

NOTICE OF MEETING
BOARD OF DIRECTORS AND MEMBERS
CITYHOUSING HAMILTON CORPORATION

SPECIAL MEETING

Date: TUESDAY, May 27th, 2025
Time: 10:00am – 12noon
Webex link – Board members join via Webex
invite in your calendar

Place: **Special Notice: (Hybrid / City Hall, 2nd Floor, Council Chambers & will be held via WebEx conferencing and live streamed only on YouTube for public access:**
[BoD youtube link May27 2025](#)
CHH website, Agenda Material link:
[BoD May27 AgendaMaterials](#)

AGENDA revised:

- 1) Call to Order
- 2) Conflict of Interest Declaration
- 3) Election/Appointment of Vice President
- 4) Confirmation of Minutes
 - a) Regular meeting held on April 22, 2025
 - b) Audit & Finance meeting held April 14, 2025
- 5) Delegation
 - a) Rose Hamilton respecting Safety and Security at First Place Hamilton Seniors Residence
- 6) **Guests: City of Hamilton, Public Works, Corporate Asset Management,**
CHH Proposed Level of Service, Asset Management Plan, – Briefing Note Update
- 7) Finance
 - a) Insurance Incidents (2024) (Report #25015)

b) Insurance Renewal (Report #25016)

8) Strategy Quality Improvements / Operations / Administration

- a) Strategic Communications Plan Annual Progress Update (Report #25013) -(deferred from Apr. 22, 2025)
- b) Vacant Unit Monthly Update, April 2025 (Report #25017)
- c) CHH Policy Update: Board Delegation / Energy (Report #25014)
- d) CityHousing Hamilton Corporation – Shareholder Direction Review (Report #25018)

9) CEO Written Updates

- 1.0 Together we Bloom – CityHousing Hamilton Garden Contest
- 2.0 Tenants First Team approved meeting minutes of March 11, 2025 (attached)
- 3.0 Board Communications: emails dated May 12, 15, 20 and 22, 2025

10) PRIVATE AND CONFIDENTIAL

a) Organizational Updates and Structure Review Update (Report #23007(c))

NOTE: Discussion of this Confidential Report in closed session is subject to the following requirement(s) of the requirement(s) of the City of Hamilton's Procedural By-law and the *Ontario Municipal Act, 2001*:

- as amended, as the subject matter pertains to personal matters about an identifiable individual, including City employees – CityHousing Hamilton or labour relations or employee negotiations.

RATIONALE FOR CONFIDENTIALITY

This report is being considered in Closed Session as it contains information related to identifiable staffing positions and a potential organizational restructuring.

Staff are recommending that Report #23007c, Organizational Updates and Structure Review remain confidential, as the primary subject matter pertains to personal matters about an identifiable individual(s).

11) Adjournment

To be Approved BoD on May 27, 2025

MEETING MINUTES
BOARD OF DIRECTORS AND MEMBERS
CITYHOUSING HAMILTON CORPORATION

Date: **Tuesday, April 22, 2025**

Time: **Board Meeting**
10:00am – 12noon

Location: Hybrid / City Hall, ~~1st Floor, room 192~~ (tech issues)
Changed to: 2nd Floor, Room 264

Meeting: **Regular Meeting**

Place: **Special Notice: (Hybrid / City Hall, 1st Floor, Room 192 (2nd Flr, Room 264) & will be held via WebEx conferencing and live streamed only on YouTube for public access:**
<https://www.youtube.com/live/cN7EUuda17I>
CHH website, Agenda Material:
<https://www.hamilton.ca/people-programs/cityhousing-hamilton#board-of-directors>

Present: Director-Councillor Nrinder Nann, *President*
~~Director-Citizen Christine Griffith, Vice-President~~
Director-Councillor Tammy Hwang, *Treasurer*
Adam Sweedland, CEO/Secretary
Director-Councillor Tom Jackson
Director-Councillor Cameron Kroetsch
Director-Councillor Alex Wilson
~~Director-Citizen Karl Andrus~~
~~Director-Citizen Adriana Harris~~
Director-Citizen Alice Plug-Buist

Regrets: C. Griffith, K. Andrus, A. Harris

Also Present: CHH Staff: A. Warren-Ritchie, S. Botham, P. Vander Klippe, L. Ward, R. Desouza
Other City Depts: Housing Division, P. Homerston, K. Harrington
Guest(s): Item 8b: Sujit Choudhry (virtual); Item 5a: Charles Brown, Brigitte Minard, Eric de Man, Ken Froese (virtual)
Public: (YouTube access provided)

1. Call to Order (Quorum is five)

President-Councillor N. Nann, called the meeting to order at 10:08am

“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 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 Chair proceeded with Roll Call at the beginning of the meeting.

Recess at 10:16 – tech issues

Restarted meeting at 10:21am

2. Conflict of Interest Declaration

In response of a call from the President for conflict-of-interest declarations:

NONE

3. Delegation Request

- a) Rose Hamilton respecting Safety and Security at First Place Hamilton Seniors Residence

Moved by Director-Councillor A. Wilson, seconded by Treasurer-Councillor T. Hwang and carried to approve delegation for May 27th, 2025 Board meeting.

4. Confirmation of Minutes

- a) **Special meeting held on February 18, 2025**

Moved by Director-Councillor C. Kroetsch, seconded by Treasurer-Councillor T. Hwang and carried to approve February 18, 2025 minutes as presented.

- b) **Audit & Finance meeting held February 14, 2025**

Moved by Treasurer-Councillor T. Hwang, seconded by Director-Councillor C. Kroetsch and carried to approve February 14, 2025 minutes as presented.

5. Finance

a) Office of the Auditor General, CHH Investigation Summary

The Board was in receipt of Report # CHH25012/AUD25004 from CEO/Secretary dated April 22, 2025.

CEO Adam Sweedland welcomed & introduced guests to present Report CHH25012/AUD25004:

City of Hamilton: Charles Brown, Auditor General, Brigitte Minard, Deputy Auditor General, Eric de Man, Solicitor *and (virtual) Consultant Ken Froese, from Delta Consulting* presented slide show including but not limited to:

- Accounts Payable Special Investigation – CHH summary (Fraud and Waste Report #73367)
- What We Did
- The Incident
- The Investigation
- Summary Findings and Recommendations
- Delta Consulting / Investigation Summary – Recommendations
- Conclusion

It was moved by Director-Councillor A. Wilson, seconded by Treasurer-Councillor T. Hwang, and carried:

- 1) That the Management Responses as detailed in Appendix “A” to Report CHH25012/AUD25004 **BE APPROVED**.
- 2) That the CEO of CityHousing Hamilton **BE DIRECTED** to implement the management responses (attached as Appendix “A” to Report CHH25012/AUD25004) and report back to the Board of Directors by November 2025 on the nature and status of actions taken in response to the special investigation report.

b) Operating Variance (Expenses, February 2025)

The Board was in receipt of Report #25009 from CEO/Secretary dated April 22, 2025.

Rochelle Desouza, CFO gave an overview of the 2025 operating expenses including but not limited to: expenses, salaries, administration, actuals, insurance, unit turnovers, security, HVAC and utilities.

Due to the City of Hamilton’s cyberattack incident, revenues are not included because the tenant software, NEC/Northgate programs are not accessible currently.

The Board commented on assessing cost efficiencies for utilities and security. Director-Councillor C. Kroetsch will follow up with the Fire Department regarding fire boxes.

It was moved by Director-Citizen A. Plug-Buist, seconded by Director-Councillor A. Wilson, and carried:

That Report #25009, be **received** for information.

6. Strategy Quality Improvements / Operations

a) 2023-2027 Strategic Plan Annual Progress Update

The Board was in receipt of Report #25011 from CEO/Secretary dated April 22, 2025.

Amanda Warren-Ritchie, Manager Strategy & Quality Improvements presented slide show including but not limited to:

- Flourishing Communities
- Tenants First Team
- Pride in Home
- Neighbourhood Revitalization
- A Whole Team Approach
- Communications / Employee Engagement / Media Sentiment and Scorecard

It was moved by Director-Citizen A. Plug-Buist, seconded by Director-Councillor A. Wilson, and carried:

That Report #25011, 2023-2027 Strategic Plan Annual Progress Report be **received** for information.

b) Strategic Communications Plan Annual Progress Update

The Board was in receipt of Report #25013 from CEO/Secretary dated April 22, 2025.

Due to time constraints, the Chair recommends deferring this item to the May Board meeting.

It was moved by Treasurer-Councillor T. Hwang, Director-Citizen A. Plug-Buist and carried:

Defer Report #25013 to the May 27th Board meeting.

c) Vacant Unit Monthly Update, March 2025

The Board was in receipt of Report #25010 from CEO/Secretary dated April 22, 2025.

Amanda Warren-Ritchie, Manager, Strategic Quality & Improvements gave an overview of report noting the current vacancy rate as of March is 1.82% (130 units).

It was moved by Director-Councillor C. Kroetsch, seconded by Director-Councillor A. Wilson, and carried:

That Report #25010, Vacant Unit Monthly Update – March 2025 be **received** for information.

7. CEO Written Update

1.0 Appointment of Officer, Signing Authority, COO and CPO (attached)

On a motion by Treasurer T. Hwang, seconded by Director-Councillor A. Wilson and carried, it was resolved that:

The following Director be appointed as Officer(s) with signing authority.

Chief Portfolio Officer:
CPO, CityHousing Hamilton, **Sean Botham**

Chief Operations Officer:
COO, CityHousing Hamilton, **Leanne Ward**

- 2.0** Shareholder meeting March 3, 2025, Resolution for 2023 Financial Statements and Appointment of Auditors for 2024 (attached)
- 3.0** Tenants First Team approved meeting minutes of January 14, 2025 (attached)
- 4.0** Election Officer, Vice President (vacated seat), nomination(s) at next Board meeting
- 5.0** Board Communications: Feb. 18th, Feb. 20th, Mar. 17th, Mar. 25th, Apr. 9th, 2025

Adam Sweedland, CEO gave an overview of each item.

It was moved by Director-Councillor A. Wilson, seconded by Treasurer-Councillor T. Hwang, and carried:

That the CEO Updates and Communications be **received** for information or discussion purposes.

8 In-Camera / Confidential

Motion moved by Treasurer-Councillor T. Hwang, seconded by Director-Councillor A. Wilson and carried to move In-Camera for items 8a and 8b at 11:17pm.

Motion moved by Treasurer-Councillor T. Hwang, seconded by Director-Councillor A. Wilson and carried to present item 8b first then item 8a.

Attendees (at 11:45am) for **Item 8a**: N. Nann, C. Kroetsch, T. Hwang, A. Wilson, T. Jackson, A. Plug-Buist, A. Sweedland, A. Warren-Ritchie, S. Botham, P. Vander Klippe, T. Herechuk (recorder);

a) Future Foundations (Report #23022(c))

NOTE: Discussion of Report #23022(c), in closed session is subject to the following requirement(s) Pursuant to Section 9.3, Sub-sections (c) and (k) of the City of Hamilton's Procedural By-law 21-021; and, Section 239 (2), Sub-sections (c) and (k) of the Ontario Municipal Act, 2001, as amended, as the subject matter pertains to:

- **(c) a proposed or pending acquisition or disposition of land by the municipality or local board.**

RATIONALE FOR CONFIDENTIALITY

This report is being considered in Closed Session as it contains confidential information related to proposed redevelopments which include acquisition and disposition.

RATIONALE FOR MAINTAINING CONFIDENTIALITY

Staff are recommending that the report / recommendation(s) / appendices remain confidential, as it contains confidential information related to proposed redevelopments which include acquisition and disposition.

The Board was in receipt of Report #23022(c) from CEO/Secretary dated April 22, 2025.

Sean Botham, Chief Portfolio Officer and Peter Vander Klippe, Manager of Development, gave an overview of the report.

It was moved by Treasurer-Councillor T. Hwang, seconded by Director-Citizen A. Plug-Buist and carried:

That Report #23022(c) remain confidential; and

That Report #23022(c) Future Foundations - April 2025 be received for information and the following recommendation(s) be **approved**: as noted in report (a) to (f).

Attendees (at 11:21am) for **Item 8b**: N. Nann, C. Kroetsch, T. Hwang, A. Wilson, T. Jackson, A. Plug-Buist, A. Sweedland, A. Warren-Ritchie, L. Ward, T. Herechuk (recorder); (Virtual): S. Choudhry, Haki Chambers

b) **Coordinated Community Resolution Strategy Update #2 (Report #24032(b))**

NOTE: Discussion of this Confidential Report #24032(b) in closed session is subject to the following requirement(s) of the requirement(s) of the City of Hamilton's Procedural By-law and the *Ontario Municipal Act, 2001*:

- *as amended*, as the subject matter pertains to personal matters about an identifiable individual(s), including City employees – CityHousing Hamilton.

RATIONALE FOR CONFIDENTIALITY

This report is being considered in Closed Session as it contains information related to identifiable individual(s), including City employees –CityHousing Hamilton.

Staff are recommending that Report #24032(b), remain confidential, as the primary subject matter pertains to personal matters about an identifiable individual(s).

The Board was in receipt of Report #24032(b) from CEO/Secretary dated April 22, 2025.

Adam Sweedland, CEO gave an overview of the report and Leanne Ward, Chief Operations Officer gave an update.

It was moved by Treasurer-Councillor T. Hwang, seconded by Director-Citizen A. Plug-Buist and carried:

That Report #24032(b) remain confidential; and

That Report #24032(b) Coordinated Community Resolution Strategy update #2 be received for information or discussion purposes.

Motion moved by Director-Councillor A. Wilson, seconded by Treasurer-Councillor T. Hwang and carried to move in public session at 12:01pm.

9. Adjournment at 12:01pm

Motion by Director-Councillor A. Wilson, seconded by Treasurer-Councillor T. Hwang and carried that the meeting be adjourned.

TAKEN AS READ AND APPROVED

**Nrinder Nann, PRESIDENT
CityHousing Hamilton Corporation**

*Teresa Herechuk
CityHousing Hamilton Corporation
April 22, 2025*

AUDIT & FINANCE COMMITTEE

CITYHOUSING HAMILTON CORPORATION

Date: Monday April 14, 2025
Time: 9:30am – 10:00am
Place: By Web-ex

Web-ex Attendees: Councillor Tammy Hwang – Treasurer
Kelly Harrington – Hsg. Officer, Hsg. Ser.
Rochelle Desouza, CFO
Teresa Herechuk – Web-ex host

Regrets: Pilar Homerston – Service Manager, Hsg. Ser.
Adam Sweedland, CEO

Re: CHH Board meeting date, April 22, 2025

AUDIT COMMITTEE MEETING MINUTES:

Item	Title	ACTION
1)	Report 25009 – Operating variance (only expenses) for February 2025 Rochelle Desouza, summarized the findings. Councillor Tammy Hwang reviewed reasons for utility cost and security cost, management provided responses to both.	.
2)	Report 25012/AUD25004 – Accounts Payable Special Investigation -CHH Fraud & Waste Report#73367 Rochelle Desouza, informed the committee that the report and findings would be presented by the Office of the Auditor General	
2)	Adjournment with no changes or action items above.	
	TAKEN AS READ AND APPROVED	
	TAMMY HWANG, TREASURER CityHousing Hamilton Corporation	
	Rochelle Desouza, CFO CityHousing Hamilton Corporation April 14, 2025	

CityHousing Hamilton

Proposed Level of Service Report



May 22, 2025

Item 6
CHH BoD, May 22, 2025
CHH Proposed AMP, Briefing Note Update
Pages 1 to 16

Purpose: Information Only

To inform the CityHousing Hamilton Board Members of the upcoming CityHousing Hamilton Proposed Levels of Service Report as required under Ontario Regulation 588/17(O. Reg 588/17): Asset Management Planning for Municipal Infrastructure, which will be presented at General Issues Committee on June 11, 2025.

Overview

In accordance with O. Reg 588/17, City of Hamilton Corporate Asset Management Division and CityHousing Staff have prepared a Proposed Levels of Service Report for CityHousing Hamilton. The Proposed Levels of Service Asset Management Plan, PW25036, will be presented at the General Issues Committee on June 11, 2025.

The CityHousing Hamilton Proposed Levels of Service Report (PW25036) is a companion document to the most recently approved 2024 CityHousing Hamilton Asset Management Plan, (Appendix D to Report PW23073(b)), approved by Hamilton City Council in June 2024 and submitted to the province July 1, 2024. O. Reg 588/17 mandates a Proposed Levels of Service Report for all City infrastructure assets, due to the province by July 1, 2025.

The Proposed Levels of Service Report included an update to the Asset Registry Tables (summarized in the “Background” section below) and an update of the 30-year Lifecycle Model:

- No proposed changes to levels of service were identified for CityHousing Hamilton
- Updated 10-year Funding Gap of \$1.2B (previously reported as \$630M)
- Updated 10-year Asset Renewal Funding Ratio of 4% (previously reported as 7%)
- Updated 10-year Operating Maintenance and Renewal Ratio of 43% (previously reported as 56%)

Background

Proposed Levels of Service are defined as levels of service the municipality recommends for each of the 10-years following the year the preceding asset management plan was written. Proposed Levels of Service are determined in accordance with qualitative descriptions and technical metrics identified by the municipality. Metrics include:

- Proposed services;
- Associated risks of long-term sustainability of proposed services; risk management strategy;
- Differentiation between current levels of service and proposed levels of service;
- 10-year lifecycle management strategy; lifecycle activities; annual cost estimation of activities;
- 10-year financial strategy; affordability of proposed service; projection of available annual funds; and,
- The primary funding gaps are associated with the Building Condition Assessment maintenance backlog of \$381.4 million and the forecasted maintenance requirements for 2025, estimated at \$134.4 million. The rise in facilities maintenance needs is attributable to ongoing efforts to

CityHousing Hamilton

Proposed Level of Service Report



May 22, 2025

improve the accuracy of project delivery cost estimates, which are incorporated into the Asset Management Plans.

- Total Replacement Value of CityHousing Hamilton assets is \$3.1 B. Breakdown is provided below:

Asset Type	Replacement Value	Average Age (%RSL)	Average Condition
Facilities	\$3.1 B	41 years (46%)	3-FAIR
Administrative Assets	\$731 K	8 years (2%)	5-VERY POOR
Tools and Appliances	\$7.9 M	No data	No data
Total*	\$3.1B	40 Years (46%)	3-FAIR
Data Confidence	Medium	Medium	Medium

*Averages are weighted by replacement value

Conclusion/Next Steps

In summary:

- June 11, 2025- General Issues Committee *CityHousing Hamilton Proposed Levels of Service Report* presentation; and
- Once authorized by the Hamilton City Council, the report will be published publicly on the Corporate Asset Management webpage at [hamilton.ca](https://www.hamilton.ca) and must be submitted to the Province by July 1, 2025.

Resources/Consultation

The Asset Management Team has engaged with the CityHousing Hamilton CEO and Staff to compile the report; all data used in the report was submitted and vetted by CityHousing Hamilton Asset Owners. The draft and final versions of the report have been written in collaboration with the CityHousing Team; Asset Management Staff have received their endorsement on the final report.

Should you wish to review the 2024 asset management plan, it can be found here: [CityHousing Hamilton 2024 Asset Management Plan](#)

Contact

- Jackie Kennedy- Acting General Manager, Public Works
jackie.kennedy@hamilton.ca (905) 546-2424 Ext. 1611
- Ann Thomas- Acting Director, Corporate Asset Management
ann.thomas@hamilton.ca (905) 546- 2424 Ext. 2610
- Adam Sweedland- Chief Executive Officer, CityHousing Hamilton
adam.sweedland@hamilton.ca (905) 564-2424 Ext. 4604

Appendices:

- Appendix “A” - CityHousing Hamilton Proposed Level of Service Report

9. CITYHOUSING HAMILTON



9.1 CITYHOUSING HAMILTON SERVICE AREA

CityHousing Hamilton Corporation (also referred as CityHousing Hamilton) is the largest social housing provider in Hamilton. It provides homes that are safe, well-maintained and affordable for people who live and work in our diverse community. CityHousing operates under the governance of the Business Corporations Act, R.S.O. 1990, c. B16 with the City of Hamilton as its sole shareholder. CityHousing Hamilton is governed by a nine-member board of directors comprised of five city Councillors and four members from the community, bringing a variety of experience and perspectives. The corporate mandate of CityHousing Hamilton encompasses various aspects, which include the maintenance and operation of housing units and the development of new affordable housing by the Housing Services Act, of 2011, S.O. 2011, c. 6, Sched. 1. The mandate extends to the administration of programs providing Rent-Geared-to-Income (RGI) assistance, the provision of accommodation for individuals with special needs and engagement in matters agreed upon with the Minister of Municipal Affairs and Housing.

CityHousing Hamilton provides property management and tenant support services such as:

- **Operations:** Manages daily site coordination, maintenance, vendor relations and emergency response.
- **Tenancy Administration:** Handles rent calculations, tenant selection, annual reviews and reception.
- **Tenant Support and Partnerships:** Offers support through Tenant Support Workers (TSWs) for crisis intervention, mental health and eviction prevention, while building partnerships for social, wellness and educational programs.
- **Maintenance:** Oversees day-to-day repairs, pest control and HVAC, with specialized work handled by vendors.
- **Asset Renewal:** Leads capital planning and large-scale repair projects, aligned with sustainability goals.
- **Development:** Manages redevelopment, new builds and acquisitions to support long-term growth.
- **Strategy & Quality Improvement:** Guides strategic planning, policy development and continuous improvement.
- **Finance:** Works with the City to manage budgets, financial reporting and project funding. The annual CityHousing Hamilton's budget is approved by the CityHousing Hamilton Board of Directors, while the rent subsidy is determined by Housing Services and approved as part of its budget by the Mayor and Members of Council.

CityHousing Hamilton supports both housing and tenant well-being, contributing to the sustainable development of Hamilton communities.

9.2 SUMMARY OF ASSETS

The table below provides a detailed summary of CityHousing Hamilton's asset registry information as of 12/2024 compared to what was presented in the previous *2024 CityHousing Hamilton Asset Management Plan*. The table also includes an explanation for any significant changes. The asset registry information used for this report was collected from various sources described in *Section 1.5.1*.

TABLE 91-1: SUMMARY OF ASSETS INCLUDING EXPLANATION OF CHANGES

FACILITES								
ASSET CATEGORY	NUMBER OF ASSETS 2023*	NUMBER OF ASSETS 2024**	REPLACEMENT VALUE 2023*	REPLACEMENT VALUE 2024**	AVERAGE AGE (% RSL) 2023*	AVERAGE AGE (% RSL) 2024**	AVERAGE CONDITION 2023*	AVERAGE CONDITION 2024**
HIGH-RISE	27	27	\$1,836M	\$1.9B	37 years (50%)	38 years (49%)	3-FAIR	3-FAIR
MID-RISE	4	5	\$51.8M	\$82.3M	42 years (44%)	34 years (54%)	3-FAIR	3-FAIR
LOW-RISE	10	11	\$155.3M	\$176.8M	43 years (43%)	40 years (49%)	3-FAIR	3-FAIR
SINGLES	185	185	\$96.3M	\$100.7M	56 years (25%)	57 years (24%)	4-POOR	4-POOR
SEMIS	192	192	\$99.9M	\$104.5M	60 years (20%)	61 years (19%)	5-VERY POOR	5-VERY POOR
TOWNHOUSE	30	30	\$703.5M	\$735.8M	42 years (44%)	43 years (43%)	3-FAIR	4-POOR
OVERALL DATA CONFIDENCE	High	High	Medium	Medium	Medium	Medium	Medium	Medium
DIFFERENCE	Increase (+ \$177M)				Decrease		No Change	

FACILITIES								
ASSET CATEGORY	NUMBER OF ASSETS 2023*	NUMBER OF ASSETS 2024**	REPLACEMENT VALUE 2023*	REPLACEMENT VALUE 2024**	AVERAGE AGE (% RSL) 2023*	AVERAGE AGE (% RSL) 2024**	AVERAGE CONDITION 2023*	AVERAGE CONDITION 2024**
REASON FOR CHANGE	<ul style="list-style-type: none"> A 4.56% increase based on the consumer price index was applied to replacement values of facilities assets. Acquisition of one mid-rise and one low-rise facility also increased the replacement value. Updated age, %RSL and condition of assets where applicable. <p>Updated Building Condition Assessments (BCA) reports will be available for next iteration of the Asset Management Plan and will have updated condition data.</p>							
SUBTOTAL ³² (2024)	\$3.1B			41 years (46% RSL)		3 - FAIR		

* Asset registry information in the *2024 CityHousing Hamilton Asset Management Plan* as of November 2023.

**Asset registry information in the *Proposed Levels of Service Asset Management Plan* as of December 2024.

³² Averages are weighted by Replacement Value

ADMINISTRATIVE ASSETS								
ASSET CATEGORY	NUMBER OF ASSETS 2023*	NUMBER OF ASSETS 2024**	REPLACEMENT VALUE 2023*	REPLACEMENT VALUE 2024**	AVERAGE AGE (% RSL) 2023*	AVERAGE AGE (% RSL) 2024**	AVERAGE CONDITION 2023*	AVERAGE CONDITION 2024**
COMPUTERS	173	176	\$305K	\$273K	4 years (45%)	5 years (0%)	4 - POOR	5 - VERY POOR
MOBILES	115	153	\$42K	\$53K	3 years (22%)	3 years (7%)	4 - POOR	5 - VERY POOR
VEHICLES ³³	15	9	\$405K	\$405K	12 years (5%)	10 years (0%)	5 - VERY POOR	5 - VERY POOR
OVERALL DATA CONFIDENCE	High	High	Medium	Medium	Medium	Medium	Medium	Medium
DIFFERENCE	Decrease (-\$21K)				Decrease		Increase	
REASON FOR CHANGE	<ul style="list-style-type: none">Six extended use and one over-age vehicle were removed from CityHousing Hamilton's fleet compliment. One additional vehicle was added. Replacement value and %RSL for IT equipment has been updated.The mobile phone list data varied from the <i>2023 CityHousing Hamilton Asset Management Plan</i> which impacted the total number of assets for 2025.An error was corrected for Vehicle %RSL and updated values are reported for 2024. Where applicable, age, %RSL and condition of assets were updated.							
SUBTOTAL ³⁴ (2024)	\$731K				8 years (2% RSL)		5 - VERY POOR	

* Asset registry information in the 2024 *CityHousing Hamilton Asset Management Plan* as of November 2023.

** Asset registry information in the *Proposed Levels of Service Asset Management Plan* as of December 2024.

³³ CityHousing Hamilton operates an additional seven leased vehicles, which are not included in this table.

³⁴ Averages are weighted by Replacement Value

TOOLS AND APPLIANCES								
ASSET CATEGORY	NUMBER OF ASSETS 2024	NUMBER OF ASSETS 2024	REPLACEMENT VALUE 2024	REPLACEMENT VALUE 2024	AVERAGE AGE (% RSL) 2024	AVERAGE AGE (% RSL) 2024	AVERAGE CONDITION 2024	AVERAGE CONDITION 2024
FRIDGES	5,403	5,482	\$4.1M	\$4.3M	No data		No data	
STOVES	5,403	5,482	\$3.4M	\$3.5M	No data		No data	
MAINTENANCE TOOLS	1,281	1,281	\$102K	\$107K	No data		No data	
PEST CONTROL TOOLS	32	32	\$18K	\$19K	No data		No data	
OVERALL DATA CONFIDENCE	High	High	Medium	Medium	No data			
DIFFERENCE	Increase (+\$360K)							
REASON FOR CHANGE	<ul style="list-style-type: none">A 4.5% increase based on the consumer price index was applied to replacement values of tools and appliances assets.Number of assets for fridges and stoves assets were updated to account for additional appliances in newly acquired (constructed) buildings.							
SUBTOTAL ³⁵ (2024)	\$7.9M				No data			

* Asset registry information in the 2024 CityHousing Hamilton Asset Management Plan as of November 2023.

** Asset registry information in the Proposed Levels of Service Asset Management Plan as of December 2024.

³⁵ Averages are weighted by Replacement Value

TOTAL			
	REPLACEMENT VALUE 2024	WEIGHTED AVERAGE AGE (% RSL) 2024	WEIGHTED AVERAGE EQUIVALENT CONDITION 2025
TOTAL ³⁶ (2024)	\$3.1B	40 Years (46%)	3-FAIR
DATA CONFIDENCE	Medium	Medium	Medium

³⁶ Averages are weighted by Replacement Value

9.3 PROPOSED LEVELS OF SERVICE

This *CityHousing Hamilton Proposed Levels of Service Asset Management Plan* is a companion document to the most recently approved *2024 CityHousing Hamilton Asset Management Plan* and indicates what the City is planning to do with assets and service levels since the last asset management plan. The potential options for proposed levels of service include:

1. Levels of Service Change: Proposing a change to levels of service through formal reports to the Mayor and Members of Council.
2. Maintain Levels of Service: Proposing levels of service continue to be maintained.

More details on the proposed levels of service process can be found in **Section 1.2**.

9.3.1 APPROVED LEVELS OF SERVICE CHANGES

No levels of service changes were formally proposed and approved by the CityHousing Board of Directors in the 2025 budget process or other formal funding approval processes; therefore, current levels of service identified in *2024 CityHousing Hamilton Asset Management Plan* are currently being maintained.

9.3.2 NOT APPROVED LEVELS OF SERVICE CHANGES

No levels of service changes were formally proposed and not approved by the CityHousing Hamilton Board of Directors in the 2025 budget process or other formal funding approval processes; therefore current levels of service identified in the *2024 CityHousing Hamilton Asset Management Plan* are currently being maintained.

9.3.3 ACTIVITIES REQUIRED TO MAINTAIN LEVELS OF SERVICE

No additional activities to maintain levels of service were identified and formally proposed to the CityHousing Hamilton Board of Directors in the 2025 budget process or other formal funding approval processes; therefore, all identified activities required to maintain current levels of service are included in *2024 CityHousing Hamilton Asset Management Plan*.

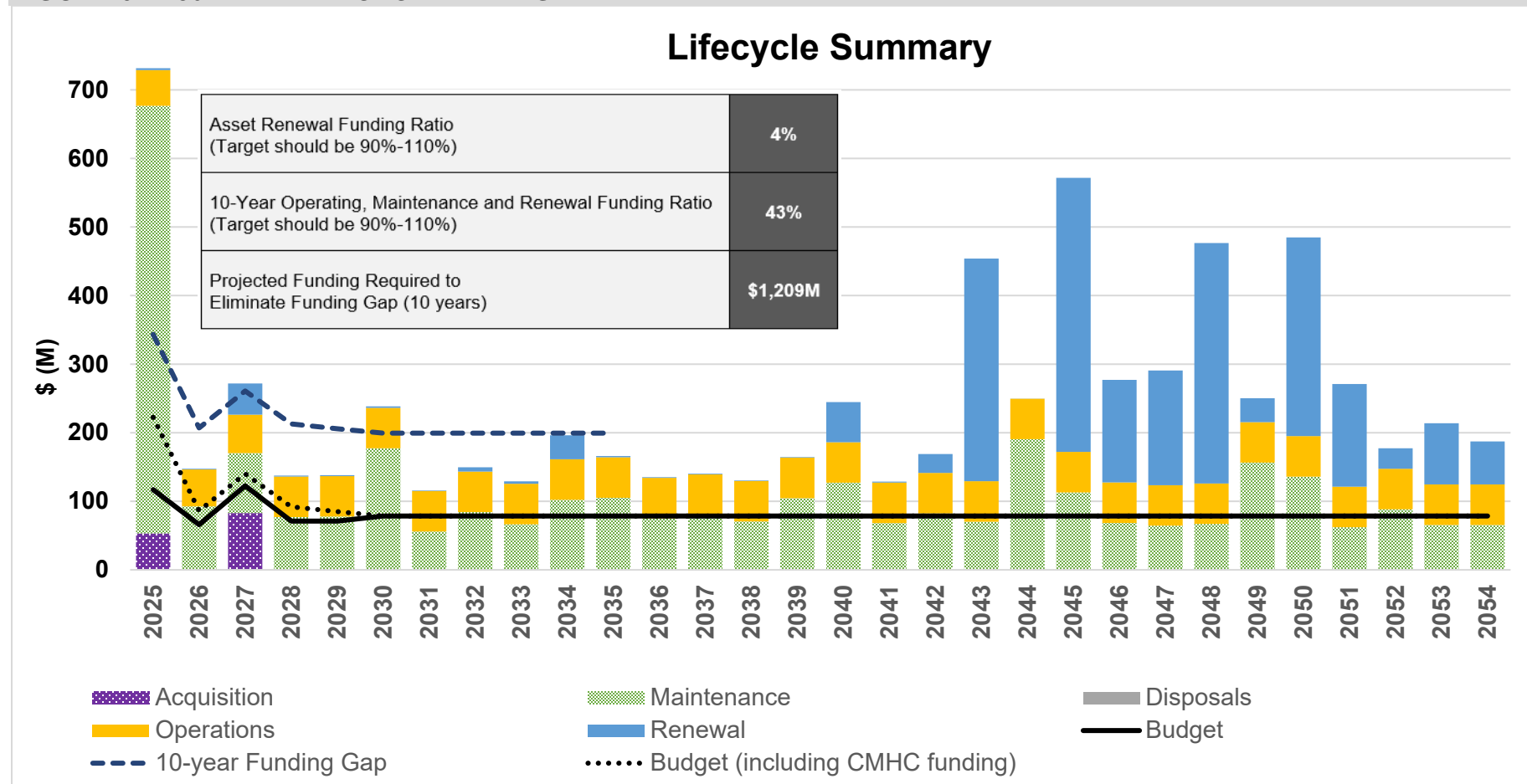
9.4 FINANCIAL SUSTAINABILITY OF SERVICE

The financial sustainability of the service is determined through the development of the 30-Year Lifecycle Management Plan which is used to calculate the two 10-Year Financial Indicators and the 10-Year Infrastructure Gap.

9.4.1 30-YEAR LIFECYCLE MANAGEMENT PLAN

The 30-Year Lifecycle Management Plan (2025-2054) details how the City financially plans to manage assets and services at the approved levels of service. **Figure 9-1** below outlines the updated 30-year forecasted needs shown relative to the proposed budget in today's dollars. Forecasted needs can include previously identified lifecycle needs from the *2024 CityHousing Hamilton Asset Management Plan*, approved lifecycle needs to support changes to levels of service identified in **Section 9.3.1** and funded/unfunded lifecycle activities required to maintain levels of service identified in **Section 9.3.4**. The financial information used for this report was compiled from various sources described in **Section 1.5.2**.

FIGURE 9-1: 30-YEAR LIFECYCLE MANAGEMENT PLAN



Per **Figure 9-1** above, overall CityHousing Hamilton has an infrastructure funding gap of \$1.2B over 10 years. The figure above indicates that there is insufficient budget over the 10-year planning period to address lifecycle needs. The renewal backlog amount of \$2.4M indicated in 2025 is related to two Singles facilities assets and administrative and tools and appliances assets being beyond their estimated service lives. The unfunded needs in 2025 are mostly related to Building Condition Assessment maintenance backlog of \$381.4M and \$134.4M of Building Condition Assessment forecasted maintenance needs for 2025. The

increase in facilities maintenance needs was the result of a continuous improvement item to quantify more accurate project delivery costs for use in the Asset Management Plans. The Building Condition Assessments will be updated for next iteration of the Asset Management Plan and the forecasted maintenance needs will be updated. The acquisition forecast, where known up until 2027, has been included in this model. The significant facilities renewal forecast needs are shown from 2040 onwards, which are unfunded at this time and will require strategic capital planning. CityHousing Hamilton has developed a Long-term Development Strategy, which may lead to additional asset acquisitions or dispositions. As additional information becomes publicly available, it will be integrated into the model.

9.4.2 10-YEAR FINANCIAL INDICATORS

The two Financial Indicators used in the asset management Plans to measure and report on service delivery financial performance are the 10-Year Asset Renewal Funding Ratio, and the 10-Year Operating, Maintenance and Renewal Ratio. The most recent ratios compared to the previously reported ratios are presented in **Table 9-2** below along with the analysis of the ratio and the reason for any changes.

TABLE 9-2: UPDATED 10-YEAR FINANCIAL INDICATORS INCLUDING EXPLANATION OF CHANGES

FINANCIAL INDICATOR	2024	2025	OPTIMAL RANGE	ANALYSIS OF RATIO	REASON FOR CHANGE
10-Year Asset Renewal Funding Ratio	7%	4%	90% - 110%	Decrease (-3%)	The change is due to increased replacement values of facilities, tools and appliances. The Long-term development strategy is not incorporated into the model except where information is publically available.
Data Confidence	Low	Low			
10-Year Operating, Maintenance and Renewal Ratio	56%	43%	90% - 110%	Decrease (-13%)	Increase in the Building Condition Assessment maintenance costs are the result of a continuous improvement item to quantify more accurate project delivery costs for use in the Asset Management Plans.
Data Confidence	Medium	Medium			

9.4.3 10-YEAR INFRASTRUCTURE GAP


The Infrastructure Gap is a key output of this asset management plan is the difference between the total available budget and the estimated lifecycle forecast needs. If the estimated lifecycle forecast needs exceed the total available budget, it indicates there is a funding shortfall between what funding is required and what funding is available to maintain service levels. The most recent Infrastructure Gap breakdown compared to the previously reported Infrastructure Gap is presented in **Table 9-3** below along with an explanation for any changes.

TABLE 9-3: UPDATED 10-YEAR INFRASTRUCTURE GAP BREAKDOWN INCLUDING EXPLANATION OF CHANGES

GAP BREAKDOWN	2024	2025	REASON FOR CHANGE
Growth-Related	\$8.6M	\$8.2M	Addressing unfunded needs resulted in closing the Gap.
Maintain Current Function	\$621.2M	\$1.2 B	The increase in the Building Condition Assessment maintenance costs was the result of a continuous improvement item to quantify more accurate project delivery costs for use in the Asset Management Plans. The replacement values of facilities, tools and appliances assets were increased based on consumer price index.
Approved Service Change	N/A	N/A	N/A
Total 10-Year Infrastructure Gap	\$629.8M	\$1.2B	
Data Confidence	Low	Low	

Due to data confidence and affordability considerations, the Infrastructure Gap should not be funded immediately. The Infrastructure Gap is the starting point for the discussion on achieving a balance between costs, performance, and risk to achieve sustainable service levels. Closing the Gap City-wide will require validation, planning and resources to develop a Long-Term Financial Plan which may incorporate strategies other than funding such as improving data confidence, completing condition assessments, reducing levels of service, disposing of assets, and adjusting the City's level of acceptable risk.



Date:	May 27, 2025
Report to:	President and Board of Directors CityHousing Hamilton Corporation
Prepared by:	Leanne Ward Chief Operating Officer
CEO / Secretary Signature:	Adam Sweedland 
Subject:	2024 Insurance Incidents (Report #25015)
Report Type:	Information (to be received)

Recommendation(s):

That Report #25015, 2024 Insurance Incidents be **received** for information purposes.

Executive Summary:

This report provides information on CityHousing Hamilton Corporation's (CHH) insurance incidents for the year 2024. This report was created following a recommendation from the 2016 Operational review.

During the period January to December 31, 2024, there were 43 incidents reported, compared to 63 reported in 2023. Of the 43 incidents reported, 15 incidents were sent to the insurance adjusters, compared to 21 referred in 2023.

The following table shows the deductibles and settlements over the past five years:

Year	Total Amount
2024	\$247 000.00*

2023	\$329,384.00
2022	\$85,968.00
2021	\$84,000.00
2020	\$115,000.00
2019	\$203,129.00

Some 2024 claims are currently being processed with the insurance and the deductible will be paid in 2025-26.

*This number approximates deductible payments in 2024. Financial data is still being uploaded and validated. As anticipated, the deductible payments have been reduced from the previous year. We anticipate a continued downward trend as the number of claims are decreasing and we have continued to diligently work on closing outstanding files.

As part of its residential leasing process, CHH recommends and strongly encourages residents to obtain and maintain tenant insurance. Prospective residents are provided with information about how to obtain insurance and cost-effective options available for social housing tenants. However, the *Residential Tenancies Act* does not allow landlords to require tenants to obtain and maintain insurance. Tenant insurance protects residents from unexpected and costly expenses because of fire, theft or water damage.

Ultimately, CHH is responsible for ensuring our properties: (i) are operated safely; (ii) have fire safety plans established for apartment buildings; and (iii) are appropriately insured to mitigate risk.

Background and Additional Information:

The following is a summary of the incidents in 2024:

Ward	Type of Unit	Nature	Outcome*
2	Apartment	Fire	Open Insurance Claim - Ongoing
8	Single/Semi	Fire	Under Deductible - No Claim
3	Apartment	Slip and Fall	Information Only - No Claim
2	Apartment	Fire	Under Deductible - No Claim

8	Townhouse	Fire	Under Deductible - No Claim
8	Townhouse	Flood	Information Only - No Claim
1	Apartment	Slip and Fall	Information Only - No Claim
7	Townhouse	Slip and Fall	Closed - No Claim
1	Apartment	Slip and Fall	Closed - No Claim
2	Apartment	Miscellaneous	Open Insurance Claim - Ongoing
2	Apartment	Fire	Information Only - No Claim
5	Apartment	Flood	Information Only - No Claim
6	Apartment	Flood	Information Only - No Claim
1	Apartment	Flood	Open Insurance Claim - Ongoing
4	Apartment	Slip and Fall	Open Insurance Claim - Ongoing
2	Apartment	Fire	Information Only - No Claim
8	Townhouse	Flood	Information Only - No Claim
6	Apartment	Slip and Fall	Closed - No Claim
12	Townhouse	Flood	Under Deductible - No Claim
2	Apartment	Fire	Open Insurance Claim - Ongoing
14	Townhouse	Miscellaneous	Open Insurance Claim - Ongoing
12	Townhouse	Miscellaneous	Information Only - No Claim
2	Apartment	Miscellaneous	Information Only - No Claim
5	Apartment	Flood	Information Only - No Claim
14	Townhouse	Slip and Fall	Open Insurance Claim - Ongoing
6	Single/Semi	Slip and Fall	Open Insurance Claim - Ongoing
6	Apartment	Flood	Information Only - No Claim

12	Apartment	Slip and Fall	Information Only - No Claim
3	Apartment	Flood	Information Only - No Claim
8	Townhouse	Miscellaneous	Closed - No Claim
5	Townhouse	Slip and Fall	Closed - No Claim
1	Townhouse	Miscellaneous	Open Insurance Claim - Ongoing
5	Apartment	Flood	Under Deductible - No Claim
14	Townhouse	Slip and Fall	Information Only - No Claim
5	Townhouse	Flood	Under Deductible - No Claim
2	Apartment	Slip and Fall	Information Only - No Claim
6	Townhouse	Miscellaneous	Information Only - No Claim
5	Apartment	Slip and Fall	Information Only - No Claim
5	Apartment	Flood	Information Only - No Claim
6	Townhouse	Flood	Information Only - No Claim
7	Townhouse	Fire	Open Insurance Claim - Ongoing
13	Townhouse	Slip and Fall	Information Only - No Claim
8	Townhouse	Slip and Fall	Information Only - No Claim

*Outcome definition below

Information Only – No Claim: Incident occurred but did not impact CHH's insurance.

Under Deductible - No Claim: Incident was below the deductible limit, so CHH paid for damages through work orders.

Open Insurance Claim - Ongoing: Insurance adjusters are still working on the claim.

Settled: Claim has been looked after by the insurance and is closed now.

Closed – No Claim: Claim was sent to liability insurance. No Statement of Claim received and file closed.

** Nature of Incident

Miscellaneous includes incidents where a tenant passed away, violent incident or self-harm, dog bite. Details are not provided to protect the tenants involved and tenant privacy.

The breakdown of the insurance incidents as per type of structure is below:

	Type of Structure			
Type of Incident	Apartments	Townhomes	Singles/ Semis	Total
Slip and Fall	8	6	1	15
Flood	8	5	0	13
Fire	5	2	1	8
Miscellaneous	2	5	0	7
Totals	23	18	2	43

CHH continues to work on educating and training staff to identify ways to reduce risk for residents and assets. CHH's goal is to ensure a safe, secure and healthy community.

Consultation:

Internal CHH Departments: Finance

External: Housing Services Corporation

Financial and Legal/Risk Considerations:

Insurance costs represents a challenging area for the community housing sector. CHH works closely with Housing Services Corporation to assess and best position CHH to achieve the most beneficial premiums and obtaining adequate coverage.

Because of the pooled nature of the insurance plan, incidents at all insured community housing providers influence the cost and administration of the insurance. CHH continues to work on educating and training staff to identify ways to reduce risk for residents and assets. CHH's goal is to ensure a safe, secure and healthy communities and promote cost-effective insurance solutions.

Next Steps and Milestones:

December 2025: It is expected the 2026 Insurance Premiums will be made available and incorporated into the 2026 Budget.

Strategic Alignment:


This report supports the following 2023-2027 CityHousing Hamilton Strategic Priorities:

- PRIDE IN HOME: Preserve and upgrade CHH's current housing stock.
- A WHOLE TEAM APPROACH: Strengthen our people and performance.

Supporting Presentations and Appendices:

No appendices.

AS/lw

Date:	May 27, 2025
Report to:	President and Board of Directors CityHousing Hamilton Corporation
Prepared by:	Rochelle Desouza Chief Financial Officer
CEO/Secretary	Adam Sweedland
Signature	
Subject:	Insurance Renewal- Nov 2024-Nov 2025 (Report #25016)
Report Type:	Information

Recommendation(s):

That Report #25016 be **received** for information.

Executive Summary:

Insurance premiums including additional insurance for the renewal period commencing November 1, 2024 total \$2,339,794.49 (prior year \$2,074,178.87). This represents an increase of \$265,615.62 or 12.81% over prior year. The 2025 benchmark applied by the province for the service manager's subsidy for insurance was only 8.78%.

Insurance costs are based on the expected cost to reconstruct and the number and nature of incidents for which claims were submitted from the housing providers legislated to participate in the pooled insurance program through Housing Services Corporation. In 2024, construction costs increased substantially and claims generally increased province-wide. CHH actually experienced a decrease in its claims in 2024.

Background and Additional Information:

Details of insurance rates per type of coverage are shown below:

Particulars	Insurance cost 2022/23	Insurance cost 2023/24	Insurance cost 2024/25	CY vs PY % change
Total Insured Values	\$ 1,165,244,181	\$ 1,317,551,446	\$ 1,545,529,533	17.30%
Average Property Rate	\$ 0.105793	\$ 0.112615	\$ 0.110681	-1.72%
#Units	6846	6962	6960	-0.03%
Insurance cost/unit	\$ 228	\$ 276	\$ 311	12.84%
<u>LINE OF COVERAGE (BASE)</u>				
Property	\$ 426,098.79	\$ 563,798.43	\$ 660,030.10	17.07%
Contribution to Property Claims Fund	\$ 806,644.32	\$ 919,966.71	\$ 1,050,579.14	14.20%
Total Property Insurance	\$ 1,232,743.11	\$ 1,483,765.14	\$ 1,710,609.24	15.29%
Commercial General Liability	\$ 302,891.29	\$ 323,404.42	\$ 356,092.71	10.11%
Boiler & Machinery	\$ 17,294.62	\$ 18,173.84	\$ 21,071.76	15.95%
Crime	\$ 14,189.97	\$ 15,151.93	\$ 16,684.80	10.12%
Directors & Officers	\$ 66,427.47	\$ 66,989.68	\$ 69,674.71	4.01%
Umbrella Liability	\$ 15,755.96	\$ 16,824.08	\$ 12,895.63	-23.35%
Excess Umbrella Liability	\$ -	\$ 94,801.87	\$ 94,801.87	0.00%
Mandatory Tenant Insurance Credit	-\$ 32,445.45	-\$ 36,808.32	-\$ 43,285.21	17.60%
Risk Credits	\$ -	\$ 0.01	-\$ 115,354.34	
Smoke Free Credit	-\$ 1,404.23	-\$ 2,873.29	-\$ 2,812.85	-2.10%
Smart Burner Credit	-\$ 51,912.66	-\$ 58,893.36	-\$ 69,256.28	17.60%
Total	\$ 1,563,540.08	\$ 1,920,535.99	\$ 2,166,476.38	12.81%
RST	\$ 134,458.51	\$ 153,642.88	\$ 173,318.11	12.81%
TOTAL INVOICE	\$ 1,697,998.59	\$ 2,074,178.87	\$ 2,339,794.49	12.81%

The 2024/2025 policy term included a Property Claims Fund. This follows the risk logic of funding smaller predictable claims and insuring larger unexpected claims. This fund was created as a trust fund for the benefit of providers who contribute to the program.

When CHH incurs a property claim, funds from the trust are used to pay any eligible claims expenses and indemnities between CHH's deductible amount up to the program deductible. Housing Services Corporation monitors the Claims Fund and can provide details of claims paid/expenses and the fund balance.

The deductible for property claims is \$50,000 per occurrence.

For the 2024/2025 policy term, Marsh Canada Limited are the program broker and HSC Insurance Inc. (a Housing Services Corporation affiliate) remains responsible for gathering data, issuing invoices and collecting premiums.



CHH's Risk Rating changed to 5 and was previously 6, which is considered a high risk level.

Below are details of limits.

	Limits	
Property	\$Based on Schedule of Location	
Commercial General Liability	\$	2,000,000
Boiler & Machinery	\$	50,000,000
Crime	\$	250,000
Directors & Officers	\$	5,000,000
Umbrella Liability	\$	3,000,000

Consultation:

Internal CHH Departments: Finance/Operations

External: Housing Services Corp/Marsh Canada Limited (For the Insurance Program)

Strategic Alignment:

This report supports the following 2023-2027 CityHousing Hamilton Strategic Priorities:

- FLORISHING COMMUNITIES: Empower tenants with the support and services they need to thrive.
- PRIDE IN HOME: Preserve and upgrade CHH's current housing stock.
- A WHOLE TEAM APPROACH: Strengthen our people and performance.

Supporting Presentations and Appendices:

None

AS/rd



Date:	May 27, 2025
Report to:	President and Board of Directors CityHousing Hamilton Corporation
Prepared by:	Amanda Warren-Ritchie Manager, Strategy & Quality Improvement Connor Jay Communications Coordinator
CEO/Secretary	Adam Sweedland
Signature	
Subject:	2024-2027 Strategic Communications Plan Annual Progress Report (Report #25013)
Report Type:	Information

Recommendation(s):

That Report #25013 2024-2027 Strategic Communications Plan Annual Progress Report be received for information.

Executive Summary:

This report summarizes strategic communications activities CityHousing Hamilton Corporation (CHH) achieved in 2024.

In 2024, communications activities focused on:

- Supporting the Chief Executive Officer (CEO) in providing regular staff communications to ensure staff are informed about organizational news, as well as news from individual departments.

- Collaborating with City of Hamilton communications staff to support mutual goals such as building openings, media releases, briefing notes to support Mayor and senior staff.
- Creating standardized and accessible templates to help departments produce time-sensitive and routine communications that adhere to brand standards and incorporate accessibility and plain language best practices.
- Event coordination and planning for building openings of 257 King William St. and 106 Bay St N. as well as Natural Resources Canada Greener Neighbourhoods Pilot Program Funding Announcement for 980 Upper Ottawa St. And Cranbrook Dr./Greendale Dr. townhomes.
- Provide advice and training to internal staff on a variety of communications to improve readability and accessibility.
- Began process of improving tenant facing forms, letters, policies to be designed and written with accessibility and plain language in mind.
- Began the development of an engagement and communications toolkit.
- Established internal content calendar to keep staff informed about CHH news.
- Developed a CHH specific social media and media relations policy.
- Made changes to CityHousing Hamilton pages on hamilton.ca to improve tenant/ community stakeholder experience.
- Created and published CHH's 2023 annual report.

The report outlines the detailed progress CHH made on the deliverables established in 2024 to meet the strategic objectives. Appendix A to Report 25013 provides a summary of progress by deliverable.

Background and Additional Information:

ConnectingCHH is CHH's first comprehensive strategic communications plan. It is a three-year road map with achievable milestones and targets to guide how CHH delivers:

- Tenant communications and marketing;
- Digital brand and design;
- Internal communications and staff engagement; and
- External communications and media relations.

The plan implements and relies upon a data-driven approach to strategic communications by measuring effectiveness through key performance indicators (KPI) to drive content and tactical decision making, internal and external surveys, and qualitative and experiential feedback.

ConnectingCHH addresses Priority 4, Strategy 3 of CityHousing Hamilton's 2023-2027 Strategic Plan: Implement a communications plan that effectively informs and engages our people.

CHH's strategic priorities are the following:

- Priority # 1: Empower tenants with the support and services they need to thrive;
- Priority # 2: Preserve and upgrade CHH's current housing stock;
- Priority # 3: Develop new and inclusive affordable mixed housing while building strong and successful multi-generational communities; and
- Priority # 4: Strengthen our people and performance.

This report provides an update on the progress made in implementing the 2024 deliverables needed to achieve these strategic priorities.

Priority #1: Tenants First Focus

Outcome #1: Communications are prepared, structured, formatted and meet accessibility needs (including literacy levels, disabilities, languages) and embed principles of equity and inclusivity.

2024 Deliverables

- Improve and standardize CHH's collection of information through surveys identifying language preferences. *(In progress)*
- Ongoing review of all standard correspondence to plain language and accessibility across platforms, and languages. More than 250 standard forms and letters have been inventoried. A working group has been assembled to provide a holistic perspective on changes. *(In progress)*
- 48% of staff trained on AODA requirements to improve communications. Extra learning opportunities being offered on screen readers, accessible PDFs, Microsoft Office accessibility tools. *(In progress)*
- Annual Inclusivity, Diversity, Equity, and Accessibility (IDEA) audit of tenant communications is in progress. *(In progress)*

Outcome #2: All CHH tenants have access to the information they need, when they need it, about services, initiatives, programming, changes, etc.

- A policy, standard operating procedure, and toolkit is being developed with input from multiple departments that engage tenants to offer holistic input. Have developed standard templates to create consistent visual communications. *(In progress)*
- Communications Coordinator hired. *(Complete)*

- Content calendar has been developed in collaboration with the development, partnership development & support services, and asset renewal departments. Work is ongoing to identify tenant stories and events to promote. The currently focus is on engaging staff to establish this as a regular practice. *(In progress)*

Outcome #3: CHH promotes tenant success as a key metric of its own brand and reputation

- Tenants have been nominated for garden awards, and senior volunteer awards. *(In progress)*
- Narrative storytelling has been incorporated into 2023 and 2024 annual reports. The 2024 annual report includes a letter from Tenants First Team chair. *(Complete)*

Outcome #4: CHH's brand reflects its commitment to equity, diversity and inclusivity

- Community signage has been inventoried and will go the Tenants First Team for feedback in May. *(In progress)*

Outcome #5: Tenants are encouraged to provide feedback on services, programming, initiatives and other issues easily through accessible channels

- Beginning to use surveys more frequently and, exploring opportunities and platforms for regular collection of tenant feedback. *(In progress)*

Priority #2: Digital Focus

Outcome #1: Information is available and accessible by tenants through a variety of digital sources in real time, meeting accessibility needs and personal preferences

- CHH identified a mailing platform. Working to inventory existing newsletters, develop content and touchpoints for tenant signups. *(In progress)*

Outcome #2: Digital sources are flexible and either augment or replace some traditional communication methods

- Secured poster cabinets have been installed in communities that needed them. Poster boards were replaced with poster cabinets, and in some cases they were relocated to improve visibility. *(In progress)*

Outcome #3: CHH communicates in formats and through channels which are consistent with and expected of housing and service providers in the community for the benefit of tenants, staff, partners and other interested stakeholder

- Updated social media policy has been implemented, and a platform has been identified to support social media management. Currently developing graphics, key themes, and a content calendar. Additionally, CHH has purchased photography equipment to ensure high-quality imagery will support social media presence and improve overall communications. *(In progress)*

Outcome #4: CHH's website acts as a 'digital front door' to provide a level of service and information comparable to other service channels (e.g. phone, in person) and with a user-friendly interface

- Analyzing website analytics to establish baseline. CHH will consult the Tenants First Team to identify opportunities for improvement from tenants' perspective. Regular changes are being made in collaboration with City web counterparts to make continuous improvements. *(In progress)*

Outcome #5: CHH's website is compatible and capable of adding add future tenant self-serve portal(s)

- Assessing self-serve models and will undertake survey of tenant preferences that will inform changes to website. *(In progress)*

Priority #3: People and Performance Focus

Outcome #1: CHH Staff have access to the information they need, when they need it, to do their jobs properly and effectively

- Training on SharePoint is on-going. Team SharePoint sites are being developed for departments that have not yet migrated. Organizational communications are being posted on CHHnet, centralizing information for staff. *(In progress)*

Outcome #2: Staff can communicate and provide feedback to the organization's leadership respecting personal privacy preferences

- Staff anonymous feedback mechanism implemented on SharePoint. *(Complete)*

Outcome #3: CHH Staff are recognized and celebrated for their efforts and successes which promote the Tenants First culture and its three service pillars

- Regular CEO updates are posted on SharePoint at least monthly. *(Complete)*
- A staff spotlight series has been launched to showcase staff excellence with effort underway to share successes more broadly across teams. Some departments are more successful in sharing achievements than others. *(In progress)*
- Annual CHH excellence award not started. *(Not started)*

Outcome #4: CHH is actively contributing to building a positive brand and reputation publicly through storytelling that focuses on people (staff, tenants, partners) and their achievements and successes

- Content calendar established and maintained. Posting brief stories on hamilton.ca about development projects. *(Complete)*
- Positively worked with City media relations to ensure media coverage of recent building openings and funding announcements. *(In progress)*

Outcome #5: CHH addresses reactionary issues swiftly and with transparency, accountability and adaptability

- Service level agreement with City of Hamilton are being negotiated. *(In progress)*
- CHH specific media relations policy updated and implemented. *(Complete)*
- Crisis communications policy and procedure being developed, with particular attention to how emergency communication needs are assessed and escalated to leadership, CEO, and Board. *(In progress)*

Consultation:

All CHH Departments

Financial and Legal/Risk Considerations:

N/A

Next Steps and Milestones:

April 2026: Strategic Communications Plan 2025 Annual Progress Report

Strategic Alignment:

This report supports the following 2023-2027 CityHousing Hamilton Strategic Priorities:

- FLOURISHING COMMUNITIES: Empower Tenants with the support and services they need to thrive:
- PRIDE IN HOME: Preserve and upgrade CHH's current housing stock.
- NEIGHBOURHOOD REVITALIZATION: Develop new and inclusive affordable mixed housing that builds strong and successful multi-generational communities.
- A WHOLE TEAM APPROACH: Strengthen our people and performance.

Supporting Presentations and Appendices:

Appendix A – Strategic Communications Plan 2024

AS/amw

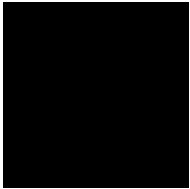
CHH BoD, May 27, 2025
Item 8a, Appendix A
Report #25013, Strategic
Communications Plan

CityHousing
Hamilton

...more than a place to live

Strategic Priorities

ConnectingCHH, our first comprehensive strategic communications plan, is a three-year road map with achievable milestones and targets to guide how CHH delivers:



Tenant Communications and Marketing

- Meet the accessibility needs of tenants
- Reflect IDEA
- Tell stories



Internal Communications and Staff Engagement

- Celebrate staff
- Promote a tenants first culture
- Encourage and enable staff feedback



Digital, Brand and Design

- Develop digital communications channels
- Make a digital front door website
- Support tenant-facing self-service



External Communications and Media Relations

- Address issues with transparency, accountability, and adaptability
- Proactively tell our stories

Challenges

- Improved communications training is needed organization-wide to enhance consistency.
- Limited resources and growing workload demands make it difficult to maintain consistent strategic communication. This impacts the ability to present strong professional brand.
- Tenant experience is closely tied to communications quality, as well as CHH brand and reputation. There are opportunities to strengthen these interactions by ensuring messaging is clear, consistent and aligned with the brand experience.
- Departments can strengthen internal collaboration and the sharing of consistent information.
- Enhancing cross-department collaboration will help break down siloes and promote more consistent messaging across the organization.

Where we are going

Enhanced Tenant Communications

Communication should be simple, clear, accessible and consistent- delivering timely, useful information with a strong focus on customer service.

Communications Toolkit

Revise the brand guide, introduce a style manual, establish caps guide, and set visual standards. Develop an official policy for openings.

Mapping Communication Pathways

Mapping tenant journey from new tenancy to departure, identifying areas where communications can be improved, made more consistent or streamlined.

Enhanced Photo Library

Enhance our photo library (very new builds focused right now).

Owning The Pipeline

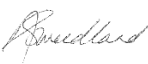
Not relying on news outlets to tell our story. Instead, telling our stories from start to finish on our platforms. This approach will allow us to highlight positive stories about CHH's vibrant communities and use them to communicate important information to tenants.

Establish Capital Projects Vision

Establish a consistent process and toolkit to guide communication for development and asset renewal.



Questions

Date:	May 27, 2025
Report to:	Board of Directors CityHousing Hamilton Corporation
Prepared by:	Amanda Warren-Ritchie Manager, Strategy & Quality Improvement
CEO/Secretary	Adam Sweedland
Signature	
Subject:	Vacant Unit Monthly Update – April 2025 (Report #25017)
Report Type:	Information

Recommendation(s):

That Report #25017, Vacant Unit Monthly Update – April 2025 be **received** for information.

Executive Summary:

CityHousing Hamilton (CHH) adopted its current Vacancy Management and Reset Plan on April 25, 2023, and committed to regularly reporting its progress towards reaching its new target of 2% (142 units) by the end of December 2024.

CHH currently uses a manual tracking and monitoring process for its vacant unit turnovers. The current vacancy rate is 2.2% **(160 units)**.

There are two high-level processes involved in vacancy management: *unit turnover* and *tenant placement*.

For the unit turnover process (the process from receipt of a vacant unit to making it available to rent), staff manually track new and future vacant units and issue and monitor work orders.



For the tenant placement process (the process from the point of an available unit to a tenant's move-in), staff have been able to continue this work with modifications to workflow. The City of Hamilton's centralized wait list continues to be accessible by CHH staff, as is CHH's internal market unit waitlist. However, all other steps in this process, such as rent calculations and lease preparation are being completed manually.

Refer to available data under Background and Additional Information.

Background and Additional Information:

The data provided herein are based on manual tracking. CHH began manually tracking data as a result of the cyber security incident and have worked methodically to rebuild missing data and have established a medium-high level of confidence in the data presented below and continue to work to achieve a high level of confidence.

Table 1 – Quarterly and Monthly Full Inventory Reporting

Classification	Subclassification	Q1 2024 ***	Q2 2024 ***	Q3 2024 ***	Q4 2024 ****	Q1 2025 ****	April 2025 ****
Occupied	RGI	4489	4518	4619	4848	4983	4986
	Market	1750	1745	1749	1752	1741	1732
Pending Move-in	n/a	180	155	148	101	91	70
Vacant	n/a	458	408	312	216	130	160
Unavailable	Large Scale Projects	101	105	101	38	65	62
	Development	191	191	191	177	132	132
Total Requirement		7122	7122	7122	7132	7142	7142
Vacancy Rate*		6%	5.49%	4%	2.6%	1.82%	2.2%

*Vacancy Rate excludes units classified as Pending Move-in and Unavailable

** Manually tracking – data is subject to human error and is updated/adjusted when necessary



Table 2 – Vacant Unit Status

Month	Active Renovation Underway	Inspected and W/O pending	Needs Inspection	Total
Feb	130	0	15	145
March	134	0	8	142
April	132	0	41	160

Move-ins vs. Move-outs:

CHH had 70 Move-ins for April and Tenant Placement staff have 52 units on offer with scheduled move-in dates for March and April.

2025: CHH rented 221 homes up to April 30th.

2024: CHH rented 734 homes up to December 31.

2023: CHH rented 559 homes in total (a 25% increase over 2022 with 444).

Tenant Move-outs number in April was 60.

2025: Move outs to Mar were 174 (basically on average with estimate of 40/month)

2024: Move outs to Dec were 476 (basically on par with estimated annual average of 480).

2023: Move outs were 497 (slightly exceeding the estimated annual average).

Consultation:

Internal CHH Departments: Finance, Operations, Maintenance

External: n/a

Financial and Legal/Risk Considerations:

Vacant units are funded through the annual operating budget and is augmented with additional funding from the City of Hamilton's Poverty Reduction Fund (\$1M annually until 2027). Financial progress reporting is unavailable at this time.

Next Steps and Milestones:

June 2025: May vacancy report will be presented to Board.



Strategic Alignment:

This report supports the following 2023-2027 CityHousing Hamilton Strategic Priorities:

- PRIDE IN HOME: Preserve and upgrade CHH's current housing stock.
- A WHOLE TEAM APPROACH: Strengthen our people and performance.

Supporting Presentations and Appendices:

None.

AS/awr

Date:	May 27, 2025
Report to:	Board of Directors CityHousing Hamilton Corporation
Prepared by:	Amanda Warren-Ritchie Manager, Strategy and Quality Improvement Alison MacKenzