched</b> | <b>Unmatched</b> | <b>Total by Ward</b> |
|--------------|----------------|------------------|----------------------|
| 1            | 5              | 1                | 6                    |
| 2            | 3              | 1                | 4                    |
| 3            | 7              | 2                | 9                    |
| 4            | 6              | 4                | 10                   |
| 5            | 4              | 2                | 6                    |
| 6            | 7              | 3                | 10                   |
| 7            | 9              | 3                | 12                   |
| 8            | 6              | 3                | 9                    |
| 9            | 3              | 0                | 3                    |
| 10           | 5              | 3                | 8                    |
| 11           | 0              | 1                | 1                    |
| 12           | 0              | 0                | 0                    |
| 13           | 2              | 0                | 2                    |
| 14           | 5              | 0                | 5                    |
| 15           | 0              | 0                | 0                    |
| <b>TOTAL</b> | <b>62</b>      | <b>23</b>        | <b>85</b>            |



# SNOW ANGELS PROGRAM SUSTAINABILITY

Emergency and Community Services  
Committee Meeting  
September 21, 2023



On May 4<sup>th</sup>, 2023, the Emergency and Community Services Committee requested that staff consider the feasibility of a City contract and external contractors for snow removal options, and the options in the original report (#HSC23022) with a report back to the Emergency and Community Services Committee.

# Program Background

- In 2005 By-law No. 03-296 (Snow & Ice)
- In 2005, the Snow Angels Program was approved by Council

# Program Details

## Current Service level:

1. Shovel the sidewalk to satisfy the by-law (down to the pavement, snow and ice cleared from edge to edge).
2. Clear the windrow.
3. Clear a pathway to main access point of the home (stairs and walkway).

All the above after a cumulative snowfall of 3 cms or more and cleared within 24 hours.

# Subsidy Program Highlights

- Consistent and sustainable model for service delivery
- All qualified residents have an equal opportunity to access the subsidy
- Removes risk from the City
- Residents who exhaust the subsidy before the end of the snow season could access other community-based programs

## Cost breakdown for Recommendation (a)

|                            |               |
|----------------------------|---------------|
| <b>Number of Residents</b> | <b>144</b>    |
| Staffing required          | 0.5 Case Aide |
| Staffing costs             | \$45,344      |
| Program costs              | \$65,966      |
| Total                      | \$111,310     |

\*no net levy impact

# Program Challenges

- Lack of available volunteers
- Difficulty maintaining recipient-volunteer matches based on geography
- Inconsistent service due to injury or fatigue (especially as the winter season goes on)
- Snow removal is not guaranteed

## Community Snow Clearing Programs

| Agency                                                                                      | Service level                        | Who removes the snow?                  |
|---------------------------------------------------------------------------------------------|--------------------------------------|----------------------------------------|
| Snow Angels Canada*<br><a href="http://www.snowangelscanada.ca">www.snowangelscanada.ca</a> | Snow Removal Service                 | Volunteers                             |
| St. Joseph's Home Care                                                                      | Referral Service                     | Private Contractors<br>Volunteers      |
| Flamborough Connects                                                                        | Sidewalk, driveway, and path to door | Volunteers                             |
| Stoney Creek Seniors Outreach                                                               | Sidewalk, driveway, and path to door | Paid volunteers (12 active volunteers) |

- [snowangelscanada.ca](http://snowangelscanada.ca)
- A self-serve website; *a community fueled tool to connect neighbours and their neighbourhood.*
- Those seeking snow removal assistance and those willing to volunteer to remove snow sign-up for free.
- Website matches those in need of assistance with those who are offering help.
- Formally adopted by other cities/municipalities such as Barrie, Caledon, Guelph, London and Newmarket as part of their snow removal service offering.



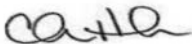
# Alternatives Summary Costing

| Alternatives                                                | 144         | 250         |
|-------------------------------------------------------------|-------------|-------------|
| <b>Alternative #2:</b><br>Subsidy for 250 residents         | N/A         | \$203,188   |
| <b>Alternative #3:</b><br>City snow removal                 | \$1,790,792 | \$3,223,329 |
| <b>Alternative #4:</b><br>Procurement tendering of contract | \$346,085   | \$536,885   |

# THANK YOU



# INFORMATION REPORT

|                           |                                                                                                                           |
|---------------------------|---------------------------------------------------------------------------------------------------------------------------|
| <b>TO:</b>                | Chair and Members<br>Emergency and Community Services Committee                                                           |
| <b>COMMITTEE DATE:</b>    | September 21, 2023                                                                                                        |
| <b>SUBJECT/REPORT NO:</b> | Accessibility of City Operated Recreation Facilities<br>(HSC23055) (City Wide)<br><b>(Outstanding Business List Item)</b> |
| <b>WARD(S) AFFECTED:</b>  | City Wide                                                                                                                 |
| <b>PREPARED BY:</b>       | Laura Kerr (905) 546-2424 Ext. 5015                                                                                       |
| <b>SUBMITTED BY:</b>      | Chris Herstek<br>Director, Recreation Division<br>Healthy and Safe Communities Department                                 |
| <b>SIGNATURE:</b>         |                                          |

## COUNCIL DIRECTION

Emergency & Community Services Committee at its meeting April 20, 2023 approved the following:

Staff were directed to report back on the accessibility level of City operated recreation centres, outdoor pools and arenas, and include which facilities are fully compliant with the Accessibility for Ontarians with Disabilities Act (AODA), the number of gender neutral and barrier free washrooms available, and any additional relevant information, by September 30, 2023.

## INFORMATION

This report provides a summary of the overall accessibility of City operated recreation centres, outdoor pools and arenas, including further information on the Act compliance, barrier free washrooms, and planned capital improvements.

Assets are considered in compliance with the Act so long as they were built to the latest standard when constructed or undergone a major renovation. Considering this, all recreation facilities meet minimum compliance with Accessibility for Ontarians with

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

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

**SUBJECT: Accessibility of City Operated Recreation Facilities (HSC23055) (City Wide) - Page 2 of 3**

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Disabilities Act (AODA), including those where barriers may exist due to aged infrastructure or historical designation. Centres with newer build dates often have greater accessibility features or reduced barriers.

|                                                                                  | <b>Recreation &amp; Community Centres/Indoor Pools</b> | <b>Outdoor Pools/Wading Pools</b> | <b>Arenas</b> |
|----------------------------------------------------------------------------------|--------------------------------------------------------|-----------------------------------|---------------|
| <b>Total Facilities (all in compliance with AODA)</b>                            | <b>34</b>                                              | <b>16</b>                         | <b>19</b>     |
| Facilities considered “highly” accessible (no/limited physical barriers present) | 14                                                     | 4                                 | 6             |
| Facilities considered “medium accessible” (some physical barriers present)       | 14                                                     | 10                                | 9             |
| Facilities with barrier free washrooms                                           | 30                                                     | 13                                | 16            |
| Facilities with gender neutral/universal washrooms                               | 24                                                     | 9                                 | 9             |
| Total Number of Gender Neutral/ Universal Washrooms Combined at all Facilities   | 76                                                     | 12                                | 13            |

A more detailed listing, including the number of universal washrooms and facility build dates are provided in Appendix “A” to Report HSC23055.

## **BACKGROUND**

Since 2012, Recreation has maintained a listing of all recreation facility accessibility levels, including specific accessibility features, barriers and equipment available. This information is provided to the public in compliance with the Accessibility of Ontarians with Disabilities Act (AODA) on Recreation’s facility webpages:

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

Recreation staff recognize that not all barriers are physical, and that even low accessibility buildings serve residents who may have additional needs (such as sensory challenges where there is a need for a quieter centre with smaller program spaces). Therefore, the focus is on transparency in communicating facility features and equipment online, while ensuring customer service staff are informed and trained in accessibility.

Public Works maintains and repairs recreation facilities in alignment with capital funding envelopes and the Accessibility of Ontarians with Disabilities Act (AODA). In 2023, the approved capital block budget for recreation facility renewal is \$7.3 M. This capital block is the only source of funding for infrastructure renewal projects, including accessibility upgrades and retrofits, and as such is only used to maintain the current accessibility features at facilities.

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**SUBJECT: Accessibility of City Operated Recreation Facilities (HSC23055) (City Wide) - Page 3 of 3**

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Public Works staff completed a report on September 11, 2018 (Report PW18064) detailing the overall accessibility of municipal facilities and the cost to fully upgrade all (including having at least one universal washroom, accessible common/program spaces, and accessible entrances). At that time, a consultant through their report DesignABLE estimated a funding gap of approximately \$157 M to upgrade all City facilities (subject to inflation).

**APPENDICES AND SCHEDULES ATTACHED**

Appendix "A" to Report ECS23055:      Accessibility Features and Ranking, By Facility

| Accessibility Features and Ranking, By Facility |                           |                                  |                             | MINIMUM ACCESSIBILITY STANDARDS |                    |                     |                               |                            |                      |          | POOL ACCESSIBILITY    |                       |                                |                               |                    |             |                                                 | EQUIPMENT       |                                    |                 | OTHER FEATURES        |                                             |                            |                                       |                                          |                    |   |
|-------------------------------------------------|---------------------------|----------------------------------|-----------------------------|---------------------------------|--------------------|---------------------|-------------------------------|----------------------------|----------------------|----------|-----------------------|-----------------------|--------------------------------|-------------------------------|--------------------|-------------|-------------------------------------------------|-----------------|------------------------------------|-----------------|-----------------------|---------------------------------------------|----------------------------|---------------------------------------|------------------------------------------|--------------------|---|
| FACILITY                                        | FACILITY TYPE             | ADDRESS                          | LAST RENOVATED (DATE BUILT) | ACCESSIBILITY RANKING           | ACCESSIBLE PARKING | ACCESSIBLE ENTRANCE | AUTOMATIC DOOR OPENER (ENTRY) | ACCESSIBLE SERVICE COUNTER | ACCESSIBLE WASHROOMS | ELEVATOR | ACCESSIBLE CHANGEROOM | UNIVERSAL CHANGE ROOM | ACCESSIBLE POOL ACCESS (BEACH) | ACCESSIBLE POOL ACCESS (RAMP) | AQUATIC WHEELCHAIR | EASY STAIRS | ASSISTIVE LIFT INTO POOL                        | CHANGEROOM LIFT | ACCESSIBLE ADJUSTABLE CHANGE TABLE | SNOEZELEN SPACE | # UNIVERSAL WASHROOMS | AUTOMATIC DOOR OPENER (THROUGHOUT FACILITY) | ACCESSIBLE INTERVIEW SPACE | PRIVATE ACCESSIBLE UNIVERSAL WASHROOM | HEARING LOOP/T-Coil Device at Front Desk | WALKER/ WHEELCHAIR |   |
| Ancaster Aquatic Centre                         | Recreation Centres/ Pools | 47 Meadowbrook Drive             | (1978)                      | Medium                          | Y                  | Y                   | Y                             | Y                          | Y                    | N/A      | Y                     | Y                     | N                              | N                             | N                  | Y           | Y-Patriot AT-1 Chairlift-Pool (Small Pool ONLY) | N               | Y                                  | N               | 3                     | N                                           | Y                          | Y                                     | N                                        | N                  |   |
| Ancaster Lions Outdoor Pool                     | Outdoor Pools             | 263 Jerseyville Rd West          | 2007 (1988)                 | Low                             | Y                  | N                   | N                             | N                          | Y                    | N/A      | N                     | N                     | N                              | N                             | N                  | Y           | N                                               | N               | N                                  | N               | 0                     | N                                           | N                          | N                                     | N                                        | N                  |   |
| Ancaster Rotary Centre                          | Recreation Centres/ Pools | 385 Jerseyville Road West        | (2000)                      | High                            | Y                  | Y                   | Y                             | Y                          | Y                    | N/A      | N/A                   | N                     | N/A                            | N/A                           | N/A                | N/A         | N                                               | N/A             | N                                  | N               | 1                     | N                                           | Y                          | Y                                     | N                                        | N                  |   |
| Ancaster Senior Achievement Centre              | Recreation Centres/ Pools | 622 Alberton Road South          | 2014 (1965)                 | High                            | Y                  | Y                   | Y                             | Y                          | Y                    | N/A      | N/A                   | N/A                   | N/A                            | N/A                           | N/A                | N/A         | N/A                                             | N/A             | N                                  | N               | 1                     | N                                           | Y                          | Y                                     | N                                        | N                  |   |
| Andy Warburton Wading Pool                      | Recreation Centres/ Pools |                                  | Unknown                     | Medium                          | N                  | N/A                 | N/A                           | N/A                        | N/A                  | N/A      | N/A                   | N/A                   | Y                              | N/A                           | N/A                | N/A         | N/A                                             | N/A             | N                                  | N               | N/A                   | N/A                                         | N/A                        | N/A                                   | N/A                                      | N                  |   |
| Beasley Community Centre                        | Recreation Centres/ Pools |                                  | (2010)                      | Medium                          | Y                  | Y                   | Y                             | N                          | Y                    | N/A      | N/A                   | N                     | N/A                            | N/A                           | N/A                | N/A         | N/A                                             | N/A             | N                                  | N               | 1                     | Y                                           | N                          | Y                                     | N                                        | N                  |   |
| Beemer Wading Pool                              | Recreation Centres/ Pools |                                  | unknown                     | Medium                          | N                  | N/A                 | N/A                           | N/A                        | Y                    | N/A      | N/A                   | N/A                   | Y                              | N/A                           | N/A                | N/A         | N/A                                             | N/A             | N                                  | N               | 1                     | N/A                                         | N/A                        | N/A                                   | N/A                                      | N                  |   |
| Bennetto Recreation Centre                      | Recreation Centres/ Pools | 450 Hughson Street North         | 2001 (1966)                 | High                            | Y                  | Y                   | Y                             | Y                          | Y                    | N/A      | Y                     | Y                     | N                              | Y                             | Y                  | Y           | N                                               | N               | N                                  | N               | 2                     | N/A                                         | Y                          | Y                                     | N                                        | N                  |   |
| Bernie Morelli Recreation Centre                | Recreation Centres/ Pools | 876 Cannon St. East              | (2018)                      | High +                          | Y                  | Y                   | Y                             | Y                          | Y                    | Y        | Y                     | Y                     | N                              | Y                             | Y                  | Y           | N                                               | Hoyer Lift      | Y                                  | N               | 7                     | Y                                           | Y                          | Y                                     | Y*                                       | IN activity room   |   |
| Beverly Community Centre and Arena              | Arenas                    | 680 Highway #8                   | (1974)                      | Low                             | Y                  | Y                   | Y                             | N/A                        | N                    | N        | N/A                   | N/A                   | N/A                            | N/A                           | N/A                | N/A         | N/A                                             | N/A             | N                                  | N               | 0                     | N                                           | N                          | N                                     | N                                        | N                  |   |
| Birge Outdoor Pool                              | Outdoor Pools             | 167 Birge St.                    | 2016 (1960)                 | High                            | Y                  | Y                   | N/A                           | Y                          | Y                    | N/A      | Y                     | Y                     | Y                              | Y                             | Y                  | N           | N                                               | N               | N                                  | N               | 3                     | N                                           | N                          | Y                                     | N                                        | N                  |   |
| Carlisle Community Centre and Arena             | Arenas                    | 1496 Centre Road                 | (1978)                      | Low                             | Y                  | Y                   | Y                             | N/A                        | N                    | N        | N/A                   | N/A                   | N/A                            | N/A                           | N/A                | N/A         | N/A                                             | N/A             | N                                  | N               | 0                     | N                                           | N                          | N                                     | N                                        | N                  |   |
| Central Memorial Recreation Centre              | Recreation Centres/ Pools | 93 West Avenue South             | 1997 (1900)                 | Medium                          | Y                  | Y                   | Y                             | Y                          | Y                    | Y        | N                     | N                     | N                              | N                             | N                  | N           | Y-Patriot AT-1 Chairlift                        | N               | N                                  | N               | 0                     | N                                           | Y                          | N                                     | N                                        | N                  |   |
| Chedoke Golf Clubhouse                          | Golf                      | 563 Aberdeen Ave                 | 1968                        | Medium                          | Y                  | Y                   | Y                             | N/A                        | Y                    | N        | N/A                   | N/A                   | N/A                            | N/A                           | N/A                | N/A         | N/A                                             | N/A             | N                                  | N               | 0                     | N                                           | N/A                        | N                                     | N                                        | N                  |   |
| Chedoke Outdoor Pool                            | Outdoor Pools             | 90 W 25th St., Hamilton          | (1958)                      | Low                             | Y                  | Y                   | N/A                           | N                          | Y                    | N/A      | N                     | N                     | N                              | N                             | N                  | N           | N                                               | N               | N                                  | N               | 0                     | N/A                                         | N                          | N                                     | N/A                                      | N                  |   |
| Chedoke Twin Pad Arena                          | Arenas                    | 91 Chedmac Drive                 | (1994)                      | High                            | Y                  | Y                   | Y                             | N/A                        | Y                    | Y        | N/A                   | N/A                   | N/A                            | N/A                           | N/A                | N/A         | N/A                                             | N/A             | N                                  | N               | 1                     | N                                           | N                          | Y                                     | N                                        | N                  |   |
| Club 60 Seniors                                 | Recreation Centres/ Pools | 6 King Street West, Stoney Creek | (1971)                      | Medium                          | Y                  | Y                   | Y                             | N/A                        | Y                    | N/A      | N/A                   | N/A                   | N/A                            | N/A                           | N/A                | N/A         | N/A                                             | N/A             | N                                  | N               | 1                     | Y                                           | Y                          | Y                                     | N                                        | N                  |   |
| Coronation Arena                                | Arenas                    | 81 Macklin                       | 1981 (1955)                 | Medium                          | Y                  | Y                   | Y                             | N                          | Y                    | N        | N/A                   | N/A                   | N/A                            | N/A                           | N/A                | N/A         | N/A                                             | N/A             | N                                  | N               | 0                     | N                                           | N                          | N                                     | N                                        | N                  |   |
| Coronation Outdoor Pool                         | Outdoor Pools             | 81 Macklin                       | (2011)                      | High                            | Y                  | Y                   | Y                             | Y                          | Y                    | N/A      | Y                     | Y                     | Y                              | Y                             | Y                  | N           | N                                               | N               | Y                                  | N               | 1                     | Y                                           | N                          | Y                                     | N                                        | N                  |   |
| Dalewood Recreation Centre                      | Recreation Centres/ Pools | 1150 Main Street West            | 2016 (1965)                 | Medium                          | Y                  | Y                   | Y                             | Y                          | Y                    | N/A      | Y                     | Y                     | N                              | N                             | N                  | Y           | Y-Patriot AT-1 Chairlift                        | N               | N                                  | N               | 4                     | Y                                           | Y                          | Y                                     | N                                        | N                  |   |
| Dave Andreychuk Mountain Arena & Skating Centre | Arenas                    | 25-55 Hester St                  | 2005 (1966)                 | High                            | Y                  | Y                   | Y                             | Y                          | Y                    | Y        | N/A                   | N/A                   | N/A                            | N/A                           | N/A                | N/A         | N/A                                             | N/A             | N                                  | N               | 1                     | Y                                           | Y                          | Y                                     | N                                        | N                  |   |
| Dominic Agostino Riverdale Recreation Centre    | Recreation Centres/ Pools | 150 Violet Drive                 | (2002)                      | High                            | Y                  | Y                   | Y                             | Y                          | Y                    | N/A      | Y                     | Y                     | Y                              | Y                             | Y                  | N           | N                                               | N               | N                                  | N               | 4                     | N                                           | Y                          | Y                                     | N                                        | N                  |   |
| Dundas Community Pool                           | Recreation Centres/ Pools | 39 Market Street South           | 2006 (1980)                 | Low                             | Y                  | Y                   | Y                             | N                          | Y                    | N/A      | N                     | N                     | N                              | N                             | N                  | Y           | N                                               | N               | N                                  | N               | 0                     | N                                           | Y                          | N                                     | N                                        | N                  |   |
| Dundas Driving Park Wading Pool                 | Recreation Centres/ Pools | 71 Cross St                      | unknown                     | Medium                          | Y                  | N/A                 | N/A                           | N/A                        | Y                    | N/A      | N/A                   | N/A                   | Y                              | N/A                           | N/A                | N/A         | N/A                                             | N/A             | N/A                                | N               | 1                     | N/A                                         | N/A                        | Y                                     | N/A                                      | N                  |   |
| Dundas Lions Memorial Com.Centre                | Recreation Centres/ Pools | 10 Market Street South           | 2000 (1936)                 | Medium                          | Y                  | Y                   | Y                             | Y                          | Y                    | Y        | N/A                   | N/A                   | N/A                            | N/A                           | N/A                | N/A         | N/A                                             | N/A             | N                                  | N               | 2                     | Y                                           | Y                          | Y                                     | N                                        | Y                  |   |
| Eastmount Community Centre                      | Recreation Centres/ Pools | 115 East 26th St                 | (1960)                      | Medium                          | Y                  | Y                   | Y                             | N/A                        | N                    | N/A      | N/A                   | N/A                   | N/A                            | N/A                           | N/A                | N/A         | N/A                                             | N/A             | N                                  | N               | 0                     | N                                           | N                          | N                                     | N                                        | N                  |   |
| Eastwood Arena                                  | Arenas                    | 111 Burlington St E              | (1955)                      | Medium                          | Y                  | Y                   | Y                             | N/A                        | Y                    | N        | N/A                   | N/A                   | N/A                            | N/A                           | N/A                | N/A         | N/A                                             | N/A             | N                                  | N               | 0                     | N                                           | N                          | N                                     | N                                        | N                  |   |
| Flamborough Seniors Centre                      | Recreation Centres/ Pools | 163 Dundas St. East              | (2014)                      | High                            | Y                  | Y                   | Y                             | Y                          | Y                    | N/A      | N/A                   | N/A                   | N/A                            | N/A                           | N/A                | N/A         | N/A                                             | N/A             | N                                  | N               | 1                     | Y                                           | Y                          | Y                                     | N                                        | N                  |   |
| Gage Park Wading Pool                           | Recreation Centres/ Pools |                                  | Unknown                     | Medium                          | N                  | N/A                 | N/A                           | N/A                        | Y                    | N/A      | N/A                   | N/A                   | Y                              | N/A                           | N/A                | N/A         | N/A                                             | N/A             | N                                  | N               | 0                     | N/A                                         | N/A                        | N/A                                   | N/A                                      | N                  |   |
| Glanbrook Arena                                 | Arenas                    | 4300 Binbrook Rd, Binbrook       | (1975)                      | High                            | Y                  | Y                   | Y                             | N/A                        | Y                    | Y        | N/A                   | N/A                   | N/A                            | N/A                           | N/A                | N/A         | N/A                                             | N/A             | N                                  | N               | 1                     | N                                           | N                          | Y                                     | N                                        | N                  |   |
| Green Acres Outdoor Pool                        | Outdoor Pools             | 50 Randall Ave                   | 2015 (1956)                 | Medium                          | Y                  | Y                   | N                             | N                          | Y                    | N/A      | Y                     | Y                     | N                              | Y                             | Y                  | N           | N                                               | N               | N                                  | N               | 2                     | N                                           | N                          | N                                     | N                                        | N                  |   |
| H.G. Brewster Pool                              | Recreation Centres/ Pools | 200 Dewitt Road                  | (1972)                      | Low                             | Y                  | Y                   | Y                             | N                          | N                    | N/A      | N                     | N                     | N                              | N                             | N                  | Y           | N                                               | N               | N                                  | N               | 0                     | N                                           | Y                          | N                                     | N                                        | N                  |   |
| Harry Howell Twin Pad Arena                     | Arenas                    | 27 Hwy 5                         | (2012)                      | High                            | Y                  | Y                   | Y                             | Y                          | Y                    | Y        | N/A                   | N/A                   | N/A                            | N/A                           | N/A                | N/A         | N/A                                             | N/A             | N                                  | N               | 2                     | Y                                           | N                          | Y                                     | N                                        | N                  |   |
| Hill Park Recreation Centre                     | Recreation Centres/ Pools | 305 South Bend Road East         | (1973)                      | Medium                          | Y                  | Y                   | Y                             | Y                          | Y                    | N/A      | Y                     | N                     | N                              | N                             | Y                  | Y           | N                                               | N               | N                                  | N               | 0                     | N                                           | N                          | N                                     | N                                        | N                  |   |
| Huntington Recreation Centre                    | Recreation Centres/ Pools | 87 Brentwood Drive               | (1993)                      | High +                          | Y                  | Y                   | Y                             | Y                          | Y                    | N/A      | Y                     | Y                     | N                              | Y                             | Y                  | N           | N                                               | Sara 3000       | N                                  | Not Adjustable  | N                     | 2                                           | Y                          | Y                                     | Y                                        | N                  | N |
| Inch Park Arena                                 | Arenas                    | 400 Queensdale Ave               | 1995 (1955)                 | Medium                          | Y                  | Y                   | Y                             | N                          | Y                    | N        | N/A                   | N/A                   | N/A                            | N/A                           | N/A                | N/A         | N/A                                             | N/A             | N                                  | N               | 0                     | N                                           | Y                          | N                                     | N                                        | N                  |   |
| Inch Park Outdoor Pool                          | Outdoor Pools             | 400 Queensdale Ave               | (2011)                      | Medium                          | Y                  | Y                   | Y                             | Y                          | Y                    | N/A      | Y                     | Y                     | Y                              | Y                             | N                  | N           | N                                               | N               | N                                  | N               | 1                     | N                                           | N                          | Y                                     | N/A                                      | N                  |   |

| FACILITY                                           | FACILITY TYPE            | ADDRESS                           | LAST RENOVATED (DATE BUILT) | ACCESSIBILITY RANKING | ACCESSIBLE PARKING | ACCESSIBLE ENTRANCE | AUTOMATIC DOOR OPENER (ENTRY) | ACCESSIBLE SERVICE COUNTER | ACCESSIBLE WASHROOMS | ELEVATOR           | ACCESSIBLE CHANGEROOM | UNIVERSAL CHANGE ROOM | ACCESSIBLE POOL ACCESS (BEACH) | ACCESSIBLE POOL ACCESS (RAMP)              | AQUATIC WHEELCHAIR | EASY STAIRS | ASSISTIVE LIFT INTO POOL                        | CHANGEROOM LIFT | ACCESSIBLE ADJUSTABLE CHANGE TABLE | SNOEZELEN SPACE | # UNIVERSAL WASHROOMS | AUTOMATIC DOOR OPENER (THROUGHOUT FACILITY) | ACCESSIBLE INTERVIEW SPACE | PRIVATE ACCESSIBLE UNIVERSAL WASHROOM | HEARING LOOP / T-Coil Device at Front Desk | WALKER/ WHEELCHAIR |
|----------------------------------------------------|--------------------------|-----------------------------------|-----------------------------|-----------------------|--------------------|---------------------|-------------------------------|----------------------------|----------------------|--------------------|-----------------------|-----------------------|--------------------------------|--------------------------------------------|--------------------|-------------|-------------------------------------------------|-----------------|------------------------------------|-----------------|-----------------------|---------------------------------------------|----------------------------|---------------------------------------|--------------------------------------------|--------------------|
| Jesse Patterson Wading Pool                        | Recreation Centres/Pools | 40 Broker Drive                   | Unknown                     | Medium                | N                  | N/A                 | N/A                           | N/A                        | N/A                  | N/A                | N/A                   | N/A                   | N                              | Y                                          | N/A                | N/A         | N/A                                             | N               | N                                  | 0               | N/A                   | N/A                                         | N/A                        | N/A                                   | N                                          |                    |
| Jimmy Thompson Pool                                | Recreation Centres/Pools | 1099 King Street East             | 2004 (1930)                 | Low                   | Y                  | Y                   | Y                             | Y                          | Y                    | Y - Spectator Only | N                     | N                     | N                              | N                                          | N                  | N           | N                                               | N               | N                                  | N               | 0                     | N                                           | Y                          | N                                     | N                                          | N                  |
| King's Forest Golf Clubhouse                       | Golf                     | 100 Greenhill Ave                 | (1973)                      | Medium                | Y                  | Y                   | Y                             | N/A                        | Y                    | N/A                | N/A                   | N/A                   | N/A                            | N/A                                        | N/A                | N/A         | N/A                                             | N/A             | N                                  | N               | 0                     | N                                           | Y                          | N                                     | N                                          | N                  |
| Lawfield (Bill Friday) Arena                       | Arenas                   | 150 Folkstone                     | (1975)                      | Medium                | Y                  | Y                   | Y                             | N                          | Y                    | N                  | N/A                   | N/A                   | N/A                            | N/A                                        | N/A                | N/A         | N/A                                             | N/A             | N                                  | N               | 1                     | N                                           | Y                          | Y                                     | N                                          | N                  |
| Main - Hess Senior Centre (City Housing Building ) | Recreation Centres/Pools | 200 Jackson Street West, Hamilton | (1973)                      | Low                   | N                  | Y                   | Y                             | N/A                        | N                    | N/A                | N/A                   | N/A                   | N/A                            | N/A                                        | N/A                | N/A         | N/A                                             | N/A             | N                                  | N               | 0                     | Y                                           | N                          | N                                     | N                                          | N                  |
| Market St. (J.L. Grightmire) Arena                 | Arenas                   | 35 Market St. S                   | 2021 (1952)                 | High                  | Y                  | Y                   | Y                             | Y                          | Y                    | Y                  | N/A                   | N/A                   | N/A                            | N/A                                        | N/A                | N/A         | N/A                                             | N/A             | N                                  | N               | 3                     | N                                           | N                          | Y                                     | N                                          | N                  |
| Morgan Firestone Arena                             | Arenas                   | 385 Jerseyville Rd W              | 2011 (1992)                 | Medium                | Y                  | Y                   | Y                             | Y                          | Y                    | N                  | N/A                   | N/A                   | N/A                            | N/A                                        | N/A                | N/A         | N/A                                             | N/A             | N                                  | N               | 1                     | N                                           | Y                          | Y                                     | N                                          | N                  |
| Norman Pinky Lewis Recreation Centre               | Recreation Centres/Pools | 192 Wentworth Street North        | 2021 (1981)                 | High +                | Y                  | Y                   | Y                             | Y                          | Y                    | N/A                | Y                     | Y                     | N                              | N                                          | Y                  | Y           | Y - Patriot AT-1 Chairlift-Pool (Big pool only) | N               | Y                                  | N               | 4                     | N                                           | Y                          | Y                                     | N                                          | N                  |
| Olympic Arena                                      | Arenas                   | 70 Olympic Dr, Dundas             | (1978)                      | Low                   | Y                  | N                   | N                             | N/A                        | N                    | N                  | N/A                   | N/A                   | N/A                            | N/A                                        | N/A                | N/A         | N/A                                             | N/A             | N                                  | N               | 0                     | N                                           | N                          | N                                     | N                                          | N                  |
| Parkdale Outdoor Pool                              | Outdoor Pools            | 1770 Main St E                    | 2022 (1961)                 | High +                | Y                  | Y                   | Y                             | Y                          | Y                    | N/A                | Y                     | Y                     | Y                              | Y                                          | Y                  | N           | N                                               | N               | Y                                  | N               | 2                     | Y                                           | Y                          | Y                                     | N                                          | N                  |
| Pat Quinn Parkdale Arena                           | Arenas                   | 1770 Main St E                    | 1995 (1955)                 | Medium                | Y                  | Y                   | Y                             | N/A                        | Y                    | N                  | N/A                   | N/A                   | N/A                            | N/A                                        | N/A                | N/A         | N/A                                             | N/A             | N                                  | N               | 0                     | N                                           | N                          | N                                     | N                                          | N                  |
| Powell Park Clubhouse                              | Recreation Centres/Pools |                                   | unknown                     | Low                   | N                  | Y                   | Y                             | N                          | N                    | N/A                | N/A                   | N                     | N/A                            | N/A                                        | N/A                | N/A         | N/A                                             | N/A             | N                                  | N               | 1                     | N                                           | N                          | Y                                     | N                                          | N                  |
| Powell Park Wading Pool                            | Recreation Centres/Pools |                                   | unknown                     | Medium                | N                  | N/A                 | N/A                           | N/A                        | N/A                  | N/A                | N/A                   | N/A                   | Y                              | N/A                                        | N/A                | N/A         | N/A                                             | N/A             | N                                  | N               | 0                     | N/A                                         | N/A                        | N/A                                   | N/A                                        | N                  |
| Rosedale Arena                                     | Arenas                   | 100 Greenhill Ave                 | 2007 (1973)                 | High                  | Y                  | Y                   | Y                             | N                          | Y                    | Y                  | N/A                   | N/A                   | N/A                            | N/A                                        | N/A                | N/A         | N/A                                             | N/A             | N                                  | N               | 2                     | N                                           | N                          | Y                                     | N                                          | N                  |
| Rosedale Outdoor Pool                              | Outdoor Pools            | 30 Greenhill Ave                  | (2014)                      | High                  | N                  | Y                   | Y                             | Y                          | Y                    | N/A                | Y                     | Y                     | N                              | Y                                          | N                  | N           | N                                               | N               | N                                  | N               | 2                     | N                                           | N                          | Y                                     | N/A                                        | N                  |
| Rosedale Seniors Club                              | Recreation Centres/Pools | 100 Greenhill Ave                 | 2007 (1973)                 | High                  | Y                  | Y                   | Y                             | N/A                        | Y                    | Y                  | N/A                   | N/A                   | N/A                            | N/A                                        | N/A                | N/A         | N/A                                             | N/A             | N                                  | N               | 2                     | Y                                           | N                          | Y                                     | N                                          | N                  |
| Ryerson Recreation Centre                          | Recreation Centres/Pools | 251 Duke Street @ Queen           | (1971)                      | Medium                | Y                  | Y                   | Y                             | Y                          | Y                    | N/A                | Y                     | N                     | N                              | N                                          | N                  | Y           | Y - Patriot AT-1 Chairlift                      | N               | N                                  | N               | 0                     | N                                           | Y                          | N                                     | N                                          | N                  |
| Sackville Hill Recreation Centre                   | Recreation Centres/Pools | 780 Upper Wentworth               | (1992)                      | High                  | Y                  | Y                   | Y                             | Y                          | Y                    | N/A                | N/A                   | N                     | N/A                            | N/A                                        | N/A                | N/A         | N/A                                             | N/A             | N                                  | N               | 0                     | N                                           | Y                          | N                                     | Y                                          | N                  |
| Saltfleet Arena                                    | Arenas                   | 24 Sherwood Park Rd               | 2005 (1960)                 | Medium                | Y                  | Y                   | Y                             | N/A                        | Y                    | N                  | N/A                   | N/A                   | N/A                            | N/A                                        | N/A                | N/A         | N/A                                             | N/A             | N                                  | N               | 0                     | N                                           | N                          | N                                     | N                                          | N                  |
| Simone Hall                                        | Recreation Centres/Pools |                                   | (1994)                      | Low                   | Y                  | Y                   | N                             | N                          | Y                    | N/A                | N/A                   | N                     | N/A                            | N/A                                        | N/A                | N/A         | N/A                                             | N/A             | N                                  | N               | 0                     | N                                           | N                          | N                                     | N                                          | N                  |
| Sir Allan MacNab Recreation Centre                 | Recreation Centres/Pools | 145 Magnolia Drive                | (1983)                      | Medium                | Y                  | Y                   | Y                             | Y                          | Y                    | N/A                | Y                     | N                     | N                              | N                                          | N                  | Y           | N                                               | N               | N                                  | N               | 1                     | N/a                                         | Y                          | Y                                     | N                                          | N                  |
| Sir Wilfrid Laurier Recreation Centre              | Recreation Centres/Pools | 60 Albright Road                  | (1977)                      | Medium                | Y                  | Y                   | Y                             | Y                          | Y                    | N/A                | Y                     | Y                     | N                              | N                                          | Y                  | Y           | Y - Pool Chair Lift                             | N               | N                                  | N               | 4                     | N                                           | Y                          | N                                     | N                                          | N                  |
| Sir Winston Churchill Recreation Centre            | Recreation Centres/Pools | 1709 Main Street East             | 2006 (1966)                 | Medium                | Y                  | Y                   | Y                             | Y                          | Y                    | N/A                | Y                     | Y                     | N                              | Y                                          | Y                  | N           | N                                               | N               | N                                  | N               | 3                     | N                                           | Y                          | N                                     | N                                          | N                  |
| Spring Valley Arena                                | Arenas                   | 29 Orchard Dr                     | (1970)                      | Low                   | Y                  | N                   | N                             | N/A                        | N                    | N                  | N/A                   | N/A                   | N/A                            | N/A                                        | N/A                | N/A         | N/A                                             | N/A             | N                                  | N               | 0                     | N                                           | Y                          | N                                     | N                                          | N                  |
| Stoney Creek Arena                                 | Arenas                   | 37 King St E                      | (1969)                      | Medium                | Y                  | Y                   | Y                             | N/A                        | Y                    | N                  | N/A                   | N/A                   | N/A                            | N/A                                        | N/A                | N/A         | N/A                                             | N/A             | N                                  | N               | 0                     | N                                           | N                          | N                                     | N                                          | N                  |
| Stoney Creek Recreation Centre                     | Recreation Centres/Pools | 45 King Street West               | (2012)                      | High +                | Y                  | Y                   | Y                             | Y                          | Y                    | N/A                | Y                     | Y                     | N                              | Y                                          | Y                  | N           | N                                               | N               | Y                                  | N               | 7                     | N                                           | Y                          | Y                                     | Y                                          | N                  |
| Valley Park Arena                                  | Arenas                   | 970 Paramount Dr                  | (1981)                      | Medium                | Y                  | Y                   | Y                             | Y                          | Y                    | N                  | N/A                   | N/A                   | N/A                            | N/A                                        | N/A                | N/A         | N/A                                             | N/A             | N                                  | N               | 1                     | N                                           | Y                          | Y                                     | N                                          | N                  |
| Valley Park Recreation & Aquatic Centre            | Recreation Centres/Pools | 970 Paramount Drive               | 2021 (1981)                 | High                  | Y                  | Y                   | Y                             | N                          | Y                    | N/A                | Y                     | Y                     | N                              | Y                                          | Y                  | N           | N                                               | N               | N                                  | N               | 18                    | Y                                           | Y                          | Y                                     | Y                                          | N                  |
| Victoria Park Outdoor Pool                         | Outdoor Pools            | 100 Strathcona Avenue N.          | (1974)                      | Medium                | Y                  | Y                   | N                             | N                          | Y                    | N/A                | Y                     | N                     | N                              | N                                          | N                  | Y           | Y                                               | N               | N                                  | N               | 0                     | N                                           | N                          | N                                     | N/A                                        | N                  |
| Walker Outdoor Pool                                | Outdoor Pools            | 60 DiCenzo Dr, Hamilton           | (2005)                      | Medium                | Y                  | Y                   | N/A                           | Y                          | Y                    | N/A                | Y                     | Y                     | N                              | Y - Narrow ramp, Not wheelchair accessible | N                  | N           | N                                               | N               | N                                  | N               | 1                     | N/A                                         | N                          | Y                                     | N                                          | N                  |
| Warden Park Seniors Club (Located at Mahony Park)  | Recreation Centres/Pools | 1655 Barton Street East, Hamilton | (2018)                      | High                  | Y                  | Y                   | Y                             | N/A                        | Y                    | N/A                | N/A                   | N/A                   | N/A                            | N/A                                        | N/A                | N/A         | N/A                                             | N/A             | Y                                  | N               | 1                     | Y                                           | N                          | Y                                     | N                                          | N                  |

| FACILITY                    | FACILITY TYPE             | ADDRESS                  | LAST RENOVATED (DATE BUILT) | ACCESSIBILITY RANKING | ACCESSIBLE PARKING | ACCESSIBLE ENTRANCE | AUTOMATIC DOOR OPENER (ENTRY) | ACCESSIBLE SERVICE COUNTER | ACCESSIBLE WASHROOMS | ELEVATOR | ACCESSIBLE CHANGEROOM | UNIVERSAL CHANGE ROOM | ACCESSIBLE POOL ACCESS (BEACH) | ACCESSIBLE POOL ACCESS (RAMP) | AQUATIC WHEELCHAIR | EASY STAIRS | ASSISTIVE LIFT INTO POOL | CHANGEROOM LIFT      | ACCESSIBLE ADJUSTABLE CHANGE TABLE | SNOEZELEN SPACE | # UNIVERSAL WASHROOMS | AUTOMATIC DOOR OPENER (THROUGHOUT FACILITY) | ACCESSIBLE INTERVIEW SPACE | PRIVATE ACCESSIBLE UNIVERSAL WASHROOM | HEARING LOOP/T-Coil Device at Front Desk | WALKER/ WHEELCHAIR |
|-----------------------------|---------------------------|--------------------------|-----------------------------|-----------------------|--------------------|---------------------|-------------------------------|----------------------------|----------------------|----------|-----------------------|-----------------------|--------------------------------|-------------------------------|--------------------|-------------|--------------------------|----------------------|------------------------------------|-----------------|-----------------------|---------------------------------------------|----------------------------|---------------------------------------|------------------------------------------|--------------------|
| Westmount Recreation Centre | Recreation Centres/ Pools | 35 Lynbrook Dr           | (2013)                      | High +                | Y                  | Y                   | Y                             | Y                          | Y                    | Y        | Y                     | Y                     | Y                              | Y                             | Y                  | N           | N                        | Sara 3000 HoYer Lift | Y                                  | Y               | 5                     | Y                                           | Y                          | Y                                     | N                                        | N                  |
| Winona Community Centre     | Recreation Centres/ Pools | 255 Winona Road          | 1983 (1956)                 | Medium                | Y                  | Y                   | Y                             | N                          | Y                    | N/A      | N/A                   | N/A                   | N/A                            | N/A                           | N/A                | N/A         | N/A                      | N/A                  | N                                  | N               | 1                     | N                                           | Y                          | Y                                     | N                                        | N                  |
| Winona Senior Club          | Recreation Centres/ Pools | 1239 Hwy 8, Stoney Creek | (1982)                      | Medium                | Y                  | Y                   | Y                             | N/A                        | Y                    | N/A      | N/A                   | N/A                   | N/A                            | N/A                           | N/A                | N/A         | N/A                      | N/A                  | N                                  | N               | 0                     | Y                                           | Y                          | N                                     | N                                        | N                  |





Hamilton

# INFORMATION REPORT

|                           |                                                                                                                                                                 |
|---------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>TO:</b>                | Chair and Members<br>Emergency and Community Services Committee                                                                                                 |
| <b>COMMITTEE DATE:</b>    | September 21, 2023                                                                                                                                              |
| <b>SUBJECT/REPORT NO:</b> | Hamilton's Emergency Shelter Standards (HSC23007) (City Wide)                                                                                                   |
| <b>WARD(S) AFFECTED:</b>  | City Wide                                                                                                                                                       |
| <b>PREPARED BY:</b>       | Robyn Perry (905) 546-2424 Ext. 7801<br>Kelly Coxson (905) 546-2424 Ext. 6535<br>Greg Witt (905) 546-2424 Ext. 4818<br>Rob Mastroianni (905) 546-2424 Ext. 8035 |
| <b>SUBMITTED BY:</b>      | Michelle Baird<br>Director, Housing Services Division<br>Healthy and Safe Communities Department                                                                |
| <b>SIGNATURE:</b>         | <i>Michelle Baird</i>                                                                                                                                           |

## COUNCIL DIRECTION

N/A

## INFORMATION

The purpose of this report is to inform Council of the update to Hamilton's Emergency Shelter Standards (Appendix "A"). Hamilton's Emergency Shelter Standards ("the Standards") highlight the City's and emergency shelter operators' commitment to best practice and to ensure high quality and standardized expectations of care across the system of emergency shelter providers. The Standards is also a public document for people who access emergency shelters, their supports, and the community that provide clarity on the roles, rights and responsibilities of shelter users and shelter providers within the emergency shelter system.

## Background

In 2008, the Hamilton Emergency Shelter Standards were designed to provide a transparent framework of consistent shelter services for all individuals accessing men's serving emergency shelters in Hamilton. In 2023, the revised Standards builds on its foundation to provide a more comprehensive breadth and depth of minimum operating, service-delivery, and facility standards, as well as expands to include all emergency

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shelters. Appendix "B" illustrates the improvements from the original version to the 2023 version.

This updated document was developed in partnership with Hamilton's emergency shelter operators, Indigenous community organizations, wider community consultation, research, and best practices from the Canadian Shelter Transformation Network and other jurisdictions across Canada and adapted to a local Hamilton context. This document serves as a tool to support quality, consistency, and transparency in the provision of emergency shelter services in Hamilton.

The Standards apply to emergency shelter operators within the homeless-serving sector in Hamilton. Other services such as Violence Against Women, short-term/transitional housing, drop-in programs, and supportive housing programs are all essential components of addressing homelessness; however, these services have their own distinct service delivery requirements.

The Standards are intended to set a baseline of rights and responsibilities as well as minimum expectations of quality across all emergency shelters, which means emergency shelter operators may have their own policies and procedures in addition to the expectations laid out in the Standards which act as a baseline. The Standards are also not intended to be exhaustive as our homeless-serving sector works from a continuous quality improvement perspective to adapt to changing circumstances, demands, and challenges. For issues not covered within the Standards, it is expected that emergency shelter operators will exercise reasonable judgment and/or consult with City staff where necessary. In addition, some shelters are accredited and as such will have standards that they must meet through the accreditation body.

As part of the emergency shelter systems commitment to continuous improvement, the Standards will be reviewed and updated no less than every four years in order to reflect and adapt to evolving research and the needs of people within the city of Hamilton. The City of Hamilton, emergency shelter operators, and Indigenous leaders are committed to reconvening as needed to adapt to changing circumstances between the four-year review point.

The successful ongoing implementation of the Hamilton Emergency Shelter Standards depends on a reciprocal process between the City, emergency shelter operators, and Indigenous community partners. Collaboration to support a coordinated system is essential for improving service integration and effectiveness.

**Consultation for Updating Hamilton's Emergency Shelter Standards**

The Standards were written in collaboration with the community. The City sketched out an initial rough draft of the Standards based on Hamilton's 2008 Standards, a

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jurisdictional scan of the standards from other municipalities, and best practice documents. Based on this rough draft, the City initiated two parallel consultation processes. A working group made up of emergency shelter operators and Indigenous representatives formed and met weekly to write the Standards. Also, a consultation group was formed between the City and Keeping 6 peer workers to engage people with living experience. People accessing each of the City funded emergency shelters plus three drop-ins were engaged in open-ended small group discussions about the Standards, and what was important to them. Appendix "C" summarizes the expertise shared from people with living experience. The expertise of these two groups, emergency shelter operators and people with living experience, are foundational to the Standards. A first draft was completed and brought to several community groups with expertise related to specific standards. The suggested edits were brought back to the shelter operators' steering committee to draft a final version of the Standards. See Appendix "D" for a summary of the City's consultation efforts.

The expertise of people with living experience is invaluable to shaping programs, facilities, and policies in the emergency shelter sector. Positive client outcomes are a critical accountability measure, but more than that, people with living experience know how the system works, they know what their needs are, and experience the system at work every day. They can bring to light perspectives that may be unknown or unknowable at the staff or senior leadership level. Their expertise can and should have a foundational impact on policy formation, and this is being recognized more and more in policy and research settings. Throughout the process of writing the Standards, City staff brought forward feedback from people with living experience and integrated responses from people with living experience into the updated Standards. Many sections of the Standards were expanded on in ways that reflect suggestions from participants or attempts to address gaps identified by people with living experience.

**Next Steps**

The City intends to return to stakeholders including people with living experience to show how their expertise was used in updating the Standards. The City will also hold an informational community event to roll out the Standards and celebrate the milestone. Each shelter is committed to implementing the Standards as part of their ongoing work. New and ongoing staff will comply with the expectations set out in the Standards and will work collaboratively with the City and each other to establish training and business practices in the coming year. The Standards will be a part of each shelter's contract with the City and is intended to be a living document that is updated in no more than 4 years. Related to this process is the Client Complaints Process (see Report HSC23053) which guides clients through the complaints process if they feel the shelters are not meeting the expectations established in the Standards.

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**APPENDICES AND SCHEDULES ATTACHED**

Appendix "A" to Report HSC23007: Hamilton's Emergency Shelter Standards

Appendix "B" to Report HSC23007: Summary of Improvements Between 2008 and 2023 Shelter Standards

Appendix "C" to Report HSC23007: People with Living Experience Consultation for Hamilton's Emergency Shelter Standards

Appendix "D" to Report HSC23007: Consultation for Updating Hamilton's Emergency Shelter Standards

## Hamilton’s Emergency Shelter Standards

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## 1.1 Acknowledgments

The Hamilton Emergency Shelter Standards (“the Standards”) were created in collaboration with local Indigenous leaders, people experiencing homelessness, emergency shelter operators, and shelter staff. In addition, the Standards were informed by best practices learned from other municipalities across Canada.

Indigenous Peoples are respected partners and leaders in the work of ending homelessness. The City of Hamilton and shelter operators value the ongoing collaboration with local Indigenous leaders that informs continuous improvement to the homeless-serving sector beyond updating the Standards. This document is representative of the City of Hamilton’s commitment to addressing and preventing Indigenous homelessness in ways that are rooted in the spirit and actions of reconciliation.

The City of Hamilton is situated upon the traditional territories of the Erie, Neutral, Huron-Wendat, Haudenosaunee, and Mississaugas. This land is covered by the Dish With One Spoon Wampum Belt Covenant, which was an agreement between the Haudenosaunee and Anishinaabek to share and care for the resources around the Great Lakes. We further acknowledge that this land is covered by the Between the Lakes Purchase, 1792, between the Crown and the Mississaugas of the Credit First Nation.

Today, the City of Hamilton is home to many Indigenous people from across Turtle Island (North America) and we recognize that as part of our commitment to truth and reconciliation, we must do more to learn about the rich history of this land so that we can better understand our roles as residents, neighbours, partners, and caretakers. The City of Hamilton is grateful for the experience, knowledge, and feedback our community partners and people with lived experience contributed throughout the process of developing the Standards.



## 1.2 Background

The Hamilton Emergency Shelter Standards were designed to support the work happening to end homelessness in our community by providing a transparent framework of consistent shelter services for all individuals and families experiencing homelessness in Hamilton. Building upon the 2008 Emergency Shelter Standards, the updated 2023 Standards provide more comprehensive and detailed information with 24 new sections and 39 enhanced sections. By establishing expectations for minimum operating, service-delivery, and facility standards based on local community input, research, and best practices from the Canadian Shelter Transformation Network and other jurisdictions across Canada, this document is a guide for emergency shelters to



continue their individual and collective success in helping individuals resolve their homelessness in order to live safer, healthier lives. This document serves as a tool to support quality, consistency, and transparency in the provision of emergency shelter services in Hamilton.

The Standards apply to Emergency Shelter Operators within the homeless-serving sector of Hamilton. Other services such as Violence Against Women, short-term/transitional housing, and supportive housing programs are all essential components of addressing homelessness, however, these services require distinct service delivery models and standards.

The Standards are not intended to be exhaustive as our homeless-serving sector is continuously adapting to changing circumstances, demands, and challenges. Emergency Shelter Operators will have their own policies and procedures in addition to the expectations laid out in the standards. For issues not covered within the Standards, it is expected that Emergency Shelter Operators will exercise reasonable judgment and/or consult with City of Hamilton staff where necessary.

It is recommended that the Standards be reviewed and updated every four years in order to reflect and adapt to evolving research and needs within the City of Hamilton. The City of Hamilton, Emergency Shelter Operators, and local Indigenous leaders are committed to reconvening as needed to adapt to changing circumstances between the four-year review point.

### **1.3 Writing the Standards**

The Standards were written in collaboration with the community. The City sketched out an initial rough draft of the Standards based on Hamilton’s 2008 Standards, a jurisdictional scan of the standards from other municipalities, and best practice documents. Based on this rough draft, the City initiated two parallel consultation processes. A working group made up of emergency shelter operators and Indigenous representatives formed and met weekly to write the Standards. Also, a consultation group was formed between the City and Keeping 6 peer workers to engage people with living experience. People accessing each of the City funded emergency shelters plus three drop-ins were engaged in open-ended small group discussions about the Standards, and what was important to them. The expertise of these two groups, emergency shelter operators and people with living experience, are foundational to the Standards. A first draft was completed and brought to several community groups with expertise related to specific standards. The suggested edits were brought back to the shelter operators’ steering committee to draft a final version of the Standards.

### **1.4 Local Homeless-Serving Sector**

The successful ongoing implementation of the Hamilton Emergency Shelter Standards depends on a reciprocal process between the City of Hamilton, emergency shelter operators, and Indigenous community partners. Collaboration to support a coordinated

system is essential for improving service integration and effectiveness. Service delivery and positive housing outcomes are enhanced through open and collaborative working relationships. The City of Hamilton, emergency shelter operators, and Indigenous community partners each have important roles to play in supporting each other and the clients we serve.

#### **1.4.1 Role of the City**

The City of Hamilton is responsible for coordinating the provision of emergency shelter services within Hamilton through the purchase of services with emergency shelter operators. Funding for emergency shelters is provided through municipal, provincial, and federal funding. Municipal funds are approved by Hamilton’s City Council through the annual operating budget process.

The City of Hamilton fulfils the municipal role by:

- Entering into contractual arrangements (purchase of service agreements) with community-based agencies and providers to purchase shelter assistance for people who are homeless, in accordance with the above-mentioned service agreements.
- Acting as the Service Manager for federal and provincial funding by administering and maintaining the shelter system through Funding Agreements with shelters.
- Ensuring that all shelter programs meet the Standards and the contractual obligations as set out in the Subsidy Agreements.
- Coordinating and administrating strategic planning.
- Undertaking an annual review of the funding and service levels.
- Conducting partial reviews as deemed necessary by the City, funders, and/or as requested by the emergency shelter operator.

In addition, the City of Hamilton is accountable to people experiencing homelessness, Indigenous community partners, and emergency shelter operators for:

- Inviting and reviewing the recommendations brought forward by Indigenous community partners, people with lived experience, and emergency shelter operators.
- Aiming to design a system that not only responds to Indigenous homelessness, but also respects, honours and promotes the strength and resiliency of Indigenous peoples.
- Being available for sharing information, resources, etc. that support both client services and developing organizational capacity.
- Leading the development and implementation of a coordinated access system to serve individuals experiencing homelessness more equitably with consistent best practices and service integration across providers.
- Providing support with policy development, research, program development, evaluation, and reviews as needed.

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- Reviewing and updating the Standards every four years in partnership and collaboration with emergency shelter operators, Indigenous leaders, and people with lived experience.
- Supporting each emergency shelter operator as a contributing member of the overall service system for the homeless and at-risk population in Hamilton.

#### **1.4.2 Role of Emergency Shelter Operators**

As a primary delivery agent of emergency shelter services, each emergency shelter operator will be responsible for ensuring:

- Compliance with the operating agreement between the City of Hamilton and the emergency shelter organization.
- Compliance with the Standards.
- Participation in the Standards review.
- An understanding of their role as a key stakeholder in the emergency shelter service system in Hamilton and the coordinated access system.
- Shelter services respond to the unique needs of Indigenous clients.
- Shelter services understand and respect the needs of other marginalized clients.
- Ensure that all staff have education on the unique needs and experiences of Indigenous clients.

To this end, emergency shelter operators will:

- Ensure full understanding of the requirements of the Standards to implement them.
- Provide input for the regular review of the Standards and other evaluation and improvement projects coordinated by the City of Hamilton (this includes having ready all documentation necessary to support compliance and being prepared to arrange interviews/questionnaires for selected staff, volunteers, clients, and Board members).
- Be available for partial reviews as requested by the City of Hamilton.
- Ask the City of Hamilton to schedule a review if it is deemed an exercise that could be helpful in developing organizational capacity.
- Collaborate with other emergency shelter operators and Indigenous community partners to strengthen client service delivery as a shelter service system.

#### **1.4.3 Role of Indigenous Partners and Community Leaders**

Hamilton’s homeless-serving system must account for the systemic over-representation of Indigenous peoples experiencing homelessness. Advancing Indigenous partners’ autonomy and self-determination, the City of Hamilton is committed to ongoing investments to Indigenous leadership and autonomy. We will work together to develop connections to housing and supports that are culturally appropriate, rooted in the spirit and actions of reconciliation.

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As leaders in the City of Hamilton and representatives of the Indigenous community, Indigenous community partners are advancing work related to emergency shelter services through:

- Self-determination and autonomy, identifying local priorities and making investment decisions.
- Leading Indigenous-led research and policy development activities and working in collaboration with the City and shelter providers to support improvements in emergency shelter service delivery.
- Participating in and providing guidance on City-led research and policy development activities.

**1.4.4 Role of People with Lived Experience**

People with Lived Experience (PWLE) are invaluable to shaping programs, facilities, and policies in the emergency shelter sector. People with living experience know how the system works, they know what their needs are, and experience the system at work on the everyday level. They can bring to light perspectives that may be unknown or unknowable at the staff or senior leadership level.

Updating Hamilton’s Emergency Shelter Standards included consulting with PWLE who were currently accessing emergency shelter beds and drop-in programs for people experiencing homelessness. City of Hamilton staff held 12 engagement sessions over the course of four months and met with people accessing the men’s, women’s, youth, and family sectors as well as Indigenous service providers. People who attended the sessions were compensated for their time and expertise. City staff documented 1,650 suggestions, experiences, and feedback during the engagement process.

Throughout the writing process City staff brought forward feedback from PWLE and integrated responses from PWLE into the updated Standards. Many sections of the Standards were expanded on in ways that reflect suggestions from participants or attempts to address gaps identified by PWLE. The City is grateful to all the people who participated in the engagement sessions for sharing their knowledge, experiences, and ideas.

People with living experience will continue to be invited and supported to take part in the homeless serving sector through:

- A Living Engagement Strategy developed by the City of Hamilton which will promote best practices for engaging PWLE and build formal opportunities for people experiencing homelessness to share their feedback to improve programs and services.
- Client input activities led by emergency shelter operators, such as PWLE advisory committees, satisfaction surveys, etc.

**1.5 Guiding Principles**

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The City of Hamilton and emergency shelter operators are committed to delivering emergency shelter services that uphold the following guiding principles:

- **Accountability:** Emergency shelter operators are held accountable to the standards through multiple mechanisms, including funding contracts, data analysis, the complaints process, and governance tables. Governance tables comprised of representatives from the emergency shelter sector, the local Indigenous community entity, and the City of Hamilton meet regularly to ensure accountability to the Standards and ownership over their development, operationalization, and implementation, especially as it applies to equity policies.
- **Truth and Reconciliation:** Indigenous homelessness is defined as a human condition that describes First Nations, Métis, and Inuit individuals, families or communities lacking stable, permanent, appropriate housing or the immediate prospect, means, or ability to acquire such housing. Services must be committed to supporting Indigenous populations and the commitments outlined in the report on Ontario’s Response to the Truth and Reconciliation Committee.
- **Acknowledging the Unique Autonomous Leadership of the Indigenous Community in the Work in Homelessness:** Hamilton’s homeless-serving system must account for systemic over-representation of Indigenous persons experiencing homelessness. Indigenous peoples experience homelessness, as well as other forms of social exclusion, at a higher rate than the general population. Specific policy interventions are therefore needed to account for these circumstances. Homelessness amongst Indigenous peoples is a colonial legacy. The interconnectedness of ongoing colonialism, residential schools, intergenerational trauma, and ongoing systematic social and economic marginalization of Indigenous peoples shape our understanding of Indigenous homelessness in Canada. Acknowledging our Indigenous partners’ autonomy and self-determination, we will work together to develop connection to housing and supports that are culturally appropriate, rooted in the spirit and actions of reconciliation. Building upon strong relationships between the City of Hamilton and local Indigenous leadership, we aim to design a system that not only responds to Indigenous homelessness, but also respects, honours, and promotes the strength and resiliency of Indigenous peoples.
- **Coordinated Access:** Hamilton’s homeless-serving system is made up of a range of community agencies who together offer a continuum of integrated supports to assist people in preventing and ending homelessness. Ending homelessness requires a coordinated approach to reduce gaps in services and improve the process of connecting people to the most appropriate housing supports. The City of Hamilton, Indigenous leaders, and homeless-serving sector partners have developed coordinated access processes to share knowledge of clients experiencing homelessness, establish consistent best practices applied

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across the sector, and ensure that limited resources are allocated effectively and equitably. Coordinated Access relies on collaborating with other service providers and stakeholders across the homeless-serving sector and with relevant health and community services to connect people to resources that will help them access and retain stable housing.

- **Equitable Access:** Access to appropriate shelter space will never be denied based on citizenship, race, place of origin, ethnic origin, colour, ancestry, disability, age, creed, sex/pregnancy, family status, marital status, sexual orientation, gender identity, gender expression, or economic status.
- **Equity, Diversity, and Inclusion:** While acknowledging strength and resiliency of unique populations, there is also an awareness of unique structural and institutional barriers that each group may experience linked to systemic discrimination and oppression. Services must not be a one-size-fits-all approach and should be able to be effectively adapted to meet the specific needs of the people they serve. An anti-racist, anti-oppression approach and analysis should be applied to the policies, procedures, and services connected to the homeless-serving sector.
- **Harm Reduction:** Hamilton’s homeless-serving sector recognizes the complex, intersecting social inequalities which put people experiencing homelessness at high risk of substance use and other activities which may endanger their safety and wellbeing. Partners across the sector work to minimize the harm and risks faced by people experiencing homelessness through a continuum of harm reduction approaches, the minimum of which are referrals to harm reduction supplies, detox, or addiction services.
- **Lived and Living Experiencing Input:** The City of Hamilton and emergency shelter operators will seek to engage people with lived or living experience of homelessness in intervention development, evaluation, and decision-making.
- **Non-Judgment:** A non-judgmental approach is critical to building relationships of openness and trust with program participants that can lead to positive life change. Staff also use a non-judgmental approach to ensure service is provided objectively and consistently to everyone.
- **Respect:** Staff treat program participants with dignity and respect, putting the person at the centre of decision-making and recognizing that an individual’s autonomy and self-determination will guide their plan of care. Staff understand that individuals have a right to their choices. Shelters should make every effort to provide an environment that fosters a sense of personal control through providing choice and autonomy and building capacity wherever possible.
- **Strengths-Based and Empowerment Focused:** The homeless-serving sector recognizes that people experiencing homelessness have unique strengths and

diverse needs. People experiencing homelessness will be empowered to identify their own goals and provide input into the development of emergency shelter services and policies.

### 1.6 Key Terms and Definitions

- **2SLGBTQIA+:** An acronym that refers collectively to two-spirited, lesbian, gay, bisexual, transgender, queer, intersex, asexual, and questioning people. While terms and identities evolve and more inclusive acronyms may be introduced elsewhere (e.g. LGBTQQIP2SAA, LBGTQIA), 2SLGBTQIA+ will be used as an all-encompassing term in the Standards.
- **Client:** Any individual who is in receipt of any support services provided by a shelter.
- **Common Intake and Assessment:** A standardized approach to assessing a person’s current situation, the acuity of their needs, the services they currently receive/may require in the future, and their preferences for service delivery. It takes into account the background factors that contribute to risk and resilience, changes in acuity, and the role of friends, family, caregivers, community and environmental factors.
- **Discharge:** The process of concluding a client’s stay at a shelter. Discharge from shelter may be initiated by the client or staff for a variety of reasons, including finding housing or exceeding the maximum length of stay in shelter.
- **Discrimination:** An action or decision that treats an individual, family, or group negatively and/or denies social participation based on perceived or actual protected human rights grounds: citizenship, race, place of origin, ethnic origin, colour, ancestry, disability, age, creed, sex/pregnancy, family status, marital status, sexual orientation, gender identity, gender expression, receipt of public assistance (in housing) and record of offences (in employment).
- **Emergency Shelter:** An organization that provides shelter to an individual or family experiencing homelessness with or without a referral, with the intention of providing short-term accommodation and support services to move clients into housing.
- **Harm Reduction:** A non-judgmental, non-coercive philosophy and set of practical strategies aimed at improving safety and reducing the adverse health, social, and economic consequences associated with legal and illegal substance use.
- **HMIS:** The Homelessness Management Information System (HMIS) is a system whereby data pertaining to people experiencing homelessness are recorded,

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stored, retrieved, and processed to improve service coordination and decision-making.

- **HIFIS:** The Homeless Individuals and Families Information System (HIFIS) is a web-enabled database that is used to support coordinated access using real-time information of individuals and families accessing the homeless serving sector. HIFIS is the current primary Homelessness Management Information System (HMIS) used by the City of Hamilton.
- **Homeless:** Academic research on homelessness demonstrates a complex interplay of structural factors, systems failures, and individual circumstances. The Canadian Observatory on Homelessness defines homelessness as “the situation of an individual, family or community without stable, permanent, appropriate housing, or the immediate prospect, means and ability of acquiring it.” This includes individuals or families who are unsheltered, in emergency shelter, provisionally accommodated and at risk of losing their housing. This working definition of homelessness has been endorsed by the federal government and has been adopted by municipalities across Canada.
- **Housing First:** A service approach that focuses on moving people experiencing homelessness into permanent housing without preconditions and then connecting them to supports and services as needed in order to stabilize their housing.
- **Housing-Focused Shelter:** A housing-focused shelter is unrelenting in its pursuit to make homelessness as brief as possible while returning people to permanent accommodation. From the moment an individual or family pursues shelter, there are efforts to ensure a safe and appropriate exit from shelter. Housing-focused shelter does not operate other programming that can interfere with ensuring stays are short-term with a return to housing rapidly<sup>1</sup>.
- **Indigenous:** Persons who identify as having First Nations, Inuit, and/or Métis ancestry.
- **Indigenous Homelessness:** Indigenous Homelessness is a colonial legacy. Indigenous homelessness is a human condition that describes First Nations, Métis, and Inuit individuals, families or communities lacking stable, permanent, appropriate housing, or the immediate prospect, means or ability to acquire such housing. Unlike the common colonialist definition of homelessness, Indigenous homelessness is not defined as lacking a structure of habitation; rather, it is more fully described and understood through a composite lens of Indigenous

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<sup>1</sup> OrgCode Consulting Inc. in partnership with the Canadian Shelter Transformation Network and Canadian Alliance to End Homelessness. (March 2019). *Housing Focused Shelter*.



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worldviews. These include: individuals, families and communities isolated from their relationships to land, water, place, family, kin, each other, animals, cultures, languages and identities. Importantly, Indigenous people experiencing these kinds of homelessness cannot culturally, spiritually, emotionally, or physically reconnect with their Indigeneity or lost relationships.<sup>2</sup>

- **Medication:** Any prescribed or over the counter medications the client identifies as part of their health care needs.
- **Sector:** Emergency shelters are sub-categorized by the client groups they serve; each of these sub-categories is called a sector. Presently, there are four sectors: single adult men, single adult women, youth, and families. Trans, non-binary, and gender diverse individuals may self-select the shelter environment that feels best able to maintain their safety and well-being.
- **Serious Incidents:** Any occurrence or event that takes place on shelter premises which results in significant negative impact(s) on the health, safety, or well-being of clients and/or staff, such as fire, death, or critical injury.
- **Service Restriction:** Restricting a client’s access to one or more shelter services for a length of time due to circumstances, incident(s) or behaviours that jeopardize the safety and well-being of others.
- **Shelter Diversion:** The process of working with clients to explore safe and appropriate accommodations which could be accessed prior to admittance into emergency shelter or the shelter overflow hotel system. Diversion is not saying “no” to sheltering people that have exhausted all their alternate housing options. Rather, diversion works to prevent people from accessing emergency shelter services where other housing options can be explored and, if necessary, supported with services and financial assistance to help them return to permanent housing.
- **Emergency Shelter Operators:** An organization that receives funds from the City to provide emergency shelter services in Hamilton.
- **Support Services:** Any program or service offered on shelter property by a shelter provider or external service provider to help clients meet their goals or needs including, but not limited to a shelter’s meal programs, housing services, employment programs, health services, etc.
- **Trauma-Informed Care:** An approach to providing services which acknowledges the impact that trauma and abuse have on the development and behaviour of survivors.

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<sup>2</sup> Jesse Thistle. (2017). *Definition of Indigenous Homelessness in Canada*. Canadian Observatory on Homelessness. Retrieved on April 20, 2023 from <https://www.homelesshub.ca/IndigenousHomelessness>

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- **Youth:** For determining eligibility for emergency shelter service, a youth is a person who is between 16 and 21 years of age, inclusive.

## **2. Client Rights and Responsibilities**

- 2.1. Rights and Responsibilities
- 2.2. Client Input
- 2.3. Complaints Process

**Intent:** This section of the Standards outlines the minimum rights and responsibilities clients can expect while accessing emergency shelters. In addition, this section intends to emphasize how the valuable knowledge of people with lived experience helps shape shelter services, conditions, and decisions related to their experiences.

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| <b>2.1 Rights and Responsibilities</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
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| <b>Standard Statement</b>              | <p>Clients accessing emergency shelter will have access to information on their rights and responsibilities while in shelter. Each shelter will have a written policy concerning the rights and responsibilities of clients using the shelter. The policy will be posted in a common area of the shelter and be communicated to clients through various ways such as intake, admission, and meetings.</p> <p>At a minimum, everyone in shelter has the right to:</p> <ul style="list-style-type: none"> <li>• Be provided with a copy of the client rights and responsibilities at intake (or as soon as possible after admission).</li> <li>• Expect that the standards outlined in this document will be followed.</li> <li>• Be treated in a non-judgmental and respectful way.</li> <li>• Be free from discrimination and harassment.</li> <li>• Be recognized as having unique cultural needs and based on the identified connection (e.g., Indigenous ancestry) be informed of and referred to related community support(s) as requested.</li> <li>• Be provided with access to services in French if required.</li> <li>• Safe, adequate, and nutritious food. Every effort will be taken to meet dietary needs related to religious, cultural, or medical conditions.</li> <li>• Have forms, consent procedures, and policies explained in an accessible way.</li> <li>• Identify their own goals and receive support from staff to achieve them within shelter mandates.</li> <li>• Be given information about services and resources to make informed decisions.</li> <li>• A fair, clear complaints and appeals process without fear of punishment.</li> <li>• Be involved in decisions that affect them.</li> <li>• Have personal information treated confidentially.</li> <li>• Access their personal file if requested.</li> <li>• Provide input and feedback into shelter programs and policies.</li> </ul> <p>Clients are responsible for the following:</p> |

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|               | <ul style="list-style-type: none"> <li>• Reviewing and signing a copy of the client rights and responsibilities at intake (or as soon as possible after admission).</li> <li>• Abstain from any form of violence (including physical, verbal, emotional, sexual) and discrimination based on protected grounds.</li> <li>• Follow the rules of the shelter.</li> <li>• Treat shelter staff, volunteers, neighbours, visitors to the shelter, and other shelter residents with respect.</li> <li>• Respect the privacy and confidentiality of other shelter residents.</li> <li>• Respect the private property and belongings of other shelter residents.</li> <li>• Respect the private property and belongings of the shelter.</li> <li>• Work with shelter staff to improve their housing situation within their capacity. Notify the shelter when they will be late for curfew or no longer need to access emergency shelter.</li> <li>• Contribute to maintaining their own space in the shelter whenever possible.</li> </ul> |
| <b>Policy</b> | <p>Emergency shelter operators will develop or adhere to the following policies related to this standard:</p> <ul style="list-style-type: none"> <li>• The rights and responsibilities of clients using the shelter which will, at a minimum, include the expectations outlined in Section 2.1: Rights and Responsibilities of the Standards.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |

## 2.2 Client Input

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| <b>Standard Statement</b> | <p>Clients have unique insight and knowledge which can contribute to continuous quality improvement within emergency shelters. Client input will be sought in all areas of program development, policy development, and program evaluation in multiple ways, including but not limited to exit interviews, discharge surveys, one-on-one interviews, client surveys, client focus groups, and resident meetings.</p> <p>Emergency shelter operators will promote engagement opportunities and provide accessible methods of participation to all clients, especially those who are members of communities that may have complex barriers to accessing shelter services and taking part in engagement activities. This process will include feedback on harm reduction interventions and supports.</p> |
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|               | On occasion, the City of Hamilton may ask emergency shelter operators for support with seeking input from clients for research, policy development, and program review purposes. Shelters will have a policy and plan regarding client engagement activities and will report activities and outcomes to the City when requested.                                                                                                                                                                                                                                                       |
| <b>Policy</b> | <p>Emergency shelter operators will develop a client input and engagement policy which will, at a minimum, include:</p> <ul style="list-style-type: none"> <li>• The frequency and format of engagement activities.</li> <li>• How engagement activities will be designed to be accessible for all clients especially members of communities more likely to be marginalized.</li> <li>• How engagement activities will be documented.</li> <li>• How clients will be informed of the impact of their input and any decisions or changes which are a result of client input.</li> </ul> |

### 2.3 Complaints Process

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| <b>Standard Statement</b> | <p>Clients have the right to participate in a fair and clear complaint and appeal process without fear of reprisal.</p> <p>Each shelter will have a board-approved policy regarding complaints and appeals, including how complaints can be made at the shelter level by clients or community members, how complaints will be investigated and resolved in a timely manner, and any subsequent escalation or appeal processes, including escalating a complaint to the City when all other options have been exhausted, in accordance with the City of Hamilton complaint resolution process (pending City Council approval September 2023).</p> <p>The process will be accessible to all people upon intake, posted within the shelter, and issued upon request.</p> <p>People will be referred to supports throughout this process, if requested. Shelters will allow clients to bring a support person with them throughout the complaint process if requested. If a client does not have support for making a complaint and requests one, shelters will provide information and/or referrals to community resources.</p> <p>Shelter providers will collect and evaluate all complaints and take any necessary corrective action whenever possible.</p> |
| <b>Policy</b>             | Emergency shelter operators will develop or adhere to the following policies related to this standard:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |

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|  | <ul style="list-style-type: none"> <li>• City of Hamilton complaint resolution process (pending City Council approval September 2023).</li> <li>• A complaints policy which will: <ul style="list-style-type: none"> <li>○ Be submitted as an appendix of the contract and updated when changed.</li> <li>○ Outline how complaints are received, reviewed, and responded to by the emergency shelter, and escalated within the organization as required.</li> <li>○ Include a process for referrals of support to the shelter stayer.</li> <li>○ Detail an internal documentation process for tracking and evaluating complaints.</li> <li>○ Establish how unresolved complaints will be referred to the manager of Homelessness and Housing Support if resolution is not possible at the level of the emergency shelter, in accordance with the City of Hamilton complaint resolution process.</li> </ul> </li> </ul> |
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### **3. Accessing Services**

- 3.1. Intake and Initial Assessment
- 3.2. Belongings
- 3.3. Daytime Access
- 3.4. Curfew and Overnight Passes
- 3.5. Length of Stay
- 3.6. Capacity Limits
- 3.7. Service Restrictions

**Intent:** This section of the standards aims to outline the practices required to support standardized and equitable access to emergency shelter services for all clients. In addition, this section clarifies expectations around how shelters balance operational capacity and maintain safety within the shelter environment, while ensuring that clients have clear information on how emergency shelter facilities can be accessed.

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| <b>3.1 Intake and Initial Assessment</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
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| <b>Standard Statement</b>                | <p>Each shelter will have an intake procedure, which includes a diversion assessment, an assessment of eligibility, and an initial assessment of the person’s and dependents’ support needs. Clients will be informed of key policies and procedures at intake, including rights and responsibilities, curfew, available supports, service restriction policies, etc.</p> <p>With the appropriate Indigenous training shelter staff will ask whether a person has Indigenous ancestry and if so, will inform client of option for a referral to an Indigenous organization of the person’s choice as well as option to not be listed on HIFIS, not complete a VI-SPDAT intake and/or complete the alternative intake process for Indigenous clients. Other referrals may be appropriate at intake including supports for newcomers, health services, or supports based on a person’s gender.</p> <p>Each shelter will seek coordinated access consent with clients and complete consent forms in accordance with the data sharing protocol, consent policy, and intake policy. Information will be added to HIFIS following the guidance in the HIFIS User Manual, policies, and training materials.</p> <p>Shelters will document a person’s preliminary information including but not limited to legal names, date of birth, dependent details, gender, veteran status, Indigenous ancestry (as voluntarily provided by clients), housing history, contact information, and financial income. In addition to preliminary information, shelters will determine the appropriate length of time to complete the common triage assessment (typically at 15 days of cumulative stay in the shelter system) and assess and document any safety concerns and/or risks as appropriate.</p> <p>A comprehensive, housing-focused plan should be developed with clients within 14 days of admission to shelter. Shelter staff will work with clients to understand their needs by completing common assessment tools as agreed upon with the City. Indigenous clients are not required to participate in the completion of any mainstream assessment tool. These plans may evolve as client circumstances and goals change.</p> |

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| <b>Policy</b> | <p>Emergency shelter operators will adhere to the following policies related to this standard:</p> <ul style="list-style-type: none"> <li>• <i>HIFIS Data Sharing Protocol for Hamilton’s Homeless Serving System</i> and applicable data entry guidance.</li> <li>• <a href="#"><u>Hamilton’s Coordinated Access System Process Guide</u></a>.</li> <li>• <a href="#"><u>Hamilton’s Homeless Serving System Triage and Assessment Policy</u></a>.</li> <li>• <i>Coordinated Access Case Management Policy</i>.</li> </ul> |
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| <b>3.2 Belongings</b>     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
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| <b>Standard Statement</b> | <p>What people carry with them into the shelter may be their only possessions and should be treated with respect and kept securely. Emergency shelter operators retain the right to limit the type of belongings allowed on-premises based on safety, staffing, and space limitations.</p> <p>Secured storage will be made available for all clients staying in the emergency shelter. Emergency shelter operators will have a policy outlining the limits to storing personal belongings, including length of time belongings will be stored after a client leaves shelter. Policies regarding storage and limitations on specific items will be posted and explained to clients upon intake.</p> <p>At intake and throughout the shelter stay, emergency shelter operators will support clients in maintaining possession of their sacred items and traditional medicines.</p> <p>When a client is discharged and they have left behind their belongings, the items will be securely stored for a minimum of 48 hours. Clients requiring storage for their belongings beyond this length of time should reach out to the shelter to discuss an extension, however emergency shelter operators may not be able to accommodate such requests.</p> |
| <b>Policy</b>             | <p>Emergency shelter operators will develop or adhere to the following policies related to this standard:</p> <ul style="list-style-type: none"> <li>• Weapons</li> <li>• Prescribed drugs</li> <li>• Illicit drugs</li> <li>• Drug use equipment</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |



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| <b>3.3 Daytime Access</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
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| <b>Standard Statement</b> | <p>Emergency shelters provide temporary accommodation while supporting people experiencing homelessness work towards finding housing. Emergency shelters may have common spaces, programs, and services available for clients during the day, however, to address a diverse range of needs, shelter staff will connect clients with other programs and services as appropriate. Access to sleeping quarters and other shelter facilities may be limited at times due to a variety of factors such as staffing levels, resourcing, maintenance, cleaning, and ability to maintain safety in the shelter.</p> <p>At shelters where daytime access is limited, provisions will be in place for people who work overnight shifts or who are ill and need a place to rest (provided they are not in need of medical care). Some emergency shelter operators may require a doctor’s note specifying the medical need and timeline for accommodating clients during the day.</p> <p>Clients will have access to hygiene facilities such as toilets, sinks, and showers at all times and in rare instances that access is not possible during daytime hours, emergency shelter operators will provide clients with information on drop-in programs and other services with hygiene facilities that clients can access during daytime hours.</p> <p>In addition, shelters will provide information on recreation and community-based activities that clients could access during the day, for example, use of libraries, recreation centres, seniors programming, connections to programming at non-profit organizations or religious centres of a client’s choosing.</p> <p>During Cold Weather or Heat Alerts, it is necessary that all shelters attempt to relax service restrictions and extend daytime access hours wherever possible to minimize risk factors to people experiencing homelessness. When unable to admit a client during a Cold Weather or Heat Alert emergency shelter operators will provide clients with information on drop-in programs and warming and cooling centres.</p> |
| <b>Policy</b>             | <p>Emergency shelter operators will develop or adhere to the following policies related to this standard:</p> <ul style="list-style-type: none"> <li>• Accessing beds and common areas during daytime hours, including accommodation guidelines. This policy will be explained to clients at intake and made available to them in writing if requested.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |

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| <b>3.4 Curfew and Overnight Passes</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
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| <b>Standard Statement</b>              | <p>Emergency shelters may require clients to return to the shelter to access their bed by a certain time. Curfews are a tool for managing safety, reducing interruptions during the night for clients, and managing shelter occupancy. Emergency shelters are intended to support clients without any other options for safe accommodations, therefore emergency shelter operators may require clients to return to access their shelter bed on a nightly basis until they have found housing. Failure to return to shelter may result in a client being discharged from shelter. Each shelter will post their curfew policy, which includes information on extensions and overnight passes. Staff will explain the rules at check-in or at the next available opportunity.</p> <p>In shelters where a nighttime curfew exists, provisions will be in place to accommodate clients who expect to be late for reasons such as work, accessing medical services, family reunion, etc. Emergency shelter operators may grant extensions to curfews or overnight passes to accommodate clients at their discretion. Clients are required to notify shelter staff when they anticipate they will be unable to return by curfew. Due to limited shelter beds within the homeless-serving sector, emergency shelter operators may re-allocate a shelter bed if a client has not been approved for a curfew extension or overnight pass.</p> <p>Whenever possible, shelter staff will provide clients being discharged with information on alternate options when available.</p> |
| <b>Policy</b>                          | <p>Emergency shelter operators will develop or adhere to the following policies related to this standard:</p> <ul style="list-style-type: none"> <li>• Curfews, which includes information on extensions and overnight passes.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

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| <b>3.5 Length of Stay</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
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| <b>Standard Statement</b> | <p>Emergency shelters are intended to provide temporary shelter, support for meeting basic needs, and housing-focused supports. People experiencing homelessness may face complex circumstances that impact their length of stay in emergency shelter. Emergency shelter operators will use a person-centered approach to determine the length of stay based on each client’s unique strengths and support needs. These decisions are to be made using factors which include, but are not limited to:</p> <ul style="list-style-type: none"> <li>• The safety needs of the client and their dependents.</li> <li>• The level of support needed to exit homelessness successfully.</li> <li>• Availability of affordable, suitable, and adequate housing.</li> <li>• Client’s level of engagement toward achieving housing goals.</li> <li>• Upcoming admission to transitional or permanent housing.</li> <li>• The length of time the person has been homeless.</li> </ul> <p>A comprehensive, housing-focused plan should be developed within 14 days of admission to shelter. These plans may evolve over time as client circumstances and goals change.</p> <p>Documentation of a stay should include all consecutive days that a client is booked into a shelter from book in to book out.</p> |
| <b>Policy</b>             | <p>Emergency shelter operators will develop or adhere to the following policies related to this standard:</p> <ul style="list-style-type: none"> <li>• How maximum lengths of stay will be determined.</li> <li>• <i>HIFIS Data Sharing Protocol for Hamilton’s Homeless Serving System</i> and applicable data entry guidance.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |

| <b>3.6 Capacity Limits</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
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| <b>Standard Statement</b>  | <p>The level of need for emergency shelter varies based on community realities and conditions outside the control of the homeless-serving sector. Unfortunately, shelters may not always be able to accommodate all requests for shelter. Emergency shelter capacity limits adhere to local building code and are designed to maintain safety for clients, staff, and guests.</p> <p>Shelters may exceed their capacity in cases of Cold Weather Alerts, Heat Warnings, or unforeseen emergencies, however, will not exceed capacity if doing so would compromise the safety of other clients, staff, etc. Shelters may need to reduce their</p> |

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|               | <p>capacity in response to health and safety circumstances (e.g. infectious outbreaks). Emergency shelter operators will notify the City when their capacity must be reduced or is at risk of being reduced.</p> <p>At times emergency shelter operators may reach capacity and be unable to provide shelter for all individuals seeking emergency shelter. In these instances, where possible, shelters will assist clients with referrals and transportation to other emergency shelters, drop-in programs, or support services.</p> |
| <b>Policy</b> | <p>Emergency shelter operators will develop or adhere to the following policies related to this standard:</p> <ul style="list-style-type: none"> <li>• Plans for supporting clients when shelter is at capacity, including overflow spaces and referrals to other shelters.</li> <li>• <i>HIFIS Data Sharing Protocol for Hamilton's Homeless Serving System</i> and applicable data entry guidance.</li> </ul>                                                                                                                        |

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| <b>3.7 Service Restrictions</b> |
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| <p><b>Standard Statement</b></p> | <p>Service restrictions are primarily utilized in situations where other interventions and responses do not resolve behaviours or circumstances that pose significant risk to the safety and well-being of the client, other shelter stayers, staff, shelter property and/or the community. Service restrictions may also be issued due to ongoing behaviours which interfere with shelter operations, illegal activities, court order, significant damage to property, or prolonged refusal to engage with program requirements. Emergency shelter operators must balance the well-being of individual clients against risk of harm to other clients, staff, guests, volunteers, and neighbours, as well as their obligations under the <i>Occupational Health and Safety Act</i>.</p> <p>All emergency shelters will follow the City of Hamilton’s service restriction policy and appeal process. The service restriction policy provides guidance for emergency shelter operators and staff on best practices and considerations when issuing restrictions, including:</p> <ul style="list-style-type: none"> <li>• The process for approving, reviewing, documenting, and appealing service restrictions.</li> <li>• Informing clients of the service restriction policy and appeals process at intake, or as soon as is feasible.</li> <li>• How and when clients will be informed of a service restriction, including information on re-accessing shelter services.</li> <li>• How data on service restrictions will be collected and analyzed with homeless-serving sector leadership.</li> <li>• Expectations during cold alerts and heat warnings to relax restrictions where possible.</li> <li>• Using a trauma-informed, anti-racist, anti-oppressive, gender and equity lens, recognizing the systemic barriers faced by women, trans, gender-diverse or non-binary people, and those experiencing intersecting oppressions including, but not limited to, race/ethnicity, substance use, mental health, disability, gender identity, and sexual orientation. This approach will include the following practices: <ul style="list-style-type: none"> <li>○ When an Indigenous person is restricted from emergency shelter, shelter staff will work in partnership with the client’s identified Indigenous service provider. If they are not yet connected to one, the shelter will provide a referral at the client’s request.</li> <li>○ When a youth is restricted from emergency shelter, shelter staff will work with the client to find alternate shelter options through family or emergency shelters in other municipalities.</li> </ul> </li> </ul> |
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|               | <ul style="list-style-type: none"> <li>○ Whenever possible shelter staff will attempt to refer clients to supports (e.g. a referral to another shelter) before discharge or at the request of the client.</li> </ul>                                                                                                                                             |
| <b>Policy</b> | <p>Emergency shelter operators will develop or adhere to the following policies related to this standard:</p> <ul style="list-style-type: none"> <li>• <i>Hamilton’s Homeless Serving System Service Restriction Policy.</i></li> <li>• <i>HIFIS Data Sharing Protocol for Hamilton’s Homeless Serving System</i> and applicable data entry guidance.</li> </ul> |

**4. Services Provided**

- 4.1. Housing-Focused Supports and Case Management
- 4.2. Basic Needs
  - 4.2.1. Bedding
  - 4.2.2. Hygiene
  - 4.2.3. Laundry
  - 4.2.4. Clothing
  - 4.2.5. Nutrition
  - 4.2.6. Pets
- 4.3. Health Supports and Partnerships

**Intent:** This section of the standards outlines best practices for delivering basic needs services offered by emergency shelter operators as part of their housing-focused shelter model. In addition, this section emphasizes the importance of Hamilton’s coordinated approach and partnerships to meet a broader range of health and social needs.

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| <b>4.1 Housing-Focused Supports and Case Management</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
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| <b>Standard Statement</b>                               | <p>Emergency shelter operators are part of a larger network of homeless-serving agencies operating in the context of a housing crisis with limited availability of affordable housing. Emergency shelter operators will maintain a housing-focused approach, following Housing First principles recognizing that stable housing is the primary need shared by all people experiencing homelessness with health and social supports offered in addition as needed to support housing access and retention.</p> <p>Housing-focused sheltering begins at intake, and all emergency shelter operators will offer housing-focused case management to their clients. Case management activities will include:</p> <ul style="list-style-type: none"> <li>• Reviewing housing expectations and planning how to pursue goals via progressive engagement with housing options.</li> <li>• Supporting clients to access identification, income, and applications for financial benefits and/or subsidized housing to enable their ability to obtain housing.</li> <li>• Sharing information on the Coordinated Access system and how participation facilitates connections to appropriate housing supports.</li> <li>• Assessing client needs using assessment tools and community prioritization criteria.</li> <li>• Addressing barriers to housing through service coordination and referrals to health and social supports.</li> <li>• Shelter staff will work with case managers from housing support programs to ensure that clients receive warm transfers when entering those programs.</li> </ul> <p>Clients do not need to demonstrate any preconditions to take part in case management or housing support programs.</p> |
| <b>Policy</b>                                           | <p>Emergency shelter operators will develop or adhere to the following policies related to this standard:</p> <ul style="list-style-type: none"> <li>• <i>HIFIS Data Sharing Protocol for Hamilton’s Homeless Serving System</i> and applicable data entry guidance.</li> <li>• <a href="#"><u>Hamilton’s Coordinated Access System Process Guide.</u></a></li> <li>• <a href="#"><u>Hamilton’s Homeless Serving System Triage and Assessment Policy.</u></a></li> <li>• <i>Hamilton’s Coordinated Access Case Management Policy.</i></li> <li>• <a href="#"><u>Hamilton’s Homeless Serving System Consent and Intake Policy.</u></a></li> <li>• <a href="#"><u>Hamilton’s Coordinated Access Prioritization Policy.</u></a></li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |

**4.2 Basic Needs**



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| <p><b>Standard Statement</b></p> | <p>Emergency shelters are primarily focused on providing clients experiencing homelessness with temporary accommodation and assistance finding housing. People experiencing homelessness often have few resources to meet the basic necessities of life, such as: meals, hygiene products, laundry services, clothing, etc.</p> <p><b>4.2.1 Bedding</b></p> <p>Each client will be offered, at minimum, a bed with a mattress, pillow, and necessary bedding. Necessary bedding consists of a minimum of two sheets, a blanket, and pillowcase. A minimum of one shower towel will be provided to each new client upon admission and bedding/towels will be changed weekly or whenever these articles become soiled.</p> <p><b>4.2.2 Hygiene</b></p> <p>Emergency shelters will, at a minimum, have a supply of soap, shampoo, shaving products, and menstrual hygiene products for emergency use by clients. Menstrual hygiene products will be made available at all shelters.</p> <p><b>4.2.3 Laundry</b></p> <p>Shelters with laundry facilities may require that clients launder their own bedding, towels, and clothing. Emergency shelter operators may limit access to laundry facilities if required to maintain peace overnight or if operating laundry machines requires staff supervision.</p> <p><b>4.2.4 Clothing</b></p> <p>Emergency shelters will help clients obtain basic clothing and footwear for all seasons by using internal resources and/or connecting clients with other community agencies and resources.</p> <p><b>4.2.5 Nutrition</b></p> <p>Emergency shelters which serve meals to clients will follow the nutritional requirements outlined below. Some emergency shelters provide clients with meal cards or financial support to obtain their own meals and are not required to follow the nutritional standards outlined here. Adult clients will be served three meals and at least one healthy snack per day or provided with resources to access food where units have their own kitchens. Where parents are not providing food for the family unit, children under the age of 16 will be offered three meals and two to three healthy snacks per day.</p> <p>Each meal will be of a size, quality, variety, and nutritional value to meet the recommended daily intake based on Canada’s Food Guide.</p> |
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|               | <p>A poster stating that shelters cannot guarantee allergen-free food (e.g., peanuts, nuts, eggs, and shellfish) should be posted in the dining area.</p> <p><b>4.2.6 Pets</b></p> <p>Animal companions may add great value to an individual's emotional well-being and feelings of safety, however most services for people experiencing homelessness are not designed to accommodate pets. Reluctance to give up a pet may cause people to stay in unsafe situations, including sleeping unsheltered. The City of Hamilton and emergency shelter operators will continue to explore ways to design programs which can accommodate pets, however there are significant barriers to adapting existing shelters to safely provide shelter to pets.</p> <p>Emergency shelter operators will support clients with pets through the following practices:</p> <ul style="list-style-type: none"> <li>• Providing information to pet owners on the community services that accept pets and offer pet-related supports (e.g., pet food, veterinary services, emergency boarding).</li> <li>• Offering support in finding alternative accommodations for their pets and should record what alternative arrangements have been made for the client's pet so that clients can be supported in getting their pet back from emergency accommodations.</li> </ul> |
| <b>Policy</b> | Not applicable                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |

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| <b>4.3 Health Supports and Partnerships</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
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| <b>Standard Statement</b>                   | <p>Although the primary focus of emergency shelters is housing, housing-focused sheltering takes a wholistic view of the client as a person with complex and diverse needs. Collaboration within the network of health supports is important to ensure effective and coordinated services.</p> <p>To help clients meet their health needs, emergency shelter operators will:</p> <ul style="list-style-type: none"> <li>• Offer support with navigating access to physical and mental health services, including providing referrals to health care providers in order to facilitate clients’ health needs.</li> <li>• Host health care professionals onsite and continue to connect clients to primary care within the community.</li> <li>• Consider the client’s stated health care requirements and any recommendations by a clinician or health care professional when determining whether the client is eligible for service. Clients may have a support person to assist, whether a family member or home and community care.</li> <li>• Work in collaboration with community health care providers to support optimal function and well-being of shelter residents. Emergency shelter operators will assess their ability and resources to meet the needs of residents with complex physical and/or mental health needs.</li> <li>• Ensure that all clients are aware of these potential health supports by informing people at intake and posting information throughout the shelter. Partnerships with health and cultural supports will be informed by the needs of people with living experience.</li> </ul> |
| <b>Policy</b>                               | Not applicable                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |

## **5. Addressing Indigenous Homelessness**

### 5.1. Indigenous Persons

**Intent:** This section acknowledges the City of Hamilton’s distinct commitment to Indigenous Peoples in recognition of their inherent Rights as well as the historic and ongoing social, economic, and political programs in Canada that have led to the disproportionality of Indigenous Peoples experiencing homelessness in Hamilton. While acknowledging the successes of local Indigenous leadership in addressing and preventing Indigenous homelessness in Hamilton, the homeless-serving sector remains cognizant of historic underinvestment in Indigenous communities as well as systemic discrimination, which requires intentional and sustainable investments specific to redressing the causes and experiences of Indigenous homelessness. In addition to the recommendations identified in this section and throughout the Standards, the City of Hamilton and emergency shelter operators shall:

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- Work in partnership with the Indigenous Community Entity and local Indigenous agencies to address and prevent Indigenous homelessness in ways that advance and grow the autonomy and capacity of urban Indigenous leadership.
- Recognize Indigenous homelessness as distinct throughout development, implementation and review of emergency shelter policies, priorities, and practices.
- Foster more inclusive environments through signage and programs that reflect the causes, experiences, and needs of Indigenous Peoples experiencing homelessness.
- Continually work to ensure Indigenous leadership and experiences are appropriately supported to continue co-developing the City of Hamilton’s homelessness response.

| <b>5.1 Indigenous Persons</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
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| <b>Standard Statement</b>     | <p>Colonialism continues to negatively impact Indigenous individuals, communities, and families in many ways. One consequence of colonialism is that Indigenous peoples experience homelessness, as well as other forms of social exclusion, at a higher rate than the general population. The City of Hamilton and emergency shelter operators work closely with Indigenous leaders and community agencies to respond to the needs of Indigenous clients with culturally appropriate and Indigenous specific supports through the following practices:</p> <ul style="list-style-type: none"> <li>• Emergency shelter operators will incorporate Indigenous cultural competency training into staff training resources. Having this understanding and perspective can lead to building stronger rapport with clients and a greater understanding of their unique needs when offering services.</li> </ul> |

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- Creating welcoming spaces for Indigenous clients through highly visible cultural signage and art posted throughout the shelter to help communicate to Indigenous persons that they are able to share information about their Indigenous ancestry throughout their shelter stay, not just intake, and shelter staff will support with referrals to Indigenous services if requested.
- Ongoing Indigenous cultural training will be required for all shelter staff, volunteers, students, leadership, and board of directors.
- With the benefit of Indigenous training, staff may be better capable of appropriately inquiring during intake whether a person identifies as having Indigenous ancestry and will inform clients of opportunity to be referred to an Indigenous organization of their choice.
- At intake and throughout the shelter stay, emergency shelter operators will support clients in maintaining possession of, and using, their sacred items and traditional medicines.
- Shelter staff will inform Indigenous clients that they are not required to use mainstream triage and assessment tools in order to receive homeless/housing services or be prioritized for housing supports through the Coordinated Access system. An alternative process to the “Common Assessment Tool” developed by the Indigenous Community Entity will be offered as an option to Indigenous clients. Indigenous clients’ names are not required to appear on the By-Name List (BNL) or By-Name-Prioritization-List (BNPL) to be prioritized for service.
- Indigenous clients will be made aware of resources and services offered specifically to Indigenous individuals at intake and throughout a person’s stay, both verbally and through signage posted in common areas of the shelter.
- Recognizing that there is a high number of Missing and Murdered Indigenous Women, girls, 2-Spirit, men, and boys; shelters will have a protocol with Hamilton Police Services (developed in partnership with CHIL, HRIC, and the HPS Indigenous Liaison), which will include relevant procedures to respond to missing Indigenous persons, including their dependents. This protocol will be led by the Indigenous Community Entity, being considerate of the history of policing and the Indigenous community. Ongoing, regular training as recommend by the Indigenous Community Entity will be provided to all shelter staff.

The City and emergency shelters commit to continue working with the Indigenous Community Entity to explore how to best deliver culturally safe supports and the resources that are required to make that happen.

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|               | <p>The City and emergency shelters commit to partnering with the Indigenous Community Entity respond to Indigenous homelessness in ways that respect the Rights of Indigenous Peoples, reflect their unique experiences and needs, and continuing to work in ways that respond to the spirit and intent of Canada’s Truth and Reconciliation Commission’s Calls to Action.</p> |
| <b>Policy</b> | <p>Emergency shelter operators will develop or adhere to the following policies related to this standard:</p> <ul style="list-style-type: none"> <li>• Supports that will be provided to Indigenous persons and dependents accessing shelter services.</li> </ul>                                                                                                              |

**6. Supporting Diverse Communities**

- 6.1. Children
- 6.2. Youth
- 6.3. Health and Accessibility
- 6.4. Substance Use, Harm Reduction and Safer Use
- 6.5. 2SLGBTQIA+
- 6.6. Race, Ethnicity, and Immigration Status
- 6.7. Gender
- 6.8. Religion
- 6.9. Owners of Service Animals

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**Intent:** This section emphasizes the importance of understanding the unique needs of our diverse community when developing and delivering emergency shelter policies, programs, and services. Hamilton’s homeless serving sector recognizes that people experiencing homelessness are impacted by intersecting aspects of their identities, especially race, gender, age, religion, orientation, substance use, and disability. While acknowledging the strength and resiliency of unique populations, the homeless-serving sector is aware of the differing structural and institutional barriers that are linked to systemic racism, discrimination, and oppression. Understanding and being prepared to meet the unique needs of people experiencing homelessness is essential for helping them find and maintain housing.

In addition to the recommendations outlined in this section and throughout the Standards, the City of Hamilton and emergency shelter operators will:

- Strive to apply an equity lens to all activities to identify and remove barriers and to support best practices in planning, budgeting, delivery and evaluation of programs and services.
- Work in partnership with the Indigenous Community Entity, local Indigenous agency representatives, and other systems to determine emerging best practices for combating discrimination and developing approaches that support the diverse needs of people experiencing homelessness.
- Foster more inclusive environments through signage and programs that welcome the unique populations accessing shelters.
- Recognize that power and privilege are inherent to relationships between shelter staff, management, and clients and use the Standards to ensure clients receive respectful and equitable service.
- Adopt a zero-tolerance approach to racism, sexism, ableism, homophobia, transphobia and discrimination for staff and clients.

| <b>6.1 Children</b>       |                                                                                                                                                                                                                                                                                                                                                                                                                                                |
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| <b>Standard Statement</b> | Children have their own set of requirements and standards set out by various levels of government to ensure that children are well cared for and that services are designed for their unique needs. Children who experience homelessness are at greater risk of a number of long-term consequences, including chronic homelessness, violence, exploitation, mental health, substance use, dropping out of school and criminality. <sup>3</sup> |

<sup>3</sup> Homeless Hub. *About Homelessness: Topics: Child, Youth, and Family Programs*. Canadian Observatory on Homelessness. Retrieved on April 20, 2023 from <https://www.homelesshub.ca/about-homelessness/service-provision/child-youth-and-family-programs>

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|               | <p>Where families are being served parents are responsible for meeting the wellbeing, supervision, and basic needs of the children. Parents may reach out to staff for support, guidance, and referrals.</p> <p>Emergency shelter operators will support children through the following activities and practices:</p> <ul style="list-style-type: none"> <li>• Staff are trained in their obligations under the <i>Child and Family Services Act</i> to report any suspected cases of child abuse or neglect.</li> <li>• Staff will actively work with parents/guardians to promote positive parenting techniques and share information on a variety of age appropriate play experiences for children and dependent youth within the shelter or off-site.</li> <li>• Staff will provide information on, and referrals to, available community resources.</li> <li>• Any program plans and/or outlines of planned activities are shared with parents/guardians and conducted with written parental/guardian consent when safe, or appropriate.</li> <li>• Staff will work with parents/guardians and/or school boards to encourage children’s regular attendance at school when safe, or appropriate.</li> <li>• Shelter staff are not obligated to provide child minding. In the case where child minding is provided, there will be a policy in place for situations where a parent does not return, which will be explained to parents at intake.</li> <li>• Sleeping arrangements and children’s equipment is monitored for age appropriateness and is well-maintained. Cribs, appropriate bedding, car seats, strollers, highchairs, toys, and playpens should reference specifications approved by the Canadian Standards Association (CSA).</li> </ul> |
| <b>Policy</b> | <p>Emergency shelters operators that offer child minding will develop or adhere to the following policies related to this standard:</p> <ul style="list-style-type: none"> <li>• How child-minding support will be offered, including instances where parents do not return at the agreed upon time.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |

**6.2 Youth**

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| <b>Standard Statement</b> | Youth presenting to shelter independently have their own unique needs and are at greater risk of a number of long-term consequences, including chronic homelessness, violence, exploitation, mental health, substance use, dropping out of school |
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|               | <p>and criminality.<sup>4</sup> In particular, youth aged 16 to 17 may experience homelessness differently than youth over 18 due to factors such as involvement with child welfare systems, requirements related to attending school, and differences with financial assistance programs. As a result, the homeless serving sector in Hamilton has developed programs to support youth outside of the adult sector when possible.</p> <p>Youth emergency shelter operators will support youth through the following activities and practices:</p> <ul style="list-style-type: none"> <li>• Youth shelters will work to divert youth from shelter whenever possible. When safe, shelter staff will work with youth to support reconciliation and return to living with their family or guardians.</li> <li>• Youth shelters will not take children under the age of 16. Shelter staff will consult, report, refer and collaborate with Child Welfare agencies if children under the age of 16 come to shelter independently and it has been deemed that they need support and or are at risk of or homelessness.</li> <li>• Staff will be trained on their obligations under the <i>Child and Family Services Act</i> and the Duty to Report regulations.</li> <li>• Staff will provide or refer youth to age appropriate recreation activities.</li> <li>• Staff will provide information on, and referrals to, available community resources.</li> <li>• Staff will work with parents/guardians and/or school boards to encourage youth’s regular attendance at school when safe, and appropriate.</li> </ul> |
| <b>Policy</b> | <p>Emergency shelter operators will develop or adhere to the following policies related to this standard:</p> <ul style="list-style-type: none"> <li>• <a href="#"><u>Hamilton’s Homeless Serving System Consent and Intake Policy.</u></a></li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |

### 6.3 Health and Accessibility

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| <b>Standard Statement</b> | Those experiencing homelessness often live in conditions that adversely affect their overall mental and physical health. Disability and mental illness are connected to an increased risk of homelessness. Being unhoused makes it difficult to access general |
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<sup>4</sup> Homeless Hub. *Child, Youth And Family Programs*. Canadian Observatory on Homelessness. Retrieved on April 20, 2023 from <https://www.homelesshub.ca/about-homelessness/service-provision/child-youth-and-family-programs>

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health care and mental health services, or follow-up care after receiving treatment or hospitalization, and care is often only accessed through hospital emergency departments. Mortality and morbidity are higher amongst people experiencing homelessness than housed people, as are substance use and mental health issues. Emergency shelter operators and the City of Hamilton work towards creating barrier free environments for people with all types of disability, however many shelters are limited by physical facilities which do not have the capacity for all accessibility features (e.g., elevators).

Emergency shelter operators will support client health and disability needs through the following activities and practices:

- Prior to intake, shelter staff will assess the health needs of clients and determine if the shelter has the capacity to accommodate the clients' ailments or illnesses, if present.
- The shelter operator will ensure staff are able to assist clients in obtaining access to a physician or health care centre and appropriate referrals to essential health care services, when required, including mental health and addictions support services; and obtaining home-care services, or emergency nursing care.
- Shelter operators will be conscious of discrimination and racism that clients may have experienced in accessing healthcare services and will work with clients to ensure that they are able to get access to services in a safe and culturally appropriate way.
- The shelter will allow such home care services or nursing care to be provided as the shelter can reasonably accommodate (refer to the *Health Insurance Act, R.S.O. 1990, c.H.6*, as amended, and its regulations, for a definition of home care services).
- Where possible, programs and clinics should be offered on-site; and when not possible, clear referral pathways and connections with the healthcare system should be established.
- Shelter staff will respect a client's right to choose to access health services, however if refusing health services results in harm or significant risk of harm to other clients or staff, shelters may be unable to support a client with accessing emergency shelter. In these instances, emergency shelter operators will work with the client to find alternative accommodations whenever possible.
- A person with a disability will be supported to receive shelter services unless there are accommodation restrictions such as the need for a level of personal attendant care that cannot be

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|  | <p>accommodated by shelter staff, etc. Where access to a shelter is limited due to a disability, shelter staff will attempt to find alternative housing, shelter arrangements, or will work with health care providers when admission to hospital is required.</p> <ul style="list-style-type: none"><li>• Emergency shelter operators will provide access to safer sex supplies on-site or referrals to community services if unable to provide safer sex supplies.</li><li>• Emergency shelter operators will provide a minimum of one washroom that is barrier-free, fully accessible and marked as gender neutral.</li></ul> <p>Considerations for service accessibility include:</p> <ul style="list-style-type: none"><li>• Providing people who have serious health conditions with the option to remain in the shelter during day.</li><li>• Materials are made available in large print, in accordance with AODA regulations.</li><li>• Striving to remove communication barriers through technology and interpreters when possible.</li><li>• Training for staff on disability accommodations.</li></ul> <p>Shelters will have policies regarding the handling of client medication. Policies should include the following:</p> <ul style="list-style-type: none"><li>• For the protection of all clients, medication held by staff will be kept in a secure location such as a locked cabinet in an office.</li><li>• Clients are fully responsible for taking their own medication; however, some shelters may provide assistance with medication storage and monitoring.</li><li>• Shelters that choose to provide some assistance with medication will encourage clients to properly self-administer.</li><li>• Where possible and with client consent, staff may consult with a nurse, psychiatrist, physician, or pharmacist to coordinate access to medication or in any situation where they are concerned about the safety of a client taking medication.</li><li>• Shelters that document medication will maintain a consistent method of documentation.</li><li>• All sharps will be placed in a regulation sharps container which should be kept in a secure location and out of reach of children.</li><li>• All expired or unclaimed medications will be returned to a pharmacy for proper disposal.</li></ul> |
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| <b>Policy</b> | <p>Emergency shelter operators will develop or adhere to the following policies related to this standard:</p> <ul style="list-style-type: none"> <li>• Handling of client medication.</li> </ul> |
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| <b>6.4 Substance Use, Harm Reduction and Safer Use</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
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| <b>Standard Statement</b>                              | <p>The homeless-serving sector actively works with clients, community partners, and the health care sector to operate emergency shelter services in ways that minimize the harmful effects of substance use rather than ignoring or condemning these activities.</p> <p>A harm reduction philosophy is essential for effectively supporting individuals engaging in substance use; however, to meet the needs of diverse clients in complex journeys with substance use Hamilton’s homeless-serving sector offers a broad range of services across the harm reduction continuum, which includes withdrawal management, treatment options, provision of harm reduction supplies, referrals to safe consumption service, and addiction services.</p> <p>Emergency shelter operators reduce the risks associated with substance use through the following best practices and recommendations:</p> <ul style="list-style-type: none"> <li>• Emergency shelter operators will have a harm reduction policy and harm reduction procedures in place that will make explicit that the shelter operates using a harm reduction approach. The policy and procedures will include, but not be limited to, responding to overdose; wellness checks; how harm reduction supplies are distributed, collected, and disposed of.</li> <li>• Harm reduction services and resources should be delivered in combination with other services to reduce stigma and increase accessibility of harm reduction programs.</li> <li>• Emergency shelter operators will have a policy and procedure in place that outlines under which circumstances it is and is not appropriate to contact Child Welfare Services when clients have dependent children. The policy will indicate that substance use alone is not sufficient cause for contacting Child Welfare Services.</li> <li>• During client admission/intake, and periodically throughout a shelter stay, shelter staff will explain what harm reduction</li> </ul> |

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|  | <p>services are available at the location and will make explicit that:</p> <ul style="list-style-type: none"><li>○ The site is a harm reduction positive location</li><li>○ Harm reduction supplies are readily available, onsite or through mobile community services</li><li>○ Naloxone is readily available</li><li>○ Staff are available to help with safety planning and arranging post-drug use safety checks within the scope of their roles.</li></ul> <ul style="list-style-type: none"><li>● Ensuring naloxone kits are available at all sites for staff to administer and for client use. All staff will be trained in overdose prevention, recognition, and response, including the administration of naloxone. All clients will be offered an active referral for naloxone kit and training on-site or to a community-based organization.</li><li>● Posting signage in communal, semi-private and private washrooms and washroom stalls and other visible areas (e.g. hallways, entrances, stairwells, etc.) noting the overdose prevention initiatives available onsite, availability of naloxone and other available harm reduction supplies, and encouraging substance users to let someone know they are using.</li><li>● Providing safer drug use equipment, and related information on appropriate use (if qualified to do so) or a referral to a community service if the shelter does not provide the requested equipment.</li><li>● Shelters will monitor the number of suspected overdoses to inform the development of harm reduction strategies and programs. Emergency shelter operators will work with the City and Public Health to share records when appropriate and in accordance with MFIPPA legislation.</li><li>● Referring clients, when appropriate, to programs that offers addiction supports, detox, harm reduction supplies, training, and related support services.</li><li>● Ensuring that shelter staff have training and access to updated resources on programs and services that support harm reduction for clients and provide referrals as needed (e.g. opioid agonist treatment, supervised consumption sites).</li><li>● Installing sharps containers are secured against tampering and available throughout a site. Shelter staff will inform clients of the presence of fixed sharps containers and availability of personal sharps containers and how to use them.</li><li>● Maintaining a regular schedule of monitoring sharps containers and ensuring a contract is in place with a biohazardous waste disposal company to replace them when they are full.</li></ul> |
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|               | <ul style="list-style-type: none"> <li>• Supporting clients to maintain possession of safer drug use supplies and/or safer sex products.</li> <li>• Emergency shelter operators will comply with their legal obligations, while maintaining the clients’ right to privacy and property.</li> <li>• Supporting clients who wish to engage in harm reduction programs by offering public transit fare to attend such programs or related appointments.</li> <li>• Not discharging or impose service restrictions on the basis of substance use alone.</li> <li>• Supporting client-led or community-based harm reduction initiatives (e.g. peer-led programs, safety plans, etc.).</li> </ul> |
| <b>Policy</b> | <p>Emergency shelter operators will develop or adhere to the following policies related to this standard:</p> <ul style="list-style-type: none"> <li>• Harm Reduction Policy.</li> <li>• <i>Hamilton’s Homeless Serving System Service Restriction Policy.</i></li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                   |

| <b>6.5 2SLGBTQIA+</b>     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
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| <b>Standard Statement</b> | <p>Despite significant advances towards 2SLGBTQIA+ equality, homophobia and transphobia are still deeply ingrained in our everyday behaviours, language, and in the policies of many institutions. Due to underreporting of incidents, discrimination against queer and trans individuals remains largely invisible to shelter workers and management, policy makers, and City management, at a time when 2SLGBTQIA+ youth homelessness, in particular, is on the rise.<sup>5</sup></p> <p>The risks encountered on the streets and in the shelter system by 2SLGBTQIA+ homeless individuals versus heterosexual and cisgender homeless individuals differ largely due to frequent incidents of homophobic and transphobic violence. Not only are the risks and barriers encountered different, but the needs of 2SLGBTQIA+ individuals differ from those of their heterosexual and cisgender counterparts.</p> <p>Emergency shelter operators will support 2SLGBTQIA+ clients through the following practices:</p> |

<sup>5</sup> Homeless Hub. *Solutions: Priority Populations: Lesbian, Gay, Bisexual, Transgender, Transexual, Queer, Questioning and 2-Spiritd (LGBTQ2S)*. Canadian Observatory on Homelessness. Retrieved on April 20, 2023 from <https://www.homelesshub.ca/solutions/priority-populations/lesbian-gay-bisexual-transgender-transsexual-queer-questioning-and-2>

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|               | <ul style="list-style-type: none"> <li>• Staff will provide an atmosphere of dignity and respect for all clients and provide services in a non-judgmental manner.</li> <li>• Establishing clear policies that reflect inclusiveness of 2SLGBTQIA+ individuals to ensure safer spaces for non-binary and gender diverse people in emergency shelters.</li> <li>• Respecting and accepting the self-defined sexual orientation, gender identity, and gender expression of an individual, including their pronouns.</li> <li>• Ensuring that transgender individuals are able to access services in the shelter sector that reflects their gender identity.</li> <li>• A confidentiality strategy that works with clients to ensure that staff do not “out” their gender or orientation. Staff will be aware of what information about a client’s gender/orientation/transition experience is not to be disclosed.</li> <li>• Providing clients with options for private access to hygiene facilities to reduce the risk of violence and harassment which 2SLGBTQIA+ persons are at higher risk of experiencing.</li> <li>• Treating hormones that belong to trans clients as any other medication. Clients will be given privacy to self-administer hormones.</li> <li>• Emergency shelter operators are encouraged to seek partnerships with 2SLGBTQIA+-positive health/services providers. Emergency shelter operators will make information on 2SLGBTQIA+-positive health/ services providers available to all clients and facilitate referrals as needed.<sup>6</sup></li> <li>• Providing and education on 2SLGBTQIA+ issues for staff, volunteers, management, and other residents.</li> <li>• Hiring employees to reflect gender and orientation diversity.</li> </ul> |
| <b>Policy</b> | <p>Emergency shelter operators will develop or adhere to the following policies related to this standard:</p> <ul style="list-style-type: none"> <li>• 2SLGBTQIA+ inclusiveness policy.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |

### 6.6 Race, Ethnicity, and Immigration Status

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| <b>Standard Statement</b> | <p>Black, racialized, newcomer, immigrant, and refugee individuals and families experiencing homelessness often face additional barriers, experiences of discrimination, and challenges when attempting to access services, including emergency shelter. Although the City of Hamilton and emergency shelter operators strive to provide equitable</p> |
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<sup>6</sup> Shelter, Support & Housing Administration. (2023). *Toronto Shelter Standards, Version 5*, City of Toronto.

service to everyone experiencing homelessness, systemic racism influences all institutions and levels of government. From microaggressions to overt forms of racism to stereotyping, racism impacts all areas of racialized people's lives culminating in a higher risk of homelessness.

Emergency shelters will support racialized and newcomer clients through the following practices:

- Where possible and requested, translators will be used to assist with communication.
- Emergency shelter operators will not request or collect immigration status information in order to determine service eligibility as part of a shelter's intake or admission process, unless approved by the City of Hamilton.
- Providing information on legal and community resources for newcomer clients as needed.
- Responding to and addressing complaints of racism or discrimination reported by clients, staff, volunteers, and management.
- Communicating to all clients that racism, discrimination, and hate speech are against the law and shelter policy.
- Providing ongoing training and education for all staff, volunteers, management, and other residents on anti-racist, including anti-Black racism, and anti-oppression practices and considerations.
- Hiring employees to reflect racial diversity.

Emergency shelter operators and the City of Hamilton should develop policies and practices that take into consideration the following recommendations for combating racism in the shelter system:

- Anti-oppression and anti-racism training for all staff, leadership, and board of directors.
- Work with Black and racialized community leaders and clients to gather input through engagement activities.
- Apply an equity, diversity, and inclusion analysis to current Human Resources policies and practices (hiring, retention, promotion, performance evaluation, and workplace culture initiatives) to support the implementation of processes to address unconscious bias and systemic anti-Black racism, as well as intentional hiring and advancement opportunities for racialized clients and staff.



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|               | <ul style="list-style-type: none"> <li>• Support clients with accessing health and mental health supports and services that are culturally responsive when requested and available.</li> <li>• Facilitate and build partnerships with community organizations, racialized and Black community leaders, advocating for the rights of racialized community members and learn from best practices.</li> </ul> |
| <b>Policy</b> | Not applicable                                                                                                                                                                                                                                                                                                                                                                                             |

| <b>6.7 Gender</b>         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
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| <b>Standard Statement</b> | <p>Gender-based discrimination and violence continues to impact cis and trans women as well as gender diverse individuals, especially during experiences of homelessness. The unique needs of those marginalized due to gender include increased risk of violence, caregiver responsibilities, and pregnancy.</p> <p>Emergency shelter operators support women and gender diverse clients through the following practices:</p> <ul style="list-style-type: none"> <li>• Accepting gender identity as defined by the individual rather than by the perception of shelter staff and/or other clients. Sometimes this may not correspond with a person’s physical appearance. Emergency shelter operators will ask all clients for their gender and pronouns at intake rather than assume and will include a line on intake forms indicating that the shelters welcome trans and gender diverse clients.</li> <li>• Supporting the choices of transgender clients to access designated sleeping areas that will best preserve their safety and dignity. In instances where a transgender client expresses concerns about their safety or dignity, emergency shelter operators will accommodate requests for a bed in a gender neutral/private room, if possible.</li> <li>• Providing information on and referrals to reproductive health services.</li> <li>• If a client discloses that they are fleeing gender-based violence or intimate partner violence shelters will provide information on Violence Against Women services and shelters, as well as engage in safety planning if requested.</li> <li>• If possible and available, emergency shelter operators will create safer zones such as semi-private rooms.</li> </ul> |

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|               | <ul style="list-style-type: none"> <li>• Addressing harassment of transgender and gender diverse clients by focusing on the inappropriate behaviour and enforcing rights and responsibilities.</li> <li>• Enforcing policies around confidentiality that do not require transgender individuals to disclose their status. If they do disclose, emergency shelter operators will maintain confidentiality and ask the individual how they would like the topic to be addressed if it is raised.</li> <li>• Having a notification process for when men will be entering private shelter spaces of women, trans, and gender diverse persons.</li> <li>• All shelters will provide menstrual products for clients who menstruate.</li> <li>• A minimum of one washroom that is barrier-free, fully accessible and marked as gender neutral will be provided. Emergency shelter operators will provide options for private bathroom access whenever possible.</li> <li>• Emergency shelter operators will provide staff training on safety planning and resources to connect with a VAW shelter for support for gender based or domestic violence considerations.</li> </ul> |
| <b>Policy</b> | Not applicable                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |

| <b>6.8 Religion</b>       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|---------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Standard Statement</b> | <p>Emergency shelters serve clients from a wide array of backgrounds, experiences, and religious affiliations. It is important to acknowledge that people experiencing homelessness may have experienced persecution based on their religious affiliations or may have had traumatic experiences stemming from exposure to or involvement with a particular religion or religious organization. To provide a respectful environment for people practicing many different religions emergency shelter operators will ensure that their spaces, staff, and clients are welcoming and provide a respectful environment for people affiliated with all religions.</p> <p>Emergency shelter operators support religious diversity through the following practices:</p> <ul style="list-style-type: none"> <li>• Ensuring that respect for religious differences is maintained through anti-discrimination policies, made clear in written shelter policies and practices, but also posted in visible locations.</li> </ul> |

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|               | <ul style="list-style-type: none"> <li>• Allocating space for religious practice, such as a quiet space or prayer room with a closed door, is important to allow clients to maintain religious observation.</li> <li>• If requested, provide information on local religious communities or congregations that clients can access for support and community building is important for building up local support systems and community connections.</li> <li>• Allowing for flexibility at mealtimes for emergency shelters that provide food to accommodate religious fasting (e.g. during Ramadan).</li> <li>• Not requiring clients to participate in or attend any religious services or activities offered by the shelter.</li> </ul> |
| <b>Policy</b> | Not applicable                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |

| <b>6.9 Owners of Service Animals</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
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| <b>Standard Statement</b>            | <p>According to the <i>Accessibility for Ontarians with Disabilities Act</i> (AODA), clients are permitted to bring service animals into areas that are open to the public unless the animal is excluded by another law. In cases where another law prohibits service animals from entering the premises, emergency shelter operators will provide another way for clients to access services or facilities. Emergency shelter operators will accommodate service animals, however, may refer clients to alternative services if a service animal’s behaviour is compromising the safety of staff or clients.</p> <p>Clients must provide documentation from a regulated health professional for their service animal or an identification card from the Ontario Ministry of the Attorney General for people who are blind and use guide dogs.</p> <p>Clients are responsible for managing the behaviour of their service animal, arranging veterinary care, and meeting the basic needs of their service animal.</p> <p>If a client requires a service animal, emergency shelter operators should support clients in connecting with appropriate health supports when a service animal designation is needed and advocate for accommodation in housing options for clients with service animals.</p> |
| <b>Policy</b>                        | Not applicable                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |

## **7. Shelter Operations**

- 7.1. Training Requirements
- 7.2. Neighbourhood Relationships
- 7.3. Facility Ratios

**Intent:** This section details requirements related to the daily operations of emergency shelters, including staff training, facility ratios, and neighbourhood relations.

| <b>7.1 Training Requirements</b> |                                                                                                                                                                                                            |
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| <b>Standard Statement</b>        | Emergency shelter operators will have a written policy that outlines the orientation procedure and mandatory training for all its new employees, peer workers, volunteers, and Board of Directors members. |

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|  | <p>The training requirements outlined below may change to meet new and emerging needs in the homeless-serving sector. Emergency shelter operators will work with the City to identify and implement new training as required.</p> <p>The minimum mandatory training for shelter staff includes:</p> <ul style="list-style-type: none"> <li>• Ongoing Indigenous cultural competency and accountability</li> <li>• Shelter Diversion practices</li> <li>• Housing-Focused Case Management Supports</li> <li>• Discharge planning</li> <li>• Serious Incident Guidelines and Reporting</li> <li>• Service Restriction Guidelines and Reporting</li> <li>• Single Facilities Incident Plan (Emergency Contingency Plan)</li> <li>• VI - SPDAT (City to provide training)</li> <li>• HIFIS and/or applicable HMIS and data entry guidance (City to provide training)</li> <li>• Anti-racism, anti-oppression (AROP)</li> <li>• Infection Prevention and Control (IPAC) measures</li> <li>• Standard First Aid/CPR (at least one person per shift is certified in Standard First Aid/ CPR) and health and safety training (in accordance with the Workplace Safety and Insurance Act)</li> <li>• Workplace Hazardous Materials Information System (WHMIS) (for those exposed to hazardous materials in accordance with Regulation 101 under the Workplace Safety and Insurance Act)</li> <li>• Safe Food Handling Certificate (for any staff serving food for over 10 people in accordance with Ontario Food Premised Regulations 562/90)</li> </ul> <p>Shelters will also ensure that their volunteers, employees, Board of Directors, or agents, who deal with members of the public, receive training in the following areas:</p> <ul style="list-style-type: none"> <li>• Suicide intervention; crisis intervention; de-escalation</li> <li>• Provision of services to persons with disabilities, in compliance with the <i>Accessibility for Ontarians with Disabilities Act, (2005)</i></li> <li>• Harm reduction education including overdose risk assessment, referral to receive naloxone kits and training for staff and clients</li> <li>• Regular ongoing equity training</li> <li>• Training and education for staff and clients on experiences and issues related to the 2SLGBTQIA+ community</li> </ul> |
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|               | <ul style="list-style-type: none"> <li>• Training for safety planning, or connect with a VAW shelter for support for gender-based or domestic violence</li> <li>• Training on the Hamilton Emergency Shelter Standards</li> </ul> |
| <b>Policy</b> | <p>Emergency shelter operators will develop or adhere to the following policies related to this standard:</p> <ul style="list-style-type: none"> <li>• Orientation procedures and mandatory shelter staff training.</li> </ul>    |

| <b>7.2 Neighbourhood Relationships</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
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| <b>Standard Statement</b>              | <p>The City of Hamilton and emergency shelter operators recognize that emergency shelters operate within and for the Hamilton community, which requires respectful and responsive relationships with properties, businesses, and residents that neighbour shelter facilities.</p> <p>Emergency shelter operators will develop a good neighbour commitment that outlines:</p> <ul style="list-style-type: none"> <li>• How emergency shelter operators will mitigate and minimize the impacts of shelter activities on neighbouring properties, businesses, and residents.</li> <li>• How to contact the shelter to report incidents or concerns and when to contact police/bylaw for issues outside of shelter scope.</li> <li>• Provide community members with information on the complaints policy.</li> </ul> |
| <b>Policy</b>                          | <p>Emergency shelter operators will develop or adhere to the following policies related to this standard:</p> <ul style="list-style-type: none"> <li>• Complaints policy.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |

| <b>7.3 Facility Ratios</b> |                                                                                                                                                                                                                                                                                                                                                                                                           |
|----------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Standard Statement</b>  | <p>Clients accessing emergency shelters are entitled to adequate and appropriate sleeping facilities, washrooms, and bathing facilities. Emergency shelter operators are accountable to the City of Hamilton – Property Standards, zoning requirements, and provincial fire code.</p> <p>Emergency shelter operators will ensure clients have reasonable accommodations to meet their basic needs by:</p> |

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|               | <ul style="list-style-type: none"> <li>• Ensuring that ratios for amenities follow the Ontario Building Code, emergency safety planning guidelines, and Zoning by-laws as applicable.</li> <li>• Providing a minimum amount of space per person in the sleeping area, in accordance with Ontario Building Code, to decrease the potential spread of illness, to enhance personal security and to decrease altercations resulting from a lack of personal space.</li> <li>• Beds, cribs, and bassinets will be arranged in a manner that: <ul style="list-style-type: none"> <li>○ Facilitates clear walking paths and sightlines for emergency evacuations.</li> <li>○ Does not block air vents, windows, doors, plumbing, or access panels.</li> <li>○ Does not expose a client to existing or potential danger.</li> </ul> </li> </ul> <p>To assist clients in meeting their hygiene and sanitary needs, each shelter will provide a minimum of:</p> <ul style="list-style-type: none"> <li>• One toilet for every 15 clients up to the first 100 clients and one toilet for every 30 clients thereafter (urinals may replace up to half the number of required toilets).</li> <li>• One washbasin for every 15 clients (with liquid soap and paper towels).</li> <li>• One shower for every 20 clients.</li> </ul> |
| <b>Policy</b> | Not applicable                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |

## **8. Health and Safety**

- 8.1. Infectious Disease Prevention and Management
- 8.2. Cold Alerts and Heat Warnings
- 8.3. Safety Planning
- 8.4. Serious Incidents

**Intent:** This section details key areas of health and safety concerns which impact the operations of emergency shelters. Information in this section clarifies how emergency shelter operators prepare and respond to serious health and safety concerns in the shelter environment.

| <b>8.1 Infectious Disease Prevention and Management</b> |                                                                                                                                                                                                          |
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| <b>Standard Statement</b>                               | Emergency shelter operators will follow all directions and standards for infectious disease prevention and management set out by Health Canada and Infection Prevention and Control Canada. In the event |



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|               | of an outbreak or public health risk, emergency shelter operators will follow directions from Hamilton Public Health and the Ministry of Health. |
| <b>Policy</b> | Not applicable                                                                                                                                   |

| <b>8.2 Cold Alerts and Heat Warnings</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Standard Statement</b>                | When the City’s Medical Officer of Health issues a Cold Alert or Heat Warning recreation centres, social service agencies, and the homeless-serving sector respond as they are able to the needs of homeless and vulnerable residents by expanding service hours, easing service limitations/caps, and ensuring locations offer a welcoming space for individuals and families to stay out of the cold. More information on cold alerts and heat warnings can be found online (Cold Alerts: <a href="http://hamilton.ca/cold">http://hamilton.ca/cold</a> , Heat Warning: <a href="http://hamilton.ca/heat">http://hamilton.ca/heat</a> ). |
| <b>Policy</b>                            | Not applicable                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |

| <b>8.3. Safety Planning</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
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| <b>Standard Statement</b>   | <p>Emergency shelter operators undertake safety planning with clients for a number of reasons. Safety planning is a component of trauma-informed care and may be done at the request of the client when entering shelter and reviewed regularly throughout a shelter stay as needed. Emergency shelter operators and clients will build safety plans together which leverage available resources and reflect shelter limitations related to staffing and physical facilities. In some cases, emergency shelter operators may be able to offer interim safety measures until a more secure arrangement can be made.</p> <p>Safety planning is done in response to a risk assessment and for a variety of reasons including:</p> <ul style="list-style-type: none"> <li>• Protecting client safety in cases of conflict between residents or from an outside aggressor.</li> <li>• Protecting client safety in known incidents or suspected risk of human trafficking.</li> <li>• Protecting client safety related to harm reduction planning in cases where substance use may be a consideration for clients.</li> <li>• Protecting client safety in cases where suicide risk or self-harm may be a consideration.</li> </ul> |

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|               | <ul style="list-style-type: none"> <li>• Providing trauma-informed care for clients who have experienced abuse, trauma, and/or gender-based violence.</li> <li>• As a means of supporting clients engaging in sex work.</li> <li>• Connecting clients with health or mental health considerations to resources in the community.</li> <li>• Doing community safety planning when a risk may be posed to the surrounding community.</li> <li>• Having a documented approach for how emergency shelter operators and staff will support a client and modify approaches as may be needed to aid in de-escalation.</li> <li>• Maintaining safety at the shelter in accordance with the <i>Occupational Health and Safety Act</i>.</li> </ul> <p>Safety plans should be time limited and reviewed regularly.</p> |
| <b>Policy</b> | <p>Emergency shelter operators will develop or adhere to the following policies related to this standard:</p> <ul style="list-style-type: none"> <li>• Safety planning.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |

#### **8.4 Serious Incidents**

|                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
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| <b>Standard Statement</b> | <p>Emergency shelter operators will have a system in place for recording unusual incidents. The recording of the incident should include identifying any residents and staff who were involved in or witnessed the incident in the event of a criminal investigation.</p> <p>An incident report will be completed within 24 hours of all serious incidents involving fire, death, severe assault/accidental injuries and/or attempted suicides requiring medical assistance, and occurrences involving a firearm. One copy of the Serious Incident Report will be forwarded within 24 hours to the City of Hamilton.</p> <p>Shelter providers will make grief and loss support available to staff and clients following a client death or serious incident. Support may include de-briefing, healing circles, one-on-one counselling, and peer-to-peer supports.</p> |
| <b>Policy</b>             | <p>Emergency shelter operators will develop or adhere to the following policies related to this standard:</p> <ul style="list-style-type: none"> <li>• Serious incident policy.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |

## **9. Accountability and Governance**

- 9.1. Program Accountability
- 9.2. Board Requirements
- 9.3. Finance
- 9.4. Relevant Legislation

**Intent:** Emergency shelter services are shaped by and responsible to numerous external stakeholders. This section clarifies how emergency shelters are held accountable and governed through a combination of internal organizational structures, relevant legislation, and funding agreement requirements.

| <b>9.1 Program Accountability</b> |                                                                                                                                                                                       |
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| <b>Standard Statement</b>         | The City of Hamilton and emergency shelter operators work in collaboration to ensure that shelter services are delivered in accordance with the Hamilton Emergency Shelter Standards. |

Emergency shelter operators and the City of Hamilton are held accountable through the following mechanisms:

**Governance and Partnerships:**

- The City of Hamilton convenes regularly with emergency shelter operators and Indigenous Community Entity to review emerging issues in the homeless-serving sector, including but not limited to:
  - Reviewing the size and composition of the emergency shelter sector to determine if adjustments are needed to the number of beds and supports available.
  - Reporting and reviewing service restriction data on a quarterly basis.
  - Reviewing best practices and developing partnerships to meet client needs.
  - Strengthening and growing their relationship with Indigenous Community Entity to support Indigenous clients by exploring how to best deliver culturally safe supports and identifying the resources that would be required to make that happen.
  - Sharing feedback from PWLE engagement activities regarding system gaps, suggestions, and feedback.

**Contract Requirements:**

- Funding contracts will be maintained and monitored by the City of Hamilton. Program reviews will be conducted as required by funding contracts or at the request of the City of Hamilton.
- Emergency shelter operators will submit information as outlined in funding contracts.

**Communicating Policies and Expectations:**

- Emergency shelter operators will explain at intake (or as soon as possible) and post the following policies and expectations in a visible area of the shelter: Client rights and responsibilities, curfew policy, policies related to storing personal belongings, service restriction policy, and complaints policy. If requested, shelter staff will provide clients with a written copy of any shelter policy.

**Information Management:**

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|               | <ul style="list-style-type: none"> <li>• Emergency shelter operators will fully participate in Hamilton’s Homelessness Management Information System (HMIS), as outlined in Section 10: Information Systems of the standards.</li> <li>• Information management will be assessed in accordance with the applicable policy and guidance as available via HMIS for auditing including but limited to data field completion, user access and activities, attestations, and staff role assignments. System reporting will be assessed in accordance with the applicable policy and guidance as available via HMIS for reporting including but limited to service reach, client demographics, service outcomes, client follow ups, time to service, and service types.</li> </ul> <p><b>Complaints Policy:</b></p> <ul style="list-style-type: none"> <li>• If a client, advocate, or community member feels that emergency shelter operators are not meeting their obligations as outlined in the Standards, they may follow the process outlined under Section 2.3: Complaints Process.</li> <li>• Complaints which are not resolved by the shelter operator may be escalated to the City of Hamilton as outlined in the complaint resolution process (pending City Council approval September 2023). The City of Hamilton will report back to emergency shelter operators a summary of complaints received after emergency shelter operators complete their internal complaints process.</li> </ul> <p><b>Applicable Legislation and Bylaws:</b></p> <ul style="list-style-type: none"> <li>• Emergency shelter operators and their Board of Directors are responsible for ensuring that their organization complies with all relevant and applicable federal, provincial, and municipal legislation, including but not limited to those outlined in Section 9.4: Relevant Legislation of the Standards.</li> <li>• Emergency shelter operators will work with the City of Hamilton and Hamilton Public Health to respond as needed to infectious disease situations.</li> </ul> |
| <b>Policy</b> | Not applicable                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |

### 9.2 Board Requirements

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| <b>Standard Statement</b> | <p>Not-for-profit organizations funded to provide emergency shelter services will be governed by a volunteer Board of Directors.</p> <p>At a minimum, the Board of Directors is responsible for:</p> |
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|               | <ul style="list-style-type: none"> <li>• Ensuring the mandate, mission, values, and strategies of the organization are followed.</li> <li>• Setting agency priorities.</li> <li>• Reviewing and approving policies.</li> <li>• Evaluating services.</li> <li>• Ensuring that the organization meets funder expectations and contract conditions including compliance with the Standards.</li> <li>• Reviewing budgets and expenditures.</li> <li>• Reviewing and approving accounting and reporting procedures.</li> <li>• Selecting and conducting an annual performance review of the Executive Director.</li> </ul> |
| <b>Policy</b> | Not applicable                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |

**9.3 Finance**

|                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|---------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Standard Statement</b> | <p>On a monthly basis, all shelters will provide program and financial information to the Housing Services Division in a format specified by the City of Hamilton. All annual budget submissions will be submitted, in the specified format, to the City by a date determined by the City of Hamilton.</p> <p>Agencies will invoice the City in accordance with the terms and conditions of the funding agreements.</p> <p>Bookkeeping and financial records will be set up according to generally accepted accounting procedures, adhering to the terms and conditions of the funding agreements, and an annual audit will be conducted by a qualified independent auditor. All financial records will be kept for a minimum of seven years for financial audit purposes.</p> |
| <b>Policy</b>             | Not applicable                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |

**9.4 Relevant Legislation**

|                           |                                                                                                                                                                                                                                                                                                                                                                                    |
|---------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Standard Statement</b> | <p>Emergency shelter operators and their Board of Directors are responsible for ensuring that their organization complies with all relevant and applicable federal, provincial, and municipal legislation, including but not limited to:</p> <p><b>FEDERAL</b></p> <ul style="list-style-type: none"> <li>• Canada Consumer Product Safety Act</li> </ul> <p><b>PROVINCIAL</b></p> |
|---------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

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|               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|---------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|               | <ul style="list-style-type: none"> <li>• Accessibility for Ontarians with Disabilities Act</li> <li>• Child and Family Services Act</li> <li>• Ontario’s Homelessness Prevention Program, including its guidelines</li> <li>• Employment Standards Act</li> <li>• Fire Prevention and Protection Act</li> <li>• French Language Services Act</li> <li>• Health Protection and Promotion Act</li> <li>• Health Insurance Act, R.S.O. 1990</li> <li>• Municipal Freedom of Information and Protection of Privacy Act</li> <li>• Occupational Health and Safety Act</li> <li>• Ontario Building Code Standards</li> <li>• Ontario Fire Code</li> <li>• Ontario Human Rights Code</li> <li>• Ontario Food Premises Regulation</li> <li>• Personal Health Information Protection Act</li> <li>• Smoke Free Ontario Act</li> <li>• Workplace Safety and Insurance Act</li> </ul> <p><b>MUNICIPAL</b></p> <ul style="list-style-type: none"> <li>• Property Maintenance By-laws</li> <li>• Property Standards By-laws</li> <li>• Zoning By-laws</li> </ul> <p>In the event of any legal conflict between the Hamilton Emergency Shelter Standards and applicable legislation, the legislation shall prevail to the extent of the conflict.</p> <p>Shelter providers and their Board of Directors will consult qualified legal professionals about any and all legal and financial obligations related to their operation as a shelter.</p> |
| <b>Policy</b> | Not applicable                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |

**10. Information Systems**

- 10.1. Client Database Information Management Systems
- 10.2. Consent
- 10.3. Confidentiality
- 10.4. Storing Information

**Intent:** This section outlines how information about people experiencing homelessness will be recorded, including the process for obtaining consent from clients. Shelter operators and the City of Hamilton are responsible for maintaining records which include sensitive and personal information and as a sector, strive to maintain information in ways that are client centred and reflect best practices for maintaining the privacy and dignity of clients.



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| <b>10.1 Client Database Information Management Systems</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Standard Statement</b>                                  | Emergency shelter operators are directed to fully participate with Hamilton’s Homelessness Management Information System (HMIS), including participation in HIFIS-related activities, data collection, and reporting cycles. Programs are directed to use HIFIS or any other designated system to collect, manage, and share data at the direction of the City of Hamilton with the consent of the client for the purpose of providing clients with housing supports and helping clients find and maintain a place to live. |
| <b>Policy</b>                                              | <p>Emergency shelter operators will develop or adhere to the following policies related to this standard:</p> <ul style="list-style-type: none"> <li>• <i>HIFIS Data Sharing Protocol for Hamilton’s Homeless Serving System</i> and applicable data entry guidance.</li> <li>• <i>Hamilton’s Homeless Serving System – HIFIS Confidentiality and User Agreement.</i></li> <li>• <a href="#"><u>Hamilton’s Homeless Serving System Consent and Intake Policy.</u></a></li> </ul>                                            |

| <b>10.2 Consent</b>       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|---------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Standard Statement</b> | <p>Shelter staff will obtain informed consent from persons and dependents accessing shelter services, prior to consulting with or providing referrals to other service providers. Consent can change over time and shelters may review consent with clients periodically or at client request.</p> <p>Individuals must provide consent to have their personal information stored in the Homelessness Management Information System (HIFIS 4.0 and the By-Name List). All new clients are required to review and sign the Consent to Share Personal Information with Hamilton’s Homeless Serving System. In cases of declined consent, no</p> |

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|               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|---------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|               | <p>information will be added to HIFIS and the client’s name will not appear on the By-Name List. Staff will make every attempt to progressively engage clients to help them understand the benefits of participating in the Coordinated Access system of care and to obtain consent.</p> <p>Progressive engagement to obtain consent should be conducted according to agency practice in a way that is culturally considerate and respects individual autonomy. Consent must be provided in order for a client to be known to the homeless-serving system to be referred to additional supports through Coordinated Access. However, clients who decline consent still have full access to emergency sheltering, outreach, and drop-in services without restriction. The use of declined consent in HIFIS is used in exceptional circumstances and requires City approval. Referrals of Indigenous clients and other clients who do not consent to be added on HIFIS but <b>do</b> consent to their information being shared with the City and/or a specific program, can be made through the City of Hamilton based on the Urgent Health and Safety or Missing/Inaccurate Information criteria in the Coordinated Access Prioritization Policy.</p> <p>Indigenous clients are not required, but may choose, to consent to their information being stored in HIFIS and on the By-Name List (BNL). Indigenous clients are not required to complete a VI-SPDAT or SPDAT.</p> <p>This also applies to consent for data storage outside of HIFIS including other databases, tracking sheets, and paper records.</p> |
| <b>Policy</b> | <p>Emergency shelter operators will develop or adhere to the following policies related to this standard:</p> <ul style="list-style-type: none"> <li>• <a href="#"><u>Hamilton’s Homeless Serving System Consent and Intake Policy.</u></a></li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |

**10.3 Confidentiality**

|                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|---------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Standard Statement</b> | <p>Emergency shelter operators have access to detailed and highly sensitive personal information about clients. Protecting the privacy and confidentiality of shelter clients and their personal information is of the utmost importance.</p> <p>Each shelter operator and its staff will keep in confidence the personal information of clients to which it has access as part of the <i>HIFIS Data Sharing Protocol for Hamilton’s Homeless Serving System.</i></p> |
|---------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

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|               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|---------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|               | <p>All emergency shelter operators will comply with applicable municipal, provincial, and federal legislation relating to the collection, storage, and sharing of client personal information and in so doing will take all reasonable precautions to protect all personal information from any unauthorized use, disclosure, copying, modification, and destruction.</p> <p>Emergency shelter operators will notify clients that personal information collected in HIFIS may be shared with designated parties for the purposes of providing and funding ongoing or future housing supports. Emergency shelter operators will inform clients at intake of the process for requesting access to their personal file and will provide access within a reasonable timeframe of a client request for their file.</p> <p>Emergency shelter operators will develop a confidentiality strategy that works with clients to ensure that staff do not disclose personal information that a client wishes to remain private. Shelter staff will explain the limits of confidentiality to clients at intake, or as soon as possible.</p> |
| <b>Policy</b> | <p>Emergency shelter operators will develop or adhere to the following policies related to this standard:</p> <ul style="list-style-type: none"> <li>• <i>HIFIS Data Sharing Protocol for Hamilton’s Homeless Serving System</i> and applicable data entry guidance.</li> <li>• <i>Hamilton’s Homeless Serving System – HIFIS Confidentiality and User Agreement.</i></li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |

| <b>10.4 Storing Information</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|---------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Standard Statement</b>       | <p>As per the <i>HIFIS Data Sharing Protocol for Hamilton’s Homeless Serving System</i> the HIFIS Community Coordinator (The City of Hamilton) is responsible for the secure storage of all HIFIS data collected from the service providers. The HIFIS Community Coordinator will ensure that the data is backed up daily and stored in a secure location.</p> <p>It should be made clear to clients, through the signing of the Consent to Share Personal and Health Information with the Hamilton’s Homeless Serving System, where the client’s information will be stored, and which community partners have access to that information. For all new clients who sign the Consent form, staff will scan the signed copy of the consent on a secure scanning device</p> |

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|               |                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|---------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|               | <p>and upload it to HIFIS, delete the electronic copy of the consent, and then retain the physical signed copy of the form in a securely locked cabinet.</p> <p>This also applies to storage methods outside of HIFIS including other databases, tracking sheets, and paper records.</p>                                                                                                                                                                    |
| <b>Policy</b> | <p>Emergency shelter operators will develop or adhere to the following policies related to this standard:</p> <ul style="list-style-type: none"> <li>• Where and how hard copies/files are stored securely, for how long, and who has access to those files.</li> <li>• <a href="#"><i>Hamilton’s Homeless Serving System Consent and Intake Policy</i></a></li> <li>• <i>HIFIS Data Sharing Protocol for Hamilton’s Homeless Serving System</i></li> </ul> |

**11. Standards Administration**

11.1. Review History and Approval

11.2. Related Documents

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| <b>11.1 Review History &amp; Approval</b> |                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                        |
|-------------------------------------------|-----------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------|
| <b>Revision Number</b>                    | <b>Revision and Approval Date</b> | <b>Description of Change(s)</b>                                                                                                                                                                                                                                                                                                                                                                                                       | <b>Process Approval Name &amp; Position</b>            |
| 0                                         | October 2008                      | Creation of the first Hamilton Emergency Shelter Standards.                                                                                                                                                                                                                                                                                                                                                                           | City of Hamilton – Housing Services Division           |
| 1                                         | July 2023                         | <p>Creation of the revised Hamilton Emergency Shelter Standards.</p> <ul style="list-style-type: none"> <li>• New Sections created. Major additions to Sections 3, 5 and 6.</li> <li>• Updated all existing sections to add clarification on expectations and best practices related to the homeless-serving sector.</li> <li>• Endorsed by all sectors including men’s, women’s, family, youth, and Indigenous community.</li> </ul> | Michelle Baird,<br>Director, Housing Services Division |
| <b>Next Review Date: January 2027</b>     |                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                        |

**11.2 Related Documents**

The following policies and guides related to Hamilton’s homeless serving system referenced in the Standards can be found online: <https://www.hamilton.ca/people-programs/housing-shelter/preventing-ending-homelessness/resources-homeless-serving-partners>.

- *City of Hamilton complaint resolution process*
- *Hamilton’s Coordinated Access Case Management Policy*
- *Hamilton’s Coordinated Access Prioritization Policy*
- *Hamilton’s Coordinated Access System Process Guide*
- *Hamilton’s Homeless Serving System Consent and Intake Policy*
- *Hamilton’s Homeless Serving System HIFIS Confidentiality and User Agreement*
- *Hamilton’s Homeless Serving System Service Restriction Policy*
- *Hamilton’s Homeless Serving System Triage and Assessment Policy*
- *HIFIS Data Sharing Protocol for Hamilton’s Homeless Serving System*

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**Summary of Improvements from Version 1 (2008) to Version 2 (2023)  
of the Emergency Shelter Standards**

|                                | <b>2008 Standards</b>                                                                                                                | <b>2023 Standards</b>                                                                                                                                                                                                                        |
|--------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Focus on Equity</b>         | <ul style="list-style-type: none"> <li>- 3 new areas</li> <br/> <li>2 recommended training areas</li> </ul>                          | <ul style="list-style-type: none"> <li>- 39 enhanced areas</li> <br/> <li>- 24 new sections</li> <br/> <li>- Enhanced training and policy requirements</li> <br/> <li>- 12 engagement sessions with people with living experience</li> </ul> |
| <b>Approach and Authors</b>    | <ul style="list-style-type: none"> <li>- Approach: Focus on Men’s Sector</li> <br/> <li>Authors: Men’s sector, City staff</li> </ul> | <ul style="list-style-type: none"> <li>- System-Wide Approach</li> <br/> <li>- Authors: Women’s, Men’s, Indigenous, Youth, and Family sectors, City staff</li> </ul>                                                                         |
| <b>Next Scheduled Revision</b> | No Timeline / Commitment to Review                                                                                                   | 4 years                                                                                                                                                                                                                                      |

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## **Summary: People with Living Experience Consultation for Hamilton’s Emergency Shelter Standards**

### **Introduction**

In 2022, Homelessness Policy & Programs (HPP) staff began the process of updating the Emergency Shelter Standards for the first time since 2008. Updating the standards comprised of three main activities: conducting an inter jurisdictional review of existing Emergency Shelter Standards across Canada, forming a Standards writing committee consisting of shelter operators from each sector and Indigenous community partners, and engaging in a consultation process with people accessing emergency shelters.

Consulting individuals with lived expertise of homelessness was integral for updating the Hamilton Emergency Shelter Standards. This document summarizes the expertise shared from people with living experience (“PWLE”) during a 4-month engagement period where City staff visited 9 emergency shelters and 3 drop-in programs and spoke to almost 200 individuals about what was important to them, to be reflected in the Emergency Shelter Standards. Participants in the engagement sessions included single adults of all genders, youth, families, and people accessing an Indigenous drop-in program.

### **Highlights**

The engagement process resulted in PWLE sharing knowledge and suggestions from diverse experiences which have been organized into 9 high level themes:

|   | Themes                                   | # of comments per theme |
|---|------------------------------------------|-------------------------|
| 1 | Services offered                         | 379                     |
| 2 | Importance of Staff                      | 280                     |
| 3 | Rights and Responsibilities              | 257                     |
| 4 | Safety: Physical, Mental, and Belongings | 192                     |
| 5 | Health and Mental Health Supports        | 172                     |
| 6 | Access                                   | 139                     |
| 7 | Accommodations - Facility                | 126                     |
| 8 | Cleaning/Hygiene                         | 87                      |
| 9 | General                                  | 13                      |
|   | <b>Total Comments</b>                    | <b>1,645</b>            |

### **Methods**

The City hired peer support workers from Keeping Six to support the development of the consultation sessions and to be available to engage with and support PWLE during the sessions. Peer Support Workers would often encourage and inform people of the sessions, as well as take their feedback if they preferred to speak to a peer. Peer



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support workers assisted with building rapport and trust with PWLE, facilitating more participation and feedback in many instances. There were 3 City staff in attendance to facilitate discussion, take notes, and perform the administrative task of issuing clients a gift card and bus tickets for participation.

These 90-minute drop-in sessions were advertised via posters and shelter/drop-in staff. On the day of the sessions, peer support workers would circulate and invite people to the process. PWLE would drop in for a few minutes or stay much longer. They were issued one \$15 gift card and 2 bus tickets as compensation for sharing their expertise. Depending on the number of participants, City staff would facilitate a small group discussion or one-on-one feedback sessions. Questions were open ended, and staff encouraged people to give their feedback on what was important to them to be reflected in emergency shelter standards.

To guide the questions, we had a visual of the four quadrant “KISS” feedback model – “What would you keep, improve, start, and stop?” Although people often gave feedback outside of these themes, we had four general thematic areas to prompt questions and answers. We asked people about their:

- Access to emergency shelters
  - Access to a bed, length of wait, length of stay, etc.
- Services received in shelter
  - Anything from food services and bedding, to housing and health services.
- Safety
  - Belongings, physical, or mental safety
- Rights and Responsibilities
  - Behavioral expectations, client rights

PWLE provided their feedback on these themes, and many others, to City staff who wrote their comments down, spoke to a peer worker who documented their words, or wrote out their own ideas on post it notes. City staff used prompts to encourage PWLE to expand on their responses.

We decided to forgo surveys and Likert scales for more open ended, guided small group or one-on-one discussions. We wanted PWLE to not be bound by our preconceived questions and themes, though we knew it would mean a lot of extra labour to analyze those open conversations in the end.

These Post-it notes were recorded and sorted into themes to inform the standards. Almost 200 people provided nearly 1,650 comments from 12 locations to contribute to our understanding of the experience of people who access shelters.

**Limitations**

Involvement of PWLE must be meaningful and the contributions of PWLE should be acknowledged, valued, and compensated for feedback leading to documented outcomes. There is currently no established baseline for compensation of PWLE at the

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City. It was determined that \$15 gift cards and two bus tickets would be a welcome compensation, but some researchers recommend that each participant should be paid a living wage for their contribution. The Peer Workers hired through Keeping Six did meet the criteria of being paid a living wage.

Another limitation was that we only met with people who stayed at shelter or drop-in program on a particular day. Ideally, we would aim for a mix of people who are currently staying at shelter and people who have moved onto housing, noting that people may have a different perspective when not currently in crisis.

Personal or demographic data were not captured to provide as much anonymity as possible. The raw data was organized by site and with further time for analysis we could provide some insight into differences between the responses from those accessing services in specific sectors (however to maintain anonymity of participants we will not be sharing full raw data outside of the City).

The City’s bi-annual Point in Time Count has established the best practice of running an Indigenous-led “magnet event” to seek out the expertise of Indigenous people experiencing homelessness. This approach was not taken for this engagement, and therefore we likely engaged a disproportionately low number of Indigenous people relative to people experiencing homelessness.

Limitation in resources prevented capturing full transcripts of the consultations; however, City staff recorded as many direct quotes and insights as possible. More staffing at events would allow staff to work with smaller groups and record more verbatim feedback.

This was the City’s initial consultation of people living in emergency shelter as it relates to emergency shelter standards, therefore we do not have access to people’s expertise over time. We have proposed a 4-year review cycle, so this will set us up to do more consultations for the next round and allow us to start to have historical data as well.

Finally, in addition to our primary goal, we had hoped to improve PWLE engagement overall, as well as increase people’s understanding of the Standards and how the emergency shelter system works. Because we did not want to over-survey people, or take longer than 90-minute sessions, we decided against surveys to measure these particular outcomes. Although we can point to the number of sessions conducted (12 sessions, almost 200 people engaged), we did not measure the effectiveness of our consultations or the change in understanding of PWLE regarding standards and policy.

**Results**

Our goal was to tap into the expertise of PWLE to inform the writing of the Emergency Shelter Standards. Supplementary goals identified were to engage PWLE and improve our practice and relationships in this type of consultation, as well as increase PWLE understanding of emergency shelter standards and policy development processes.

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The charts below summarize what we heard from PWLE at the consultation sessions. The first chart shows the general themes ranked from the greatest number of comments, to least number of comments. The charts following this separate each of those general themes and group comments into the top 5-6 sub-themes that fell under the general theme. After each chart there are selected quotes from that theme. A full list of feedback is available upon request.

People both told us, and showed us, that they were happy to provide their feedback, and hoped that it would impact the work. The almost 1,650 comments were sorted into 9 major themes, listed below. Many categories overlap but were separated because there were enough comments to warrant a separate theme.

When reviewing the theme summaries, please note that the categories are sometimes broad or overlapping and as a result the frequency of each topic should be considered carefully. For example, to combine “Accommodations – Facility” and “Cleaning/Hygiene” and that would make it the 4<sup>th</sup> most popular theme. Many of these themes could be combined and are closely related.

**Theme: General - In their own words:**

“Every little bit helps motivate you to do more”

“I won’t make it through this winter if I can’t get a shelter space.”

“Shelters need to tell the general public about what’s happening, what the housing crisis is like. The wider community needs to know.”

**Theme 1: Services**

Participants had diverse perspectives and experiences with accessing emergency shelters. People were critical of the services offered, or not offered, during their stay at the shelter. They shared many great ideas for engagement during the day, especially vocal on this topic were seniors. People feel that long days with nothing to do only lead to depression, recreational drug and alcohol use, and inter-personal conflict. The second most popular topic was an appreciation for what services are offered. Despite being in crisis and in very difficult circumstances, many people took the time to express appreciation for the services they received. We noticed that the feedback on food services varied greatly based on location. Some people felt their cultural or dietary needs were being met, and some did not. Some people appreciated the continuous access to food and snacks, some people felt the quantity was lacking. People were also concerned about the supports and options for housing supports. People noted that it wasn’t necessarily the housing supports offered at the shelter, but the underlying conditions such as housing affordability and availability. Other people were unaware of services being offered or noted that they were insufficient to the problems at hand.

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| Services                                         | # of comments |
|--------------------------------------------------|---------------|
| Improve services: quality and quantity           | 103           |
| Appreciate services offered                      | 84            |
| Food: Improve quality and quantity               | 41            |
| Housing Services: Improve options and supports   | 26            |
| Housing Affordability                            | 26            |
| Services offered don't help/don't offer services | 24            |

**Theme: Services - In their own words:**

“There should be a service for every question [shelter staff] ask. For every problem you have or trauma you have to tell them about, they should be offering you a service or solution.”

“Boredom is the most damning. I try to get out walking, but my legs are killing me. Nothing to do but sleep to pass the time. I don’t know where to start.”

“Start on-site group programs to help give people direction. Programs keep people busy and off the street while waiting for a bed to be open. More programs would cut down on drug use.”

**Theme 2: Importance of Staff**

Not surprisingly, the importance and impact of staff was a common theme. Throughout the engagement sessions the impact of front-facing staff on the day-to-day lives of PWLE was clear. There is criticism of their experience with staff to date, primarily about favouritism and inconsistent treatment, but many of the comments were about what they want to experience in their interactions with staff. They want to see respect, empathy, de-escalation skills, and experience. People also expressed appreciation for skilled staff who have helped them, and concern about the supports and training staff receive. Numerous participants recognized that staff turnover is frequent and reported it has significant impacts on their experiences while in shelter.

| Importance of Staff                                    | # of comments |
|--------------------------------------------------------|---------------|
| Favouritism and inconsistency                          | 52            |
| Improved communication                                 | 51            |
| Respect, empathy, de-escalation, and experience        | 47            |
| More staff and support                                 | 44            |
| Staff training (general, trauma informed, anti-racism) | 36            |
| Staff appreciation                                     | 34            |

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**Theme 2 – Important of Staff: In their own words:**

“One exceptional worker can make the difference and really help with housing.”

“Protect staff from burnout and make sure they have empathy for people even though they see a lot.”

“Hire peer workers who are trans, Indigenous, and experience with drug use, homelessness, LGBTQ”

“Staff that are friendly and smile at you. It feels good. For a lot of us it’s been a long time since someone smiled at us.”

**Theme 3: Rights and Responsibilities**

People shared insight into how their rights and responsibilities as clients are perceived, understood, upheld or not maintained. People were very interested in having structured time or processes for feedback to the shelters and gave us many practical ways this could be accomplished. People also spoke to the discrimination they received (or witnessed others experience) from staff, whether based in racism or otherwise. They also spoke to a desire to have responsibilities and participation requirements that would have them contribute to the upkeep of the shelter. The rules are “fine” or “reasonable” to some people, and some people like to see drug use or alcohol use as no longer a reason for service restrictions. People wanted clearer information about service restrictions and for behaviours to be the causing of restrictions rather than substance use.

| Rights and Responsibilities                                     | # of comments |
|-----------------------------------------------------------------|---------------|
| Experienced discrimination from staff                           | 27            |
| Create structured time or process for feedback                  | 25            |
| Have shelter stayers clean and other participation requirements | 18            |
| R&R is fine as it is                                            | 16            |
| Improve reviewing restrictions                                  | 16            |
| Service restrictions for behaviour not drug use/alcohol use     | 13            |

**Theme 3 – Rights and Responsibilities: In their own words:**

“Have weekly goals for improvement at the shelter that are shared with clients (ex. on a board in the chapel) for feedback/ideas (keeps clients informed, know their complaints go somewhere, and see what's being worked on).”

“Have regular feedback and conversations with clients to empower them to have a say. This lets people know they have been listened to.”

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#### **Theme 4: Safety: Physical, Mental, and Belongings**

Although staff asked participants about multiple aspects of safety, people most often expressed concern about their belongings, whether it was the common occurrence of theft, or concern that staff too often or quickly throw out people’s belongings. People also spoke to their appreciation for the security measures in place, i.e. locked doors, security, and safety plans. People would like to see an improvement in conflict resolution to decrease bullying and assault in the shelters. Interactions with other clients and environmental factors (e.g. noise) were noted as having negative impact on mental safety/well-being.

| Safety: Physical, Mental, and Belongings          | # of comments |
|---------------------------------------------------|---------------|
| Belongings are not safe                           | 66            |
| Appreciate lock doors, security, safety plans     | 28            |
| Improve resolution of conflict, bullying, assault | 25            |
| Improve security                                  | 22            |
| Difficult environment to live in                  | 7             |

#### **Theme 4 - Safety: In their own words:**

“Do you think I carry this bag around all the time for fun? I have to carry stuff with me all the time.”

“They put us all together. You cannot choose your roommate and they can have lots of disturbing habits.”

“Having a personal safe is good for mental well-being and keeping belongings safe.”

#### **Theme 5: Physical and Mental Health Supports**

Feedback on health supports varied greatly between sites, however overall people were very concerned about drug use in shelter and people who use drugs. Participants reflected nuanced views on harm reduction and even people who wanted the shelters to be abstinence only spoke compassionately about people who use drugs needing a shelter of their own with appropriate supports. They spoke about the difficulties of trying to stay sober in a shelter environment, the difficulties of hiding your drugs and harm reduction equipment for fear of being service restricted, and generally for the lack of supports for people experiencing “disruptive” and “scary” mental health issues from the effects of using drugs. People expressed an interest in having greater access to health supports and mental health supports for all and several appreciated the supports available in shelter. In a few instances, people shared knowledge of supports with other participants during the engagement sessions.

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| Physical and Mental Health Supports                                  | # of comments |
|----------------------------------------------------------------------|---------------|
| Improve access to harm reduction supports and abstinence only spaces | 77            |
| Improve access to health supports                                    | 36            |
| Improve access to mental health supports                             | 34            |
| Appreciate health supports                                           | 9             |
| Appreciate current harm reduction services                           | 6             |

**Theme 5 – Physical and Mental health Supports: In their own words:**

“People use for different reasons, like pain management. It shouldn't be illegal if it's helping me survive.”

“Provide safe consumption sites AND safe non-consumption sites.”

“Newcomers have very limited access to health care beyond shelter doctor while waiting for temporary health card.”

**Theme 6: Access**

People spoke mostly to the need for improved access to dorms, bathrooms, and showers especially during the day. They wanted access for the sick and elderly to take naps and pointed out that there is often nothing else to do during the day. People also wanted to see improved communication and standardized rules across shelters to help them navigate the system better. Curfew is different at different shelters, and some people found the curfew rules to be beneficial for maintaining safety and reducing disruptions during the time when most are asleep.

| Access                | # of comments |
|-----------------------|---------------|
| Dorm access – improve | 29            |
| Navigation – improve  | 26            |
| Curfew – Improve      | 25            |
| Curfew – keep         | 14            |
| Extend length of stay | 10            |
| Hard to get in        | 8             |

**Theme 6 – Access: In their own words:**

“They tell you to keep calling and calling, but there aren't any beds.”

“When you're accessing a shelter for the first time in your life, you are scared, you don't know what to expect, or what is going to happen.”

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### Theme 7: Accommodations - Facilities

Having access to an emergency shelter bed was important for avoiding exposure to the elements and unsafe situations. People expressed a concern for people who can not find a bed in the shelter system, or their own wait time to get accepted into a shelter. Participants from the women’s sector engagement sessions identified that there are not enough shelter beds for women. There were criticisms of the congregate set up of many shelters and an expressed desire for more privacy. There was also a concern for the lack of accommodations for couples and pets and how these gaps may result in people staying outside or in unsafe situations.

| Accommodations – Facility | # of comments |
|---------------------------|---------------|
| More beds                 | 38            |
| Against congregate        | 32            |
| Couples                   | 17            |
| Pets                      | 13            |

#### Theme 7 – Accommodations – Facilities: In their own words:

“Shelters are life savers. Without Emergency Shelters you'd be out under a bridge out in the cold or hot.”

“I wish I was able to stay in my own room. Own rooms to give privacy and keep safe.”

“Keep families together. That includes owners and dogs.”

### Theme 8: Cleaning/Hygiene

People spoke at length about the bathrooms, laundry service, showers, and general cleanliness of the facilities. We could also see a difference between shelter locations – specific locations seem to have more issues with the bathrooms, or the politics of the laundry facilities. Inadequate number of bathrooms or frequently out of service bathrooms was more common feedback from the men’s sector. Participants across the singles sector identified that having the ability to shower at any time was important to them and not always possible depending on the shelter.

| Cleaning/Hygiene                      | # of comments |
|---------------------------------------|---------------|
| Improve bathrooms                     | 23            |
| Improve laundry service               | 13            |
| Improve Showers                       | 9             |
| Improve access to showers and toilets | 8             |
| Improve general cleanliness           | 6             |
| Improve access to undergarments       | 4             |



**Theme 8 – Cleaning/Hygiene: In their own words:**

“Start having a bathroom attendant to keep people from destroying washrooms”

“There needs to be bathrooms and showers that are accessible to all 24/7”

“Clean showers make you want to shower”

**Conclusion**

The expertise of People with Living Experience is invaluable to shaping programs, facilities, and policies in the emergency shelter sector. The City is grateful to all the people who participated in the engagement sessions for sharing their knowledge, experiences, and ideas with us. Client satisfaction is a critical accountability measure, but more than that, People with Living Experience know how the system works, they know what their needs are, and experience the system at work on the micro-every day level. They can bring to light perspectives that may be unknown or unknowable at the staff or senior leadership level. Their expertise can and should have a foundational impact on policy formation, and this is being recognized more and more in policy and research settings.

For this project, the expertise and data from PWLE has directly informed Hamilton’s Emergency Shelter Standards. The City wrote the shelter standards in collaboration with a working group made up of leaders from emergency shelter agencies and Indigenous organizations. Throughout the writing process City staff brought forward feedback from PWLE and integrated responses from PWLE into the updated shelter standards. Many sections of the standards were expanded on in ways that reflect suggestions from participants or attempt to address gaps identified by PWLE. The City is working on a People with Living Experience framework. The goal is to ensure that people with lived/living expertise of homelessness are effectively and meaningfully engaged with in the development, implementation, monitoring and adaptation of homelessness policy and programs on an ongoing basis. As policy makers, we have a responsibility and an ethical imperative to ensure that those impacted by our decisions are meaningfully engaged and involved in policy and program review processes. PWLE should be viewed as more than just “research subjects” an instead should be seen as “...research designers, implementers, analysts, authors, and disseminators”<sup>1</sup>. Involvement of PWLE must be meaningful and the contributions of PWLE should be acknowledged and valued, leading to documented outcomes.

Currently there are several recommendations from PWLE that exist, outlining how to meaningfully include and engage people experiencing homelessness and those in core

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<sup>1</sup> *A National Housing Strategy By and For Whom? Documented Experiences of People With Living Knowledge of Housing Need*, Systems Planning Collective ([2022](#))

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housing need in the development of policy and programming. Existing recommendations should be drawn on in the development of local strategies and approaches.

The [Lived Experience Advisory Council \(2016\)](#) has outlined seven principles for leadership and inclusion of people with lived experience of homelessness:

1. Bring the perspective of our lived experience to the forefront;
2. Include people with lived experience at all levels of the organization;
3. Value our time and provide appropriate supports;
4. Challenge stigma, confront oppression and promote dignity;
5. Recognize our expertise and engage us in decision-making;
6. Work together towards our equitable representation;
7. Build authentic relationships between people with and without lived experience.

**Next Steps**

By end of Q4, 2023 City staff will return to the communities of PWLE we engaged with and report back how we used their information in the Standards and other potential impacts of their knowledge. , Our results will be made into a one-page summary sheet to go with short information presentations we will deliver to PWLE.

Housing Services Division will continue to develop and commit to engaging people with living experience, and promote the principles listed above with our partners delivering emergency shelter services.

## Appendix “D” to Report HSC23007

Page 1 of 2

**Consultation Summary for Updating Hamilton’s Emergency Shelter Standards**

The Standards benefited from the expertise of other members of the homelessness sector. Emergency shelter operators attended a weekly working group to refine and rewrite the first draft. The City then presented the first draft for feedback from community groups with expertise on how to support the diverse range of people who access emergency shelter in Hamilton. The City collated the feedback and shelter operators came to consensus on the final draft.

| Consultation                                        | Group                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | N   |
|-----------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|
| City of Hamilton -Internal                          | <ul style="list-style-type: none"> <li>• Management and Staff</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 10  |
| Emergency Shelter Operators Standards Working Group | <ul style="list-style-type: none"> <li>• Mission Services               <ul style="list-style-type: none"> <li>○ Men’s Services</li> <li>○ Emma’s Place</li> </ul> </li> <li>• Good Shepherd               <ul style="list-style-type: none"> <li>○ Notre Dame</li> <li>○ Family Centre</li> <li>○ Mary’s Place</li> <li>○ Men’s Services</li> </ul> </li> <li>• Salvation Army Booth Centre</li> <li>• St Joseph’s Health Care – Womankind</li> <li>• Hamilton Regional Indian Centre</li> <li>• Coalition of Hamilton’s Indigenous Leadership</li> <li>• City of Hamilton</li> </ul>                                                        | 25  |
| People with Living Experience                       | <ul style="list-style-type: none"> <li>• Mission Services               <ul style="list-style-type: none"> <li>○ Men’s Services</li> <li>○ Emma’s Place</li> <li>○ Willow’s Place (Drop-In)</li> </ul> </li> <li>• Good Shepherd               <ul style="list-style-type: none"> <li>○ Notre Dame</li> <li>○ Family Centre</li> <li>○ Mary’s Place</li> <li>○ Men’s Services</li> </ul> </li> <li>• Salvation Army Booth Centre</li> <li>• St Joseph’s Health Care - Womankind</li> <li>• YWCA Drop-In</li> <li>• Wesley Drop-In</li> <li>• Hamilton Regional Indian Centre – Drop-In</li> <li>• Keeping 6 – Peer Support Workers</li> </ul> | 180 |

**Appendix “D” to Report HSC23007**

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|                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                         |            |
|------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|
| Community Groups (partial review of Standards) | <ul style="list-style-type: none"> <li>• The City’s Hamilton’s Housing Advisory Committee</li> <li>• The City’s LGBT Committee</li> <li>• Urban Core Community Health Centre</li> <li>• Canadian Drug Policy Coalition - Harm Reduction Working Group</li> <li>• Hamilton Social Medicine Response Team</li> <li>• Greater Hamilton Health Network – Women’s Homelessness Committee</li> <li>• Coalition of Hamilton’s Indigenous Leadership</li> </ul> | 40         |
| <b>TOTAL:</b>                                  | <b>23 organizations</b>                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>255</b> |



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

|                           |                                                                                                                                                                |
|---------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>TO:</b>                | Chair and Members<br>Emergency and Community Services Committee                                                                                                |
| <b>COMMITTEE DATE:</b>    | September 21, 2023                                                                                                                                             |
| <b>SUBJECT/REPORT NO:</b> | Emergency Shelter and Residential Care Facilities Systems Complaints Resolution Process (HSC23053) (City Wide)<br><b>(Outstanding Business List Item)</b>      |
| <b>WARD(S) AFFECTED:</b>  | City Wide                                                                                                                                                      |
| <b>PREPARED BY:</b>       | Robyn Perry (905) 546-2424 Ext. 7801<br>Kelly Coxson (905) 546-2424 Ext.6535<br>Rob Mastroianni (905) 546-2424 Ext. 8035<br>Greg Witt (905) 546-2424 Ext. 4818 |
| <b>SUBMITTED BY:</b>      | Michelle Baird<br>Director, Housing Services Division<br>Healthy and Safe Communities Department                                                               |
| <b>SIGNATURE:</b>         | <i>Michelle Baird</i>                                                                                                                                          |

### RECOMMENDATIONS

- (a) That Council approve the Emergency Shelter and Residential Care Facility Complaints Resolution Process attached as Appendix "A" to Report HSC23053 which details a standardized process for Housing Services Division staff to receive complaints or concerns about the services and care provided to residents in Hamilton's licensed residential care facilities and emergency shelters, outside those covered by existing legislation or bylaws; and,
- (b) That in order to implement the standardized Emergency Shelter and Residential Care Facility Complaints Resolution Process, an increase to the Housing Services Division's 2024 Budgeted Complement by 1.0 FTE, for a Project Manager, at an annual cost of approximately \$115 K in 2024, be referred to the 2024 Tax Operating budget process; and,
- (c) That Report HSC23053 Emergency Shelter and Residential Care Facilities Systems Complaint Resolution Process be considered complete and removed from the Emergency and Community Services Committee Outstanding Business List.

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## **SUBJECT: Emergency Shelter and Residential Care Facilities Systems Complaint Resolution Process (HSC23053) (City Wide) - Page 2 of 6**

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### **EXECUTIVE SUMMARY**

Hamilton's homelessness serving systems, including emergency shelters and residential care facilities continue to provide a person-centred approach that prioritizes high quality standards and customer service excellence for residents and shelter stayers. Part of a framework of high-quality service standards includes a well-designed complaints resolution process which enables complaints to flow through service providers directly to the City and ensures they are resolved in a timely manner. This process empowers people and ensures the voice of residents and the voice of shelter stayers are heard.

Emergency shelter providers, residential facility operators and Indigenous service providers have existing internal complaints resolution processes within their organizations and are committed to continuously improving the quality of service for people they serve. In consultation with these providers, the City of Hamilton developed this process not only to resolve complaints in the near term, but did so with the goal of capturing information in a coordinated manner to inform the continual adaptation and enhancement of its homelessness services over time. This process builds on the successes within Hamilton's Emergency Shelter Standards (HSC23007) and applies a high-quality complaints resolution process to residential care facilities. This approach demonstrates the continued evolution of customer service in Hamilton's homelessness serving system to date and looking ahead this sets the stage for ongoing system improvements and quality service provision in the future.

### **Alternatives for Consideration – Not Applicable**

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

**Financial:** Implementation of recommendations in this report would be referred to the 2024 Housing Services Tax Operating Budget with a levy impact of approximately \$115K in 2024 for salary and benefits.

**Staffing:** Implementation of recommendation (b) would require the addition of 1.0 permanent FTE within Housing Services Division's budgeted complement for a Project Manager to receive, document, triage, assess and coordinate the resolution of complaints related to residential care facilities and emergency shelter services.

**Legal:** N/A

### **HISTORICAL BACKGROUND**

On June 19, 2020, Emergency and Community Services Committee approved a motion to develop a one-year temporary Residential Care Facility Liaison position. The role was

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## **SUBJECT: Emergency Shelter and Residential Care Facilities Systems Complaint Resolution Process (HSC23053) (City Wide) - Page 3 of 6**

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responsible for answering phone calls and emails from residents of residential care facilities and/or their families, friends, caregivers, staff, etc. who have serious concerns or complaints about the facility. This role was implemented without additional FTE and instead was implemented through existing complement.

On July 8, 2021, Emergency and Community Services Committee approved Report HSC21027 to extend the Residential Care Facility Liaison complaints pilot project for six months to December 31, 2021.

On October 7, 2021, Emergency and Community Services Committee received Report (HSC20040(d)) Residential Care Facility Liaison Update #5 which provided details on the number and types of complaints received.

Since January 1, 2022, the temporary Residential Care Facility Liaison role was supported by an existing FTE redeployed within Housing Services, but it is no longer feasible to absorb this additional responsibility within existing workload of the position.

On April 7, 2022, a motion approved at Emergency and Community Services Committee directed staff to formalize a process to receive complaints, concerns, or questions about services provided to clients within Hamilton's emergency shelter system.

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

Residential care facilities and emergency shelters are both subject to municipal inspections for fire, building, food handling, and pest control measures as any other licensed business. Residential care facilities are additionally guided by Schedule 20 of the City of Hamilton By-Law, with dedicated staff in both Public Health and Municipal Law Enforcement ensuring compliance. No such bylaw exists for emergency shelters, other than those inspections noted above. Any complaints associated with the legislation and bylaws noted above are outside the scope of the proposed complaints resolution process and will be redirected to the appropriate City of Hamilton department or regulatory body.

Some licensed residential care facilities are classified as retirement homes, which are subject to provincial inspections and compliance under the Retirement Homes Regulatory Authority. No emergency shelters are classified as retirement homes.

Emergency shelters and residential care facility subsidy program are funded under the Ontario Ministry of Municipal Affairs and Housing with funding administered through the City of Hamilton. The Ministry of Municipal Affairs and Housing outlines program deliverables that emergency shelters and residential care facilities must meet. Housing Services Division administers contractual agreements with each emergency shelter and residential care facility subsidy program sites to outline expectations regarding program

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## **SUBJECT: Emergency Shelter and Residential Care Facilities Systems Complaint Resolution Process (HSC23053) (City Wide) - Page 4 of 6**

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outcomes, reporting, service benchmarks, client satisfaction, etc. Housing Services Division conducts regular program compliance monitoring with agencies to ensure provincial guidelines are met.

### **RELEVANT CONSULTATION**

Staff from Housing Services Division consulted with emergency shelter operators from all sectors and Indigenous service providers regarding the shelter complaints process through the process of updating Hamilton's Emergency Shelter Standards.

Emergency shelter operators and Indigenous service providers have existing internal processes to address complaints within their agencies and recommended a 2-stage process; whereas, complaints are first managed through individual internal complaint processes and second, if unresolved, complaints are escalated to the City of Hamilton for resolution.

Internal consultation was completed with the following:

- **Public Health Services.** Public Health Services staff approved of the process outlined in Appendix "A" and will continue to respond to complaints related to residential care facilities and emergency shelters which are within their mandate, including operating a separate complaint line to receive public health complaints related to residential care facilities.
- **Licensing and By-law Services.** Licensing and By-law Services staff approved of the process outlined in Appendix "A" and will continue to respond to complaints related to residential care facilities and emergency shelters which are within their mandate.
- **Housing Services Division Residential Care Facility Liaison.** The Residential Care Facility Liaison provided guidance on and approved the process outlined in Appendix "A" as well as details on the workload of this position, outlined in Appendix "B".

### **ANALYSIS AND RATIONALE FOR RECOMMENDATION**

Individuals residing in or accessing residential care facilities and emergency shelters are often marginalized and face systemic barriers to reporting complaints related to services they receive to meet their basic needs. While organizations have existing complaints resolutions processes in place within their organization, implementing a standardized, transparent process for escalating unresolved complaints empowers people to voice their concerns as well as addresses gaps to resolve issues related to service quality that are not governed through existing By-laws and regulations.

Currently, each emergency shelter and residential care facility has an internal process for managing complaints. Emergency shelters and residential care facility operators

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**SUBJECT: Emergency Shelter and Residential Care Facilities Systems Complaint Resolution Process (HSC23053) (City Wide) - Page 5 of 6**

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acknowledge that shelter stayers and residents have the right to participate in a fair, clear complaint and appeal process without fear of reprisal. The complaint process is communicated to shelter stayers and residents during the intake process, or within the first days of moving into a residential care facility or admittance to shelter, dependent upon the emergent situation the individual is experiencing at time of intake.

The 2023 update to Hamilton's Emergency Shelter Standards describes that a complaints procedure shall be accessible to all people upon intake, posted within the shelter, and issued upon request. The policy and process regarding complaints and appeals for each shelter includes how complaints can be made internally at the shelter level, and how complaints will be escalated to the City, investigated and resolved. The two-stage process was recommended by shelter operators and Indigenous service providers whereas complaints are only escalated to the City of Hamilton when all other options have been exhausted. Once the updated Hamilton Emergency Shelter Standards are finalized, they will be posted on the City of Hamilton website.

The Emergency Shelter and Residential Care Facility Systems Complaint Resolution Process is detailed in Appendix "A", in short, the process for complaints is as follows:

1. Complainant submits a complaint with the emergency shelter or residential care facility following the organization's internal complaints process
2. If unsatisfied with the resolution, the complaint is escalated to the City of Hamilton's Housing Services Division
3. The City of Hamilton's Housing Services Division investigates, responds to, and resolves the complaint
4. All complaint information, resolution/outcomes, actions and remedies are documented, results are communicated to all parties, complaint trends are monitored and tracked for future efforts to continuously improve service standards

Implementation of this new standardized process will require additional resources and this report recommends the referral of 1FTE Project Manager to the 2024 Tax Operating Budget process. Once resourcing is approved, the emergency shelter and residential care facilities' complaints process will be integrated into one process managed by a Project Manager to maximize the ability for the City to ensure a robust, fair, accountable, respectful and timely process.

## **ALTERNATIVES FOR CONSIDERATION**

N/A

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**SUBJECT: Emergency Shelter and Residential Care Facilities Systems Complaint Resolution Process (HSC23053) (City Wide) - Page 6 of 6**

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**APPENDICES AND SCHEDULES ATTACHED**

Appendix "A" to Report HSC23053 - Emergency Shelter and Residential Care Facility Complaints Resolution Process

Appendix "B" to Report HSC23053 – Complaints to RCF Complaints Line September 2022 to mid-August 2023

## Appendix “A” to Report HSC23053

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|                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|--------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Approval Date: September XX, 2023                                                    | Version 01                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Emergency Shelter and Residential Care Facility Complaints Resolution Process</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>1.0 - Purpose</b>                                                                 | To provide individuals who are accommodated within Hamilton’s Emergency Shelter System and Residential Care Facilities with a formal process that provides an open, fair and responsive way to communicate complaints when all other attempts to resolve issues have been exhausted.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>2.0 -Definitions</b>                                                              | <p><b>Client:</b> Any individual who is in receipt of any support services provided by a shelter.</p> <p><b>Complainant:</b> An individual who submits a formal complaint to a residential care facilities or emergency shelter, including clients, residents, anyone acting on the behalf of a resident or client, staff, medical providers, hospitals, social service organizations and paraprofessionals.</p> <p><b>Emergency shelter:</b> An organization that provides shelter to an individual or family experiencing homelessness with or without a referral, with the intention of providing short-term accommodation and housing support services to move clients into stable housing.</p> <p><b>Emergency shelter operators:</b> An organization that receives funds from the City to provide emergency shelter services in Hamilton.</p> <p><b>Resident:</b> Any individual who resides in a residential care facility.</p> <p><b>Residential care facility:</b> A program which provides safe and affordable supported housing in a communal setting (residential care facility) for people who require assistance with the daily activities of life.</p> |
| <b>3.0 - Scope</b>                                                                   | This policy applies to complaints submitted regarding residential care facilities or emergency shelter operations which have been escalated through the emergency shelter operator/residential care facility’s internal complaints policy and are not covered through existing dispute resolution mechanisms in parent By-laws or legislation at the municipal, provincial, or federal level.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |

**Appendix “A” to Report HSC23053****3.1 Exemptions**

Every emergency shelter and residential care facility receiving funding through the City of Hamilton shall follow this internal complaint policy.

**3.2 Provisions Conflicting this Policy are Void**

Any existing internal complaints process specific to an organization within the shelter system or among residential care facilities that conflict with this procedure are void.

**3.3 Other Legislation Outside the Scope**

Residential care facilities and emergency shelters are both subject to municipal inspections for fire, building, food handling, and pest control measures. Residential care facilities are additionally guided by Schedule 20 of the City of Hamilton By-Law, with dedicated staff in both Public Health and Licensing and By-law Services ensuring compliance. No such By-law exists for emergency shelters, other than those inspections noted above. Any complaints associated with the legislation and By-laws noted above are outside the scope of the proposed complaints resolution process and will be redirected to the appropriate City of Hamilton department or regulatory body.

**3.4 Types of Complaints**

Types of complaints covered by this process include the following enumerated complaint types:

- i. Service restrictions
- ii. Customer service standards
- iii. Resident/client relations
- iv. Internal standards, rules or guidelines or the residential care facility or emergency shelter operator
- v. Other complaint types that do not fit or be resolved through a dispute resolution mechanism that exists under an existing By-law, municipal, provincial or federal legislation or within the above enumerated complaint types subject to the consideration of the Manager of Homelessness and Housing Support, Housing Services Division.

## Appendix "A" to Report HSC23053

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|                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|----------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>4.0 - Guiding Principles</b></p> | <p><b>4.1 Accountability:</b> Hamilton's emergency shelter system and residential care facilities are accountable to the clients and residents accessing their services and standards defined by the City of Hamilton. Residential care facilities and emergency shelter agencies are held to a high level of service and are expected to deliver service according to the emergency shelter operator/residential care facility and system standards, mandates and funding agreements. process</p> <p><b>4.2 Respect:</b> People residing in residential care facilities or accessing emergency shelter must be treated with dignity and respect, putting the person at the centre of decision-making, and recognizing that they have the right to report complaints with their experiences in accessing services.</p>                                                                                                                                                                                                                                                                           |
| <p><b>5.0- Process</b></p>             | <p><b>5.1 Information Sharing Requirements</b></p> <p><b>5.1.1</b> Emergency shelters and residential care facilities will provide information to all clients regarding process this complaint resolution process at intake to shelter or move-in to residential care facility.</p> <p><b>5.1.2</b> Information regarding the complaint resolution process, including how complaints can be escalated to the City of Hamilton will be available on the City of Hamilton website.</p> <p><b><u>5.2 Complaint Submission Criteria (i.e. Who Can Submit a Complaint?)</u></b></p> <p>Complaints may be submitted by:</p> <ul style="list-style-type: none"> <li>• Individual residents or clients</li> <li>• Any agent acting on behalf of a resident or client, including, roommates, peers, friends, and family members of individual residents</li> <li>• Residential home staff, service coordinators, medical providers, hospitals, social service organizations and paraprofessionals regarding a client or resident's issue</li> </ul> <p><b><u>5.3 High-Level Complaint Process</u></b></p> |

**Appendix “A” to Report HSC23053**

The complaint process is a 2-stage procedure:

**Stage 1** includes an effort to resolve complaints between the complainant and the residential care facility or emergency shelter operator internally

**Stage 2** begins only when efforts to resolve the complaint between the operator/facility and complainant are unsuccessful. This initiates a more formal process where the complainant escalates their complaint to the City of Hamilton

#### **5.4 Detailed Complaint Process**

##### **Stage 1: Internal Complaint Process:**

5.4.1 Complaints related to residential care facilities or emergency shelter operator must first be submitted to and escalated internally according to the organizations' internal complaints process.

5.4.2 Every complaint shall be recorded by the residential care facility or emergency shelter and maintained in a Complaints Log. This log shall capture the following information:

- Name of complainant
- Date and time of complaint
- Type of complaint (as per Section 2.4)
- Brief description of complaint
- Resolution summary
- Action taken by shelter/facility
- If resolved – Yes or No
- If Yes, date and time resolved
- If No, date and time referred to City of Hamilton

5.4.3 If the complaint is not resolved, the complainant may escalate the complaint to the City of Hamilton Emergency Shelter and Residential Care Facility Complaints Resolution Process.

**Appendix “A” to Report HSC23053**

5.4.4 Only if the emergency shelter provider/residential care facility has exhausted all avenues for resolving the complaint internally and the complainant is not satisfied, the complainant will be directed to Stage 2 of the Emergency Shelter and Residential Care Facility Complaints Resolution Process

5.4.5 The complainant will be responsible for contacting the City of Hamilton to report the unresolved complaint.

5.4.6 Residential care facility or emergency shelter staff shall assist any client or resident who requests assistance in submitting a complaint to the City of Hamilton

**5.5 Stage 2: City of Hamilton led Emergency Shelter and Residential Care Facility Complaints Resolution Process**

5.5.1 The complainant shall submit the complaint to the Project Manager at City of Hamilton’s Housing Services Division by email XXXXXX@hamilton.ca. using the Emergency Shelter and Residential Care Facility Complaints Form or alternatively calling the Project Manager at XXX-XXX-XXXX ext. XXXX. If the call is received by phone, the Project Manager will complete the Complaints Form on behalf of the complainant.

5.5.2 Within 1 business day City staff shall triage the complaint and categorize it as high or lower priority.

- High priority complaints are those that pose risk to health or human safety of either the complainant or others, including staff. High priority complaints will be responded to immediately responding within 1 business day
- Lower priority complaints are those complaints that do not pose risk to health or human safety. Lower priority complaints will be responded to within 4 business days.

5.5.3 Upon receipt, the Project Manager will log the complaint in the Complaint Log and will be assess the complaint including but not limited to the following criteria:

- Name of complainant

## Appendix “A” to Report HSC23053

|  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|--|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | <ul style="list-style-type: none"> <li>• Date and time of complaint</li> <li>• Source of Complaint: Name of Facility of Shelter</li> <li>• Brief description of complaint</li> </ul> <p><u>Assessment</u></p> <ul style="list-style-type: none"> <li>• Type of complaint (as per Section 2.4)</li> <li>• Priority Level (High or Lower)</li> <li>• Verify the emergency shelter operator/residential care facility’s internal complaint policy has been adhered to</li> <li>• Verify the complaint does not fall under the jurisdiction of another municipal By-law, provincial legislation, or federal legislation.</li> <li>• Verify that and all attempts to resolve internally have been exhausted.</li> </ul> <p>5.5.4 When appropriate, the Project Manager shall redirect complainants to the applicable City of Hamilton Division (Licensing and By-law Services, Public Health), provincial regulatory body or federal regulatory body.</p> <p>5.5.5 The Project Manager will direct all verified complaints to Manager of Homelessness and Housing Support or designate for investigation and provide recommendations on a course of action</p> <p>5.5.6 The Housing Services Division Manager of Homelessness and Housing Support or designate shall take the recommendation and investigate and resolve the complaint as soon as practicable through one of the following activities/remedies:</p> <ul style="list-style-type: none"> <li>• Obtain additional information from the complainant, the applicable emergency shelter operator or residential care facility, and other relevant parties and communicating expectations, service standards and providing an accurate understanding of those service standards/levels to all parties</li> <li>• If appropriate, propose potential resolutions that are mutually acceptable to the complaint and the complainant and emergency shelter operator/residential care facility</li> </ul> |
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**Appendix “A” to Report HSC23053**

- If appropriate, mediate a resolution to the complaint with the complainant and emergency shelter operator/residential care facility
- If appropriate, assess an additional remedy within the scope of purview of the Manager of Homelessness and Housing Support to the complainant commensurate with level of service/standards that were unmet (e.g. move complainant to different shelter or facility)
- If appropriate, assess a written warning to the emergency shelter operator regarding their actions, staff behaviour or otherwise that resulted in the complaint
- If appropriate, develop an action plan for the emergency shelter operator/residential care facility, with timelines to address the complaint, alter the service/internal standard/internal process, report back regarding implementation including all changes made
- Refer the situation to the Hamilton Police Service, Ontario Human Rights Tribunal, Hamilton Community Legal Clinic or other body as appropriate

5.5.7 The Project Manager will assist the Program Manager or Supervisor and document the actions taken and outcome of the investigation

5.5.8 The Project Manager will provide information in writing on the outcome of the investigation to the complainant and emergency shelter operator or residential care facility

5.5.9 The Project Manager will complete a resolution summary into the Complaint Log which will include:

- Action taken by City
- Date and time resolved
- Date and time resolution communicated to complainant
- Follow up actions and outcome

### **5.6 Monitoring, Reviewing and Reporting of Complaints**

5.6.1 The Project Manager shall conduct a quarterly review and analysis of the sources and types of complaints received

## Appendix “A” to Report HSC23053

|                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|---------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                         | <p>5.6.2 The Project Manager shall report the review findings to the Housing Services Division Manager of Homelessness and Housing Support on a quarterly basis.</p> <p>5.6.3 With the assistance of the Project Manager, the Manager of Homelessness and Housing Support shall review the aggregate report and bring forward any larger scale trends and concerns for discussion with the Senior Management of emergency shelters and residential care facilities as part of regular efforts to continuously improve the quality of service across the homeless serving system. Information shall be used to inform the development of the next version of the Emergency Shelter Standards which are revised a minimum of every 4 years.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <p><b>6.0 – Documentation and Record Management</b></p> | <p><b>6.1 City of Hamilton - Housing Services Division</b></p> <p>As per of section 5.0 of this procedure, City staff will maintain the Complaints Log as well as electronic documentation of all complaints.</p> <p>Housing Services Division staff shall maintain documentation of complaints related to residential care facilities or emergency shelter services in accordance with City of Hamilton <i>Records and Information Management Policy</i>.</p> <p><b>6.2 Residential Care Facilities:</b></p> <p>As per of Section 5.0 of this procedure, all licensed residential care facilities will maintain a Complaints Log as well as maintain records of complaints submitted by residents or other persons in accordance with City of Hamilton funding contract requirements</p> <p><b>6.3 Emergency Shelter Operators:</b></p> <p>As per of Section 5.0 of this procedure, all emergency shelter operators will maintain a Complaints Log as well as maintain records of complaints submitted by residents or other persons in accordance with City of Hamilton funding contract requirements and in accordance with <i>Hamilton’s Emergency Shelter Standards section 2.3 Complaints Process</i>.</p> |
|                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |

## Appendix "A" to Report HSC23053

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|--------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>7.0 - Related Documents</b> | <ul style="list-style-type: none"><li>• <a href="#"><u>City of Hamilton Records and Information Management Policy</u></a></li><li>• <a href="#"><u>Hamilton's Homeless-Serving System Consent for the Collection and Sharing of Personal Information</u></a></li><li>• <a href="#"><u>Hamilton's Emergency Shelter Standards</u></a></li><li>• <a href="#"><u>Hamilton's Coordinated Access Process Guidelines</u></a></li><li>• <a href="#"><u>Hamilton's Housing and Homelessness Action Plan</u></a></li><li>• <a href="#"><u>The Residential Care Facilities (RCF) Subsidy Program</u></a></li><li>• <a href="#"><u>City of Hamilton's Licensing Schedule 20 By Law</u></a></li></ul> |
| <b>8.0 - Revision History</b>  | <p><u>Revision History</u></p> <ul style="list-style-type: none"><li>• Last Updated: September XX, 2023</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |

## Appendix "B" to Report HSC23053

| <b>Calls/Emails to RCF Complaint Line<br/>September 2022-mid August 2023</b> |               |
|------------------------------------------------------------------------------|---------------|
| <b>Month</b>                                                                 | <b>Number</b> |
| September 2022                                                               | 7             |
| October 2022                                                                 | 5             |
| November 2022                                                                | 2             |
| December 2022                                                                | 17*           |
| January 2023                                                                 | 3             |
| February 2023                                                                | 7             |
| March 2023                                                                   | 2             |
| April 2023                                                                   | 5             |
| May 2023                                                                     | 8             |
| June 2023                                                                    | 7             |
| July 2023                                                                    | 12            |
| August 2023                                                                  | 5             |

\*Multiple emails from same client.



**CITY OF HAMILTON**  
**HEALTHY AND SAFE COMMUNITIES DEPARTMENT**  
**Hamilton Paramedic Service**

|                           |                                                                                                         |
|---------------------------|---------------------------------------------------------------------------------------------------------|
| <b>TO:</b>                | Chair and Members<br>Emergency and Community Services Committee                                         |
| <b>COMMITTEE DATE:</b>    | September 21, 2023                                                                                      |
| <b>SUBJECT/REPORT NO:</b> | Standardization of Ruggedized Computer Devices for<br>Hamilton Paramedic Service (HSC23044) (City Wide) |
| <b>WARD(S) AFFECTED:</b>  | City Wide                                                                                               |
| <b>PREPARED BY:</b>       | Cliff Eggleton (905) 546-2424 Ext. 7743                                                                 |
| <b>SUBMITTED BY:</b>      | Michael Sanderson<br>Chief, Hamilton Paramedic Service<br>Healthy and Safe Communities Department       |
| <b>SIGNATURE:</b>         |                                                                                                         |

### RECOMMENDATION

- (a) That the Panasonic Toughbook Computer/Tablet devices be designated a “Standard” device pursuant to Procurement Policy 14 – Standardization, such designation to be reviewed again no later than December 31, 2030; and
- (b) That the Gamber-Johnson Computer/Tablet mounts for vehicle installations be designated a “Standard” device pursuant to Procurement Policy 14 – Standardization, such designation to be reviewed again no later than December 31, 2030; and
- (c) That staff be authorized to negotiate with HGlobal Technologies Inc. as a single source for the supply, parts, installation of ESO software and repairs required associated with the standardized Panasonic Toughbook Computer/Tablet devices chosen by the City, pursuant to City Procurement Policy 11 through to December 31, 2030; and
- (d) That the Chief of the Hamilton Paramedic Service or their designate, be authorized and directed to enter into and sign, on behalf of the City of Hamilton, any agreements and or necessary associated documents for the purchase of the Panasonic Toughbook Computer/Tablet and Gamber- Johnson Mounts with

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**SUBJECT: Standardization of Ruggedized Computer Devices for Hamilton Paramedic Service (HSC23044) (City Wide) - Page 2 of 4**

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content acceptable to the City subject to Procurement Policy, Section 4.2, Policy 2 Approval Authority; and

- (e) That the Chief of the Hamilton Paramedic Service or their designate, be authorized to amend any Contracts executed and any ancillary documents as required if a supplier(s) identified in this Report (HSC23044) undergoes a name change.

**EXECUTIVE SUMMARY**

The Hamilton Paramedic Service currently utilize Panasonic Toughbook Computer devices under the Corporate Procurement Policy 14 – Standardization, that was last approved by Council (FCS18085/HSC18048) on September 24, 2018.

On September 30, 2020 (by-law 20-205) Corporate Procurement Policy was updated and changes occurred to Policy 14 – Standardization, Section 4.14 (4) which now includes “Where a standardized Good or Service is approved by Council or the Manager of Procurement and the expiry of the standardization is not stated in the approval report or motion, the expiry of the standardization shall be no more than three years from the date of the approval” That policy change initiated a three year time limit on all current standardization agreements that didn’t include an original end date to expire on September 30, 2023, hence the need for this report.

Hamilton Paramedic Service is scheduled to acquire and replace the current devices that were purchased in 2018 next year in 2024 which will be included in the Capital Budget submission.

Council’s continued approval is recommended for the Hamilton Paramedic Service to continue the Standardization of the Panasonic Toughbook Devices and the Gamber-Johnson mounts.

**Alternatives for Consideration – Not Applicable**

**FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

Financial: Acquisition and replacement of the Panasonic Toughbook and Mounting systems have been estimated at \$800,000.00. These funds will be included in the 2024 Capital Budget under Project #7642251101 – 2024 Annual Equipment Replacement Project for Hamilton Paramedic Service.

Staffing: N/A

Legal: N/A

**SUBJECT: Standardization of Ruggedized Computer Devices for Hamilton  
Paramedic Service (HSC23044) (City Wide) - Page 3 of 4**

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## **HISTORICAL BACKGROUND**

Panasonic Toughbook Computers were previously approved on December 9, 2009 (Report FCS09119) and again on (FCS18085/HSC18048) on September 24, 2018, as the Corporate Standard for ruggedized computing devices for paramedic services.

The ruggedized devices used by the Hamilton Paramedic Service are Panasonic Toughbook models which are a military grade device. These devices are due for life-cycle replacement in 2024.

These devices are used by paramedics to complete their medical charting by utilizing ESO software that is installed on the devices, these devices are also used for sending diagnostic test results, accessing corporate and departmental communications. There is only one vendor in the province that has the rights from ESO to install ESO software and provide diagnostic repair and updates to the computers, that vendor is HGlobal Technologies Located in Hamilton, ON.

Paramedics use these devices in the field in all types of weather conditions and active situations on an ambulance or emergency response vehicle. Paramedics also use the device for confirmation/acknowledgements/signoff release, for patients refusing transport, medical advice, or treatment as the device can be carried in a tablet format for onscreen signatures.

To assist in the recommendations for the life-cycle replacement of the current Panasonic Toughbook, the Hamilton Paramedic Service conducted a comparative inquiry of the most common ruggedized devices used by other Emergency Services in the province. The Panasonic Toughbook was the device many of the respondents used. Respondents who have the current model of Toughbook provided limited negative feedback with positive feedback regarding the updated operations and ability of the new devices. These Panasonic devices are also currently used by the Hamilton Police Service who provided no negative feedback regarding current usage.

## **POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

Pursuant to the *Ontario Ambulance Act*, Section 4, Part 1(d), the Minister of Health has authority “to establish standards for the management, operation and use of ambulance services and to ensure compliance with those standards”.

Pursuant to this authority the Ministry of Health has published the “Provincial Equipment Standards for Ontario Ambulance Services V3.7”. The Panasonic Toughbook Devices

**SUBJECT: Standardization of Ruggedized Computer Devices for Hamilton Paramedic Service (HSC23044) (City Wide) - Page 4 of 4**

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and the Gamber-Johnson Computer/Tablet mounts are certified as following these standards, specifically General requirements for equipment and modifications.

**RELEVANT CONSULTATION**

Staff from Corporate Services – Procurement Section, Corporate Services – Financial Planning Administration and Policy, and Corporate Services – Information Technology have been consulted and their input has been included in this report.

Hamilton Police Service, Business & Strategic Initiatives was consulted to verify ongoing usage of devices and continued positive feedback.

**ANALYSIS AND RATIONALE FOR RECOMMENDATION**

The current standardization of the systems has been working well for the past 14 years with no identified problems, Paramedics are comfortable with the devices and completely understand how they function, and how they are secured and charged in the vehicles. Changing systems to a new device and mounting system may increase the stress for staff as they learn a new mounting system and the device.

Based on a comparative evaluation of alternatives, this Report recommends that Council continue to approve Panasonic Toughbook Computing Devices, along with Gamber-Johnson mounts for vehicle installations, as the Corporate Standard for ruggedized computing devices and mounts.

The anticipated operating costs of switching to a different device and mounting system would have to include (depending on the devices/system selected) the costs associated with procuring new devices and providing training to over approximately 400 paramedics in a new system/device.

**APPENDICES AND SCHEDULES ATTACHED**

None





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

|                           |                                                                                                            |
|---------------------------|------------------------------------------------------------------------------------------------------------|
| <b>TO:</b>                | Chair and Members<br>Emergency and Community Services Committee                                            |
| <b>COMMITTEE DATE:</b>    | September 21, 2023                                                                                         |
| <b>SUBJECT/REPORT NO:</b> | Housing Charge and Operating Subsidy for 272 Caroline St. S. Housing Co-operative Inc. (HSC23059) (Ward 2) |
| <b>WARD(S) AFFECTED:</b>  | Ward 2                                                                                                     |
| <b>PREPARED BY:</b>       | Carin Finch (905) 546-2424 Ext. 4837<br>Brian Kreps (905) 546-2424 Ext. 1782                               |
| <b>SUBMITTED BY:</b>      | Michelle Baird<br>Director Housing Services Division<br>Healthy and Safe Communities Department            |
| <b>SIGNATURE:</b>         | <i>Michelle Baird</i>                                                                                      |

### RECOMMENDATIONS

- (a) That the City enter into an agreement for housing charge supplements for 10 households and an operating subsidy for 272 Caroline St. S. Housing Co-operative Inc. on such terms and conditions as provided for in the Term Sheet attached as Appendix "A" to report HSC23059 along with any ancillary documentation and amendments in a form satisfactory to the City Solicitor and the General Manager, Healthy and Safe Communities Department, or their designate be authorized and directed to execute and administer the agreement; and,
- (b) That an increase to the 2024 Housing Service division budget of \$122K to support 10 housing charge supplements and an operating subsidy for 272 Caroline St. S. Co-operative Inc. be referred to the 2024 Tax Operating Budget process.

### EXECUTIVE SUMMARY

Built in 1936, 272 Caroline St. S. is a privately-owned rental three-storey walk-up building consisting of 21 units. The majority of the tenants have resided there for a number of years, and they have benefited from rent control keeping their rents at a reasonable rate.

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**SUBJECT: Housing Charge and Operating Subsidy for 272 Caroline St. S.  
Housing Co-operative Inc. (HSC23059) (Ward 2) - Page 2 of 5**

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In December 2022, the tenants learned that the building had been put up for sale and they banded together to form a tenant association. They were concerned that a private developer would purchase the building and increase rents significantly. They developed a plan to purchase the building and operate it as a non-profit housing co-operative that would offer affordable rents.

The tenants pooled some of their own money for the down payment on the purchase of the building. They are also receiving financial contributions from the Hamilton Community Foundation, Community Housing Transformation Centre, and philanthropic community supporters. They partnered with the Co-operative Housing Federation of Canada, as well as the Golden Horseshoe Co-op Federation to assist them in incorporating as a Co-operative and in the acquisition of the building.

In April 2023, 272 Caroline St. S. Co-operative Inc. (the Co-op) signed an agreement of purchase and sale with the current owner and have until April 2024 to close the deal. They have already completed an appraisal, title report, a building condition assessment, a structural engineering assessment, an environmental assessment, as well as a designated substance survey.

In order for the Co-op to make the operating budget work, the project requires an annual subsidy of \$62K. This is the result of the small equity contribution they were able to contribute, the high cost of borrowing and the operating costs associated with the building. In order to reduce the housing charges on 10 of the units to Rent-Geared-to-Income levels, they need supplements valued at approximately \$60K annually.

**Alternatives for Consideration – See Page 5**

**FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

Financial:

Based on the proforma provided for the Co-op, the project will require an operating subsidy of \$62K to be sustainable. This operating subsidy will generate net operating income equal to 5% of revenues that will be directed to reserves to support fluctuations in operating costs while agreements are reviewed. This operating subsidy is contingent upon also providing housing charge supplements. This is estimated to be \$60K calculated as the shortfall of current rents collected by tenants, who are considered Rent-Geared-to-Income (RGI) eligible, and Average Market Rent (AMR). Both the operating subsidy and housing charge supplements are recommended to be referred to the Housing Services 2024 tax operating budget.

Staffing: Not Applicable

Legal: None

**SUBJECT: Housing Charge and Operating Subsidy for 272 Caroline St. S.  
Housing Co-operative Inc. (HSC23059) (Ward 2) - Page 3 of 5**

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## **HISTORICAL BACKGROUND**

272 Caroline Street South is a privately-owned building that was put up for sale. The existing tenants banded together to form a tenant association, in order to purchase the building, and incorporate it as a not-for-profit housing co-op.

On March 29, 2023, the association was officially incorporated as 272 Caroline St. S. Housing Co-operative Inc. (the Co-op).

The Co-op signed an agreement of purchase and sale with the owner of the building and negotiated a 12-month closing period (ending February 2024).

The Co-op has completed their due diligence items and have completed a proforma in order to ensure their financial viability.

The tenant association has also managed to secure funding to cover the cost of the due diligence fees, as well as part of their down payment.

At the June 15 meeting of the Emergency and Community Services Committee a motion was approved to provide a forgivable loan in the amount of \$84,000 to the Co-op from the Ward 2 Special Capital Reinvestment Reserve (108052) for the purpose of providing down payment assistance for the purchase of the property municipally known as 272 Caroline Street South Hamilton and to be paid upon the closing of the sale of the property to the Co-op.

A Building Condition Assessment was completed on the building in May 2023. It uncovered some needed repairs. The main urgent repairs needed include the fuse panels and ungrounded circuit wiring, foundation cracks, hot water boiler replacement, some corrosion on the main water lines, and friable asbestos in basement pipe wrap, laundry room ceiling, and crawl space. The building also does not have a backflow preventer installed which will need to be completed immediately.

There are a number of other capital items that were identified as needing replacing within the next two to five years including window replacement, roof replacement, chimney repairs doors, and fire escape stairs. The Co-op board has prepared a capital plan to address these repair issues.

## **POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

The Housing Sustainability and Investment Roadmap is a “whole of Hamilton, whole of City government” approach designed to respond to new and growing pressures along the housing continuum to deliver best possible affordable housing outcomes for Hamiltonians.

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**SUBJECT: Housing Charge and Operating Subsidy for 272 Caroline St. S.  
Housing Co-operative Inc. (HSC23059) (Ward 2) - Page 4 of 5**

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Part of this Roadmap is the acquisition of affordable housing, as well as preservation of existing affordable housing. This will add 10 affordable units to the current housing stock which when vacant, will come off the waitlist. This will also preserve and maintain the 11 affordable market units in the building.

**RELEVANT CONSULTATION**

The Co-op members have been consulted to ensure that the information in this report is accurate.

Finance and Legal have been consulted with their comments incorporated into the report.

**ANALYSIS AND RATIONALE FOR RECOMMENDATION**

The Housing Sustainability and Investment Roadmap noted that Hamilton's housing market lost almost 16,000 lower rent units between 2011 and 2021. Between 2011 and 2016 the number of rental units in Hamilton below \$750 decreased by 10,400; with a further 5,500 lost between 2016-21. These findings provided the rationale for including the acquisition of existing affordable housing as one of its four pillars. Supporting the acquisition of 272 Caroline Street South by its tenants for the purposes of creating a non-profit housing co-operative represents a significant step in realizing the Housing Sustainability and Investment Roadmap vision.

The tenants of 272 Caroline Street South have worked with local and national industry experts to develop a strategy to finance the purchase and ongoing affordability of the building. The plan would see 10 of the 21 units subsidized at Rent-Geared-to-Income and the balance maintained as affordable housing (with housing charges targeted at a maximum of 125% of average market rent). It should be noted that people who live in non-profit housing co-operatives are "members," not "tenants" and they pay "housing charges," not "rent."

They secured approximately \$234,000.00 in funding from 5 sources which helps make the purchase possible, but still leaves an annual operating deficit. In order to further reduce the housing charges from 125%, the housing charges must be subsidized. It is estimated that the cost of subsidizing the housing charges would be \$60K/year. Providing the housing charge supplements would mean that 10 of the existing tenants would receive housing charges geared-to-income. It also means that as those tenants leave, future vacancies would be filled from the Access to Housing waitlist.

**SUBJECT: Housing Charge and Operating Subsidy for 272 Caroline St. S.  
Housing Co-operative Inc. (HSC23059) (Ward 2) - Page 5 of 5**

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In order to make the proforma (budget) for the purchase and operation of the building work at the stated levels of affordability, they need to an operating subsidy of \$50K annually.

The acquisition of this building represents a good value for money. Currently, new construction costs are approximately \$550K per unit. This project to purchase would cost \$225,000.00 per unit which is considerably lower than the cost of construction.

## **ALTERNATIVES FOR CONSIDERATION**

### **Recommendation**

- (a) That funding in the amount of \$52K be provided in 2024 and \$56K in 2025 to 272 Caroline St. S. Cooperative Inc. to be placed in their Replacement Reserve for building repairs to be funded from the projected 8% annual increases to the Municipal Capital Grant for Social Housing; and,
- (b) That the General Manager, Healthy and Safe Communities Department, or their designate be authorized and directed to execute and administer an agreement for the capital reserve contribution for 272 Caroline St. S. Co-operative Inc. in accordance with the Term Sheet attached as Appendix "B" to report HSC23059 along with any ancillary documentation and amendments in a form satisfactory to the City Solicitor.

## **APPENDICES AND SCHEDULES ATTACHED**

Appendix "A" to Report HSC23059 – Rent Supplement Operating Subsidy Term Sheet

Appendix "B" to Report HSC23059 – Term Sheet for Capital Reserve Contribution

## Term Sheet for Housing Charge Supplement and Operating Subsidy Agreement

272 Caroline St. S.

Landlord: 272 Caroline St. S. Housing Co-operative Inc.

### Housing Charge Supplement Conditions

1. The Housing Charge Supplements will be subject to the recipient entering into an a housing charge supplement assistance agreement with the same terms and conditions as the City of Hamilton's standard rent supplement agreement ("RSA") with such changes as approved by the General Manager of Healthy and Safe Communities Department ("GM") and required by the City Solicitor and containing such terms and conditions as set out within this term sheet and such additional terms and conditions as determined by the General Manager of Healthy and Safe Communities Department ("GM") and required by the City Solicitor.
2. The agreement shall have a duration of 10 years, at which time the City can either enter a new housing charge supplement agreement or can consider entering into a Service agreement subject to council approval.
3. The housing charge supplement assistance shall be provided to existing members of 272 Caroline St. S. who are deemed eligible and households selected from the centralized waiting list (Access to Housing) maintained by the City of Hamilton thereafter.
4. The level of financial assistance provided to tenants by 272 Caroline St. S. Housing Co-operative through the Housing Charge Supplement will be sufficient to meet the provincial service level standards as described in the *Housing Services Act, 2001* and associated regulations and will use Rent-Geared-to-income calculations or portable housing charge calculations as determined by the City of Hamilton.
5. 272 Caroline St. S. Housing Co-operative will be responsible for determining eligibility for assistance of prospective members, calculating housing charges and collecting the member portion in the manner outlined in the City of Hamilton's standard RSA.
6. 272 Caroline St. S. Housing Co-operative will provide reports to the City of Hamilton in a manner outlined by the City of Hamilton in its standard RSA or in such other manner as determined by the GM.
7. The agreement can only be transferred if the GM in their sole discretion and only in the following circumstances:

**Appendix "A" to Report HSC23059****Page 2 of 2**

- (a) the property is sold to another provider of "non-profit housing" who enters into an assignment agreement with the City and 272 Caroline St. S. Housing Co-operative agreeing to be subject to all of the terms and conditions of the housing charge supplement agreement for the remainder of the term of those agreements and such other terms and conditions as the GM and City Solicitor in their sole discretion deem appropriate.
8. Housing charges may be increased annually in an amount approved by the GM in their sole, absolute and unfettered discretion and can never be greater than 125% AMR
9. The operating subsidy must be used for the operations of 272 Caroline St. S. Housing Co-op.
10. The operating subsidy will be increased annually by the rate of inflation for the prior year.
11. An audited financial statement must be prepared annually, approved by the board and submitted annually to the City of Hamilton five months following the end of its fiscal year.
12. Payments will be reconciled annually in a format acceptable to the GM of Healthy and Safe Communities.
13. 272 Caroline St. S. may request to retain any unused funds subject to a review and decision at the sole discretion of the GM of Healthy and Safe Communities.
14. 272 Caroline St South Housing Cooperative Inc. must maintain the property, building, all mechanical systems and all units in a state of good repair in accordance with the City of Hamilton property Standards By-law, and to satisfaction of the GM in their absolute, sole and unfettered discretion.
- .

## Term Sheet for Capital Reserve Contribution Agreement

272 Caroline St. S.

Landlord: 272 Caroline St. S. Housing Co-operative Inc.

### Capital Reserve Contribution Conditions

1. The Capital Reserve Contribution will be subject to the recipient entering into the City of Hamilton's Capital Repair agreement ("CRA") containing such terms and conditions as set out within this term sheet and such additional terms and conditions as determined by the General Manager of Healthy and Safe Communities Department ("GM") and required by the City Solicitor.
2. The agreement shall have a duration of 10 years, at which time the City can either enter a new Capital repair agreement subject to council approval.
3. Capital Reserve contributions from the City of Hamilton must be placed in the Co-op's capital reserve account.
4. The capital reserve contributions must be used for the purpose of making Capital repairs to 272 Caroline St. S.
5. The Co-op must develop and maintain a preventative maintenance program and multi-year plan for capital repairs in a form and content satisfactory to the GM in her sole, absolute and unfettered discretion.
6. The Co-op must have a procurement policy requiring, at a minimum, that three quotes be obtained for work over \$10,000.
7. That the co-op must use Asset Planner software to track its capital repairs needs and progress.
8. The agreement can only be transferred if the GM in their sole discretion and only in the following circumstances:
  - (a) the property is sold to another provider of "non-profit housing" who enters into an assignment agreement with the City and 272 Caroline St. S. Housing Co-operative agreeing to be subject to all of the terms and conditions of the RSA for the remainder of the term of those agreements and such other terms and conditions as the GM and City Solicitor in their sole discretion deem appropriate.
9. 272 Caroline St South Housing Cooperative Inc. must maintain the property, building, all mechanical systems and all units in a state of good repair in accordance with the City



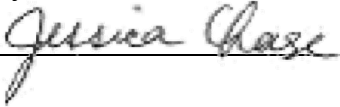
**Appendix "B" to Report HSC23059**

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of Hamilton property Standards By-law, and to satisfaction of the GM in their absolute, sole and unfettered discretion, and may be subject to inspections.



**CITY OF HAMILTON**  
**HEALTHY AND SAFE COMMUNITIES DEPARTMENT**  
**Children's and Community Services Division**

|                           |                                                                                                                  |
|---------------------------|------------------------------------------------------------------------------------------------------------------|
| <b>TO:</b>                | Chair and Members<br>Emergency and Community Services Committee                                                  |
| <b>COMMITTEE DATE:</b>    | September 21, 2023                                                                                               |
| <b>SUBJECT/REPORT NO:</b> | Canada-Wide Early Learning and Child Care (HSC22035(b))<br>(City Wide)                                           |
| <b>WARD(S) AFFECTED:</b>  | City Wide                                                                                                        |
| <b>PREPARED BY:</b>       | Rebecca Appleby (905) 546-2424 Ext. 3587<br>Brenda Bax (905) 546-2424 Ext 4120                                   |
| <b>SUBMITTED BY:</b>      | Jessica Chase, Director<br>Children's and Community Services Division<br>Healthy and Safe Communities Department |
| <b>SIGNATURE:</b>         |                                |

### RECOMMENDATION

That the City of Hamilton accept the additional 100% provincial 2023 Canada-Wide Early Learning and Child Care funding in the amount of \$ 731,687 from the Ministry of Education.

### EXECUTIVE SUMMARY

The province is in year two of implementing the Canada-Wide Early Learning and Child Care initiative. The goal of this initiative is to ensure more families across Ontario have access to safe, affordable, and high-quality child care. The Canada-Wide Early Learning and Child Care initiative will be phased in by March 2026, with the average cost of child care for eligible children 0 to 6 years reduced to \$12 per day.

In addition to the Canada-Wide Early Learning and Child Care 100 percent base funding, the Ministry of Education has increased allocations to support a directed child care expansion approach, which includes the following:

- Fee Reduction funding for directed growth to support new child care spaces.
- Workforce compensation funding for Early Childhood Educators who work in the new licensed child care programs.
- Start-up grant funding to support the costs associated with opening new child care programs; and,

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

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

**SUBJECT: Canada-Wide Early Learning and Child Care (HSC22035(b)) (City Wide)**  
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- Administrative funding.

In 2022, the City of Hamilton achieved the opening of 195 new Canada-Wide Early Learning and child care spaces. The following chart outlines the new child care space targets approved by the Ministry of Education for 2023 to 2026

| <b>Year</b>                   | <b>2023 Target</b> | <b>2024 Target</b> | <b>2025 Target</b> | <b>2026 Target</b> | <b>Total Space Targets</b> |
|-------------------------------|--------------------|--------------------|--------------------|--------------------|----------------------------|
| <b>School Based Spaces</b>    | 107                | 49                 | 49                 | -                  | 254                        |
| <b>Community Based spaces</b> | 381                | 265                | 339                | 302                | 1433                       |
| <b>Total</b>                  | 488                | 314                | 388                | 302                | 1687                       |

The Ministry also released an Access and Inclusion Framework to support new child care spaces, focusing on increased access to child care for children of low-income families, vulnerable children, children from diverse communities, children with special needs and Francophone and Indigenous children.

As previously identified under Council Information Report HSC22035(a) (Canada-Wide Early Learning and Child Care Update), Children's and Community Services Divisional staff completed an analysis which demonstrated a need to start with four wards. The Division acknowledges that all wards within the City of Hamilton have diverse child care needs. The Division is planning a deeper review and a phased expansion approach over the next four years to ensure the needs of all wards and neighbourhoods are being met.

To start, in 2023, directed child care growth will focus on:

1. Ward 6: East Mountain
2. Ward 7: Central Mountain
3. Ward 3: Hamilton Centre
4. Ward 4: East Lower Hamilton

Currently, staff are planning engagement with the community. Staff have contacted 27 community agencies that have existing relationships and connections with diverse communities to request they assist the City in gathering input from the families they serve. Staff are meeting with interested agencies to implement the approach that best suits their agency including to identify the tools and resources they require to successfully implement their engagement. The goal is to better understand child care

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needs and identify barriers that may exist for these families. Their input will help inform the application process inviting all child care licensees to submit their interest in operating the new child care spaces at various locations in wards 6,7,3 and 4. The application process will be opened up in mid-October with the goal of having 381 new community-based child care spaces open by the end of 2023.

Successful licensees will also be eligible to receive one-time startup funding to support the operating costs associated with opening new spaces. Eligible centre-based applicants will be able to receive a grant of up to \$90.00 per square foot of a new licensed space with a cap of \$350,000 for every 50 child care spaces created. Home child care licensee applications will be able to receive grants of up to \$1,000 per space created to a maximum of \$6,000 per provider. These details will also be included in the application process.

This approach to community engagement is an integral part of implementing Hamilton's Access and Inclusion Framework at a local level, based on:

- Including the voices of the community and families to determine how child care services can meet their needs.
- Cultivating meaningful engagement experiences to authentically hear from the community and families.
- Focusing on the voices of diverse and underserved populations who were identified as priority populations.
- Collaborating efforts, which include engagement through multiple community-based organizations that have existing relationships with identified priority populations to provide authentic, meaningful engagement experiences.
- Embedding guiding principles:
  - Equity, Diversity, Inclusion and Belonging
  - Charter of Rights for Children and Youth
  - Hamilton's Parent's Charter of Rights
  - How Does Learning Happen, Ontario's Pedagogy for the Early Years
  - Hamilton's Early Years Quality Program

Feedback from engagement with the community and families is valued and will inform child care expansion plans throughout the Canada-Wide Early Learning and Child Care implementation, as well as help to identify and address barriers to accessing child care.

In addition to community engagement, ongoing consultation is occurring with the following early years partners:

- Equity and Engagement Advisory Committee
- Consolidated Municipal Service Manager Advisory Committee
- Special Needs Resource Committee

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- School Boards
- Francophone Service Providers
- Indigenous Service Provider

**Alternatives for Consideration – Not Applicable**

**FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

**Financial:** In December 2022 it was announced that the City of Hamilton would be receiving \$79,298,169 in Canada-Wide Early Learning and Child Care funding during the initial 2023 Allocation announcement by the Ministry of Education. There has since been an updated 2023 Allocation announcement received for the Canada-Wide Early Learning and Child Care funding. The City of Hamilton will now be receiving a total of \$80,029,856 to help fund increased space allocations. The total increase of \$731,687 in new Canada-Wide Early Learning and Child Care funding has been received by the City from the Ministry of Education. These are 100% Provincial funds with no cost sharing requirements for the City.

In 2021, the City of Hamilton received a total funding allocation of \$80,590,378 from the Ministry of Education. With the introduction of the Canada-Wide Early Learning and Child Care initiative, the City's funding allocation increased by 43% to \$115,190,460 in 2022, and again by an additional 40.5% in 2023 to \$161,798,759.

**Staffing:** There are no staffing implications associated with this report.

**Legal:** The 2023 Ontario Transfer Payment Agreement has been received from the Ministry of Education. It has been reviewed and approved by Legal Services.

**HISTORICAL BACKGROUND**

On March 28, 2022, the Province of Ontario signed the Canada-Wide Early Learning and Child Care agreement with the Federal government. The system is designed to support Ontario's children, families, and the child care sector to provide high-quality, affordable, accessible, and inclusive licensed child care programs. The Canada-Wide Early Learning and Child Care agreement will provide funding to reduce child care fees for families with children 0 to 6 years of age to an average of \$12/day by March 2026. Both 2022 and 2023 are considered transitional years while the Ministry works with partners to create a new funding formula across the province. In 2022, the priorities focused on encouraging licensed child care programs to opt into the Canada-Wide Early Learning and Child Care system and reducing fees for families. The City of Hamilton

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had 214 out of 223 eligible child care programs choose to opt into the Canada-Wide Early Learning and Child Care system.

**POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

The City of Hamilton is the Service System Manager for the Early Years System as required by the Child Care and Early Years Act, 2014.

Under the new Canada-Wide Early Learning and Child Care funding guidelines, municipalities are required to maintain the Ministry's threshold for child care spaces which is currently 80% not for profit and 20% for profit in the City of Hamilton.

**RELEVANT CONSULTATION**

The investment of the additional Canada-Wide Early Learning and Child Care funding aligns with the City of Hamilton's Access and Inclusion Framework and is reflective of extensive ongoing consultation with the Child Care and Early Years sector and the priorities of the Early Years Community Plan. Children's and Community Services divisional staff met with staff in the City Manager's office to ensure this community engagement process aligned with the corporate initiatives of engaging the citizens of Hamilton.

**ANALYSIS AND RATIONALE FOR RECOMMENDATION**

The additional 2023 Canada-Wide Early Learning and Child Care Funding will be allocated based on the Ministry of Education's *Ontario Canada-Wide Early Learning and Child Care Guideline and Ontario's Access and Inclusion Framework 2023*.

**ALTERNATIVES FOR CONSIDERATION - None**

**APPENDICES AND SCHEDULES ATTACHED - Not Applicable**

# CITY OF HAMILTON

## MOTION

Emergency and Community Services Committee: September 21, 2023

**MOVED BY COUNCILLOR M. WILSON .....**  
**SECONDED BY COUNCILLOR .....**

### Gender Based Safety Audit

WHEREAS, the City of Hamilton strives to apply an equity lens to its activities to identify and remove barriers and to support best practices in planning, budgeting, implementation and evaluation of its operations, programs and services;

WHEREAS, Hamilton City Council’s 2022-2026 term priorities include the goal of safe and thriving neighbourhoods;

WHEREAS, in the United Nations report “[Cities Alive: Designing Cities That Work For Women](#)”, it is stated that “without a gender-responsive approach to urban planning, cities often compound gender inequalities that restrict women’s social and economic opportunities, health and wellbeing, sense of safety and security, and access to justice and equity”;

WHEREAS, people who identify as women in Hamilton were significantly less likely than men to feel very safe when walking alone after dark (34% versus 63%) ([Statistics Canada, Safe Cities Profile Series: Key indicators by census metropolitan area, May 2020](#));

WHEREAS, people who identified as women in Hamilton were significantly more likely to experience unwanted sexual behaviour in public than men (34% versus 15%) (Statistics, Canada, 2020);

WHEREAS, of those who experienced a physical or sexual assault or unwanted sexual behaviour, one in ten (10%) Hamilton residents said the most serious incident took place on public transit (Statistics, Canada, 2020);

WHEREAS, recent [HSR reports](#) stated that the majority of HSR ridership identify as women;

WHEREAS, most Two-Spirit and LGBTQ+ people surveyed in a 2019 community report responded that they felt less safe outside of their housing, on the street, or in their neighbourhood ([Mapping the Void: Two-Spirit and LGBTQ+ Experience in Hamilton, 2019](#));

WHEREAS, on March 29, 2023, [Hamilton City Council](#) directed staff to conduct a Crime Prevention Through Environmental Design (CPTED) review of the five City-owned escarpment staircases and report back on recommendations to improve the safety of escarpment staircase use specifically to prevent sexual violence;

WHEREAS, the National Inquiry for into Missing and Murdered Indigenous Women and Girls delivered 231 Calls for Justice and recognizes the systemic racism, violence and abuse against Indigenous women, girls and 2SLGBTQQIA+ people across Canada;

WHEREAS, a motion was passed at the Audit, Finance and Administration Committee on February 16, 2023 stating that the Hamilton Women and Gender Committee, Citizen Committee Report, respecting Applying a gender lens to the City of Hamilton budget, be received and referred to staff for report back to the Audit, Finance and Administration Committee in advance of the 2024 budget process on how a gender-based lens can be applied through a municipal budgeting process;

WHEREAS, there are statistical differences in gender-based access to various transport modes, especially in the lower percentage of women cycling then men, and how safe and comfortable they feel using them;

WHEREAS, gender-based outreach for the public bike share program in partnership with the Everyone Rides Initiative has resulted in more gender parity amongst bike share users;

WHEREAS, gender-based safety audits have been defined as a process which brings individuals together to walk through a physical environment, evaluate how safe it feels to them, identify ways to make the space safer and organize to bring about these changes;

WHEREAS, a gender-based safety audit prioritizes the experience and knowledge of women and gender-diverse individuals living in a neighbourhood and/or using a community space as experts in their own safety, comfort, dignity, and accessibility needs;

WHEREAS, violence is one of the priorities of the Community Safety and Well Being Plan and increasing the awareness of gender-based violence and developing safety resources has been recognized as a more specific area for attention;

WHEREAS, community driven hate reporting tools can further our understanding of areas of the city that require support to address safety concerns; and

WHEREAS, on August 18, 2023, City Council declared gender-based violence and intimate-partner violence an epidemic in Hamilton.

THEREFORE, BE IT RESOLVED:

- (a) That the YWCA lead the development of gender-based safety audits in Hamilton working in collaboration with City staff and community partners; and



- (b) That staff continue to work closely with the Community Safety and Well Being System Leadership Table to increase awareness of gender-based violence and explore opportunities for further action; and
- (c) That the aim of the safety audit review is to collect and compile evidence-based data, inputs, suggestions and recommendations on barriers to women, girls and gender-diverse individuals' safety and security in public spaces with a particular focus on the following realms:
  - (i) Future LRT Station design;
  - (ii) Select HSR stops and operations
  - (iii) City of Hamilton park redevelopment plans
  - (iv) City of Hamilton recreation facilities
  - (v) City streets and/or intersections
  - (vi) Any other space highlighted by audit participants
- (d) That the goal of the reviews will be to understand women and gender-diverse persons' key safety concerns in city spaces and to bring about improvements to the physical environments to remove hazards and improve feelings of safety along with any policy and/or operational recommendations and evidence-based actions to improve the service delivery and public infrastructure based on the audit findings; and
- (e) That staff be authorized to provide one-time funding in the amount of \$100,000 from the Building Safer Communities Fund (ID 679114) to support the safety review in collaboration with community partners.