



**EMERGENCY & COMMUNITY SERVICES COMMITTEE  
REPORT 23-003**

1:30 p.m.  
Thursday, March 23, 2023  
Council Chambers  
Hamilton City Hall  
71 Main Street West

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

**Also in Attendance:** Councillors J. Beattie, C. Cassar and J.P. Danko

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**THE EMERGENCY AND COMMUNITY SERVICES COMMITTEE RESPECTFULLY PRESENTS REPORT 23-003 AND RECOMMENDS:**

**1. Ending Chronic Homelessness (HSC23021) (City Wide) REVISED (Item 8.1)**

That Report HSC23021, respecting Ending Chronic Homelessness, be received.

**2. Consent Items (Item 9.1 to 9.2 (i) to (iii))**

That the following items be received:

- (i) Hamilton Fire Department Service Delivery Plan (2019 - 2028) Progress Update 2022 (HSC19026(b)) (City Wide) (Item 9.1)
- (ii) Advisory Committee Minutes (Item 9.2)
  - (a) LGBTQ Advisory Committee - January 17, 2023 (Item 9.2(a))
  - (b) Seniors Advisory Committee - January 6, 2023 (Item 9.2(b))
  - (c) Seniors Advisory Committee - February 3, 2023 (Item 9.2(c))

**3. Procurement of Physiotherapy Services at Municipal Long-Term Care Homes (HSC23014) (Wards 7 and 13) (Item 10.1)**

Pursuant to Procurement Policy 11 – Non-competitive Procurements, that Council approve the extension to Contract C5-21-14, for the provision of Physiotherapy Services and Exercise Services used at Macassa and Wentworth Lodges until January 31, 2024 and that the General Manager, Healthy and Safe Communities Department be authorized to negotiate, enter into and execute the extension and any ancillary documents required to give effect thereto with Hamilton Physio Clinic, in a form satisfactory to the City Solicitor.

**4. Arkledun Delay Mitigation and Interim Plan for Homelessness System Service Levels for Single Women (HSC23019) (City Wide) (Item 10.2)**

- (a) That Council approve a short-term extension of operations for 378 Main Street East (the former Cathedral Boys School) as a temporary emergency shelter for up to 100 single women from April 1, 2023 to no later than May 31, 2023, as a result of delays to the Arkledun housing project at an approximate cost of \$320 K monthly for an approximate total of \$640 K to be funded as outlined in recommendation (c)
- (b) That staff be authorized to implement an interim plan for homelessness system service levels for unsheltered single women and non-binary individuals for additional emergency system pressures in 2023 and to the end of March 2024, at an approximate total cost of \$2.87 M, as follows:
  - (i) From April 1, 2023 to December 31, 2023 for \$2.152 M be funded as outlined in recommendation (c):
    - (1) Adding interim capacity of up to 20 additional beds in the women’s emergency shelter system as needed, by opening 46 West Avenue South as a temporary emergency shelter (run by Good Shepherd Centre Hamilton) in the approximate amount of \$952 K
    - (2) Continuation of enhanced drop-in services for unsheltered women and non-binary individuals through Mission Services of Hamilton Inc. Willow’s Place and The Hamilton Young Women’s Christian Association (YWCA) Carol Anne’s Place, with \$1.2 M
  - (ii) From January 1, 2024 to March 31, 2024 for \$718 K be funded as outlined in recommendation (c):
    - (1) Adding interim capacity of up to 20 additional beds in the women’s emergency shelter system as needed, by opening 46 West Avenue South as a temporary emergency shelter (run by

Good Shepherd Centre Hamilton) in the approximate amount of \$318 K.

- (2) Continuation of enhanced drop-in services for unsheltered women and non-binary individuals through Mission Services of Hamilton Inc. Willow's Place and The Hamilton Young Women's Christian Association (YWCA) Carol Anne's Place, in the approximate amount of \$400 K.
- (c) That all such purchases outline in Recommendation (a), (b)(i), and (b)(ii) be funded from any available source jointly deemed appropriate by the General Manager of the Healthy and Safe Communities Department and the General Manager of the Finance and Corporate Services Department including, but not limited to, one or more of the following sources: Reaching Home, Homelessness Prevention Program, any available provincial or federal funding, or the City's COVID 19 Emergency Reserve; and
- (d) 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 purchases and grants outlined above 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.

**5. Golf Courses in the City of Hamilton Overview REVISED (Item 11.1)**

WHEREAS, the City of Hamilton owns and operates three 18-hole golf courses, King's Forest, Chedoke-Beddoe and Chedoke-Martin;

WHEREAS, in 2005 Hamilton City Council directed staff to issue a Request for Proposal for the management and operation of the City of Hamilton's golf courses;

WHEREAS, the internal staff submission was selected as the successful proposal to assume the management and operations of the three City of Hamilton golf courses beginning in 2007;

WHEREAS, the 10-year staff golf course business plan was to find efficiencies to reduce operating costs, enhance revenues and generate a capital reserve to fund necessary golf course works;

WHEREAS, two Performance Analysis have been completed and presented to a previous Councils in 2010 and 2015;

WHEREAS, the previous Hamilton City Council approved a five-year extension to the Golf Course Business Plan starting in 2016;

WHEREAS, the Golf Course Business Plan has not delivered on projected revenues nor generated funds for a capital reserve necessary for course improvements listed in the Golf Course Business Plan;

WHEREAS, many municipally operated golf courses are experiencing challenges in funding increasing operating and capital costs;

WHEREAS, it is anticipated that the Province of Ontario's Bill 23, More Homes Built Faster Act, will have implications for the City of Hamilton's ability to secure future parkland while population increases;

WHEREAS, it is the overwhelming preference of Hamilton residents to focus future housing development within the city's existing urban boundaries;

WHEREAS, the Chedoke Creek watershed runs through the Chedoke Golf course lands;

WHEREAS, the City of Hamilton has adopted a Climate Change Action Strategy and a Watershed Action Plan; and

WHEREAS, open spaces like the Chedoke Golf Courses could assist in realizing climate goals of environmental stewardship, sustainability, low impact development, equity of green space while advancing the goals of the Watershed Action Plan.

**THEREFORE BE IT RESOLVED;**

That staff be directed to report back to the Emergency and Community Services Committee by Q1 2024 with the following information for the purpose of determining and ensuring that the Chedoke golf course lands serves the public interest in the best possible way:

- (i) An overview of the Golf Course Business Plan, including identified deliverables, outcomes achieved, and the Performance Analysis conducted in 2010 and 2015;
- (ii) For each of the three municipal golf courses:
  - (a) A financial review of operating revenues, expenditures and required capital investments;
  - (b) The number of rounds played, the percent of capacity and the number of unique golfers being served at each course over the past fifteen seasons and the net operating budget for each season;
  - (c) The existing environmental management of the golf courses including average volume of water and fertilizer/pesticides used per season;

- (iii) Emerging trends with the municipal golf industry including rates of play; and
- (iv) An overview of current and projected parkland needs, based on the City's Parks Master Plan, including City policies and targets as defined in the Parks Master Plan, Urban Forest Strategy, and Climate Action Strategy

**FOR INFORMATION:**

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

The Committee Clerk advised the following changes to the agenda:

**5. COMMUNICATIONS**

- 5.1 Correspondence from Carmen Orlandis, Ward 3 Stinson Elder respecting the Arkledun Delay Mitigation and Interim Plan for Homelessness System Service Levels for Single Women (HSC23019) (City Wide)

Recommendation: Be received and referred to Item 10.2, Arkledun Delay Mitigation and Interim Plan for Homelessness System Service Levels for Single Women (HSC23019) (City Wide)

**6. DELEGATION REQUESTS**

- 6.2 Jean Fair, respecting Radial Separation and Moratorium and Item 10.2, Arkledun Delay Mitigation and Interim Plan for Homelessness System Service Levels for Single Women (HSC23019) (City Wide) (for today's meeting)
- 6.3 Manny Figueiredo, President & CEO YMCA of Hamilton, Burlington and Brantford, programs and services the WMCA delivers to support homelessness prevention, and an overview of the complexities and challenges facing the delivery of service at their 174-bed Men's Transitional Living Residence at 79 James Street South in Hamilton. (for today's meeting)
- 6.4 Katherine Kalinowski, James Moulton, Shawn MacKeigan, Salvation Army, Good Shepherd and Mission Services, respecting Item 8.1, Ending Chronic Homelessness (HSC23021) (City Wide) (for today's meeting)
- 6.5 Kayla Hagerty, respecting Item 8.1, Ending Chronic Homelessness (HSC23021) (City Wide) (for today's meeting)

**13. GENERAL INFORMATION / OTHER BUSINESS**

13.1 Amendment to the Outstanding Business List

(a) Item to be removed:

22-A: Comprehensive, Human-rights Based, Health-focused  
Housing Solutions for Residents Living Encamped across  
Hamilton

ECS 22-001, Item 6

Addressed in: HSC23009, GIC 23-001

Encampment Issues reports will go to General Issues

The agenda for the March 23, 2023 Emergency and Community Services Committee meeting was approved, as amended.

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

There were no declarations of interest.

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

**(i) February 16, 2023 (Item 4.1)**

The Minutes of the February 16, 2023 meeting of the Emergency and Community Services Committee, were approved, as presented.

**(d) COMMUNICATIONS (Item 5)**

- (i) Correspondence from Carmen Orlandis, Ward 3 Stinson Elder respecting the Arkledun Delay Mitigation and Interim Plan for Homelessness System Service Levels for Single Women (HSC23019) (City Wide) (Added Item 5.1)

The Correspondence from Carmen Orlandis, Ward 3 Stinson Elder, respecting the Arkledun Delay Mitigation and Interim Plan for Homelessness System Service Levels for Single Women (HSC23019) (City Wide) (Added Item 5.1), was received and referred to the consideration of Item 10.2.

**(e) DELEGATION REQUESTS (Item 6)**

The following Delegation Requests, were approved, as presented:

- (i) Hafeez Hussain, respecting the controls and verification process in the Healthy and Safe Communities in administrating the Ontario Works and ODSP Programs (Item 6.1)

- (ii) Jean Fair, respecting Radial Separation and Moratorium and Item 10.2, Arkledun Delay Mitigation and Interim Plan for Homelessness System Service Levels for Single Women (HSC23019) (City Wide) (Added Item 6.2)
- (iii) Manny Figueiredo, President & CEO YMCA of Hamilton, Burlington and Brantford, programs and services the YMCA delivers to support homelessness prevention, and an overview of the complexities and challenges facing the delivery of service at their 174-bed Men's Transitional Living Residence at 79 James Street South in Hamilton (Added Item 6.3)
- (iv) Katherine Kalinowski, James Moulton, Shawn MacKeigan, Salvation Army, Good Shepherd and Mission Services, respecting Item 8.1, Ending Chronic Homelessness (HSC23021) (City Wide) (Added Item 6.4)
- (v) Kayla Hagerty, respecting Item 8.1, Ending Chronic Homelessness (HSC23021) (City Wide) (Added Item 6.5)

**(f) DELEGATIONS (Item 7)**

- (i) Joanne Santucci, Hamilton Food Share addressed the Committee respecting the Status of Hamilton's Emergency Food System (Item 7.1 )
- (ii) Ingrid Waisgluss addressed the Committee respecting Recreational Facilities (Item 7.2)
- (iii) Jean Fair, respecting Radial Separation and Moratorium and Item 10.2, Arkledun Delay Mitigation and Interim Plan for Homelessness System Service Levels for Single Women (HSC23019) (City Wide) (Item 7.3)
- (iv) Manny Figueiredo, President & CEO YMCA of Hamilton, Burlington and Brantford, programs and services the YMCA delivers to support homelessness prevention, and an overview of the complexities and challenges facing the delivery of service at their 174-bed Men's Transitional Living Residence at 79 James Street South in (Item 7.4)
- (v) Katherine Kalinowski, James Moulton, Shawn MacKeigan, Salvation Army, Good Shepherd and Mission Services, respecting Item 8.1, Ending Chronic Homelessness (HSC23021) (City Wide) (Item 7.5)
- (iv) Kayla Hagerty, respecting Item 8.1, Ending Chronic Homelessness (HSC23021) (City Wide) (Item 7.6)

The following Delegations were received:

- (a) Joanne Santucci, Hamilton Food Share addressed the Committee respecting the Status of Hamilton's Emergency Food System (Item 7.1 )

- (b) Ingrid Waisgluss addressed the Committee respecting Recreational Facilities (Item 7.2)
- (c) Jean Fair, respecting Radial Separation and Moratorium and Item 10.2, Arkledun addressed the Committee respecting the Delay Mitigation and Interim Plan for Homelessness System Service Levels for Single Women (HSC23019) (City Wide) (Item 7.3)
- (d) Manny Figueiredo, President & CEO YMCA of Hamilton, Burlington and Brantford, addressed the Committee respecting the programs and services the YMCA delivers to support homelessness prevention, and an overview of the complexities and challenges facing the delivery of service at their 174-bed Men's Transitional Living Residence at 79 James Street South in Hamilton (Item 7.4)
- (e) Katherine Kalinowski, James Moulton, Shawn MacKeigan, Salvation Army, Good Shepherd and Mission Services, addressed the Committee respecting the respecting Item 8.1, Ending Chronic Homelessness (HSC23021) (City Wide) (Item 7.5)
- (f) Kayla Hagerty, addressed the Committee respecting the respecting Item 8.1, Ending Chronic Homelessness (HSC23021) (City Wide) (for today's meeting) (Item 7.6)

For further disposition on Item (a), refer to Item 4

For further disposition of Item (d), refer to Item 1

**(g) STAFF PRESENTATION (Item 8)**

**(i) Ending Chronic Homelessness (HSC23021) (City Wide) REVISED (Item 8.1)**

Angela Burden, General Manager, Healthy and Safe Communities, addressed Committee with a Presentation respecting Ending Chronic Homelessness (HSC23021) (City Wide).

The Presentation respecting Ending Chronic Homelessness (HSC23021) (City Wide), were received.

For further disposition of this matter, refer to Item 1

**(h) DISCUSSION ITEMS (Item 11)**

**(i) Arkledun Delay Mitigation and Interim Plan for Homelessness System Service Levels for Single Women (HSC23019) (City Wide) (Item 10.2)**



- (a) That Council approve a short-term extension of operations for 378 Main Street East (the former Cathedral Boys School) as a temporary emergency shelter for up to 100 single women from April 1, 2023 to no later than May 31, 2023, as a result of delays to the Arkledun housing project at an approximate cost of \$320 K monthly for an approximate total of \$640 K to be funded as outlined in recommendation (c).
- (b) That staff be authorized to implement an interim plan for homelessness system service levels for unsheltered single women and non-binary individuals for additional emergency system pressures in 2023 and to the end of March 2024, at an approximate total cost of \$2.87 M, as follows:
  - (i) From April 1, 2023 to December 31, 2023 for \$2.152 M be funded as outlined in recommendation (c):
    - (1) Adding interim capacity of up to 20 additional beds in the women's emergency shelter system as needed, by opening 46 West Avenue South as a temporary emergency shelter (run by Good Shepherd Centre Hamilton) in the approximate amount of \$952 K
    - (2) Continuation of enhanced drop-in services for unsheltered women and non-binary individuals through Mission Services of Hamilton Inc. Willow's Place and The Hamilton Young Women's Christian Association (YWCA) Carol Anne's Place, with \$1.2 M
  - (ii) From January 1, 2024 to March 31, 2024 for \$718 K be funded as outlined in recommendation (c):
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    - (2) Continuation of enhanced drop-in services for unsheltered women and non-binary individuals through Mission Services of Hamilton Inc. Willow's Place and The Hamilton Young Women's Christian Association (YWCA) Carol Anne's Place, in the approximate amount of \$400 K.
- (c) That all such purchases outline in Recommendation (a), (b)(i), and (b)(ii) be funded from any available source jointly deemed appropriate by the General Manager of the Healthy and Safe

Communities Department and the General Manager of the Finance and Corporate Services Department including, but not limited to, one or more of the following sources: Reaching Home, Homelessness Prevention Program, any available provincial or federal funding, or 2023 in year program and/or department/corporate surplus;

- (d) 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 purchases and grants outlined above 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.

Sub-section (c) of Report HSC23019, respecting the Arkledun Delay Mitigation and Interim Plan for Homelessness System Service Levels for Single Women, was amended to read as follows:

- (c) That all such purchases outline in Recommendation (a), (b)(i), and (b)(ii) be funded from any available source jointly deemed appropriate by the General Manager of the Healthy and Safe Communities Department and the General Manager of the Finance and Corporate Services Department including, but not limited to, one or more of the following sources: Reaching Home, Homelessness Prevention Program, any available provincial or federal funding, ~~or 2023 in year program and/or department/corporate surplus;~~ **or the City's COVID 19 Emergency Reserve;**

For further disposition of this item, refer to Item 4

**(i) NOTICE OF MOTION (Item 12)**

B. Clark relinquished the Chair to introduce the following Notice of Motion:

**(i) Declarations of Emergency in the Areas Of Homelessness, Mental Health and Opioid Addiction (Added Item 12.1)**

WHEREAS, the City of Hamilton acknowledges that the challenges of homelessness, mental health and the opioid crisis are exceptionally complex issues that have a measurable and significantly detrimental impact, including the loss of life;

WHEREAS, the challenges of homelessness, mental health and opioids have seen a trend of becoming more prevalent in recent years and continue to have a significant impact on the Hamilton communities;

WHEREAS, the City of Hamilton has met or exceeded its mandate in all of these areas, investing millions of unsustainable local property tax dollars into related programs and services;

WHEREAS, the City of Hamilton acknowledges that the challenges of homelessness, mental health and the opioid crisis are intrinsically diverse and should not be viewed as a single monolithic problem;

WHEREAS, the challenges of homelessness, mental health and opioid addiction are found throughout the entire province of Ontario and are not unique to Hamilton;

WHEREAS, the City of Hamilton recognizes that municipal emergencies in Ontario are declared by the head of council as per the process detailed in the Emergency Management and Civil Protections Act; and

WHEREAS, the City of Hamilton acknowledges that the declaration of an emergency does not immediately result in a municipality receiving any additional funds or resources from senior levels of government

THEREFORE BE IT RESOLVED:

- (a) That the Mayor formally issue three separate declarations of emergency, in the areas of homelessness, mental health and opioid addiction, as per the procedure outlined in the Emergency Management and Civil Protection Act;
- (b) That the Mayor send correspondence to the Provincial Government requesting that action be taken on the eight measures proposed by the Association of Local Public Health Agencies including:
  - (i) Creation of a multi-sectoral task force to guide the development of a robust provincial opioid response plan that will ensure necessary resourcing, policy change, and health and social system coordination;
  - (ii) Expanding access to evidence informed harm reduction programs and practices including lifting the provincial cap of 21 Consumption and Treatment Service (CTS) Sites, funding Urgent Public Health Needs Sites (UPHNS) and scaling up safer supply options;
  - (iii) Revision of the current CTS model to address the growing trends of opioid poisoning amongst those who are using inhalation methods; Public Health and Social Services Committee

- (iv) Expanding access to opioid agonist therapy for opioid use disorder through a range of settings (e.g. mobile outreach, primary care, emergency departments, Rapid Access to Addiction Medicine Clinics), and a variety of medication options;
  - (v) Providing a long-term financial commitment to create more affordable and supportive housing for people in need, including people with substance use disorders;
  - (vi) Addressing the structural stigma and harms that discriminate against people who use drugs, through provincial support and advocacy to the Federal government to decriminalize personal use and possession of substances and ensure increased investments in health and social services at all levels;
  - (vii) Increasing investments in evidence-informed substance use prevention and mental health promotion initiatives that provide foundational support for the health, safety and well-being of individuals, families, and neighbourhoods, beginning from early childhood; and
  - (viii) Funding additional and dedicated positions for public health to support the critical coordination and leadership of local opioid and substance abuse strategies;
- (c) That the Mayor send correspondence to the Minister of Municipal Affairs and Housing requesting action be taken to correct the funding allocation model for homelessness based on the results of Auditor General's 2021 report which found that provincial funding in this area is incorrect;
- (d) That the Mayor send correspondence to the Ministry of Health and the CEO of Ontario Health requesting that the province immediately commit to fully funding gaps in mental health service as have been identified in the Needs Based Planning project by Niagara Ontario Health Team's Mental Health and Addictions Working Group, as well as funding ongoing annual increases as required by inflation and population need;
- (e) That the Mayor send correspondence to Federal Minister of Justice and Attorney General, David Lametti, and Federal Minister of Health, Jean-Yves Duclos, reaffirming Regional Council's October 22, 2020 motion urging the Federal government convene a task force to explore the legal regulation and decriminalization of all drugs in Canada; Public Health and Social Services Committee

- (f) That the Mayor send correspondence to the Association of Municipalities of Ontario (AMO) requesting that targeted advocacy be conducted in these areas, including the development of a singular motion that can be ratified by municipal councils across Ontario calling on the province to take immediate action.

**(j) GENERAL ISSUES / OTHER BUSINESS (Item 13)**

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

- 1. Item to be removed:
  - (aa) 22-A: Comprehensive, Human-rights Based, Health-focused Housing Solutions for Residents Living Encamped across Hamilton  
ECS 22-001, Item 6  
Addressed in: HSC23009, GIC 23-001  
Encampment Issues reports will go to General Issues Committee

**(j) ADJOURNMENT (Item 16)**

There being no further business, the Emergency and Community Services Committee adjourned at 6:30 p.m.

Respectfully submitted,

Councillor B. Clark  
Chair, Emergency and Community Services  
Committee

Loren Kolar  
Legislative Coordinator  
Office of the City Clerk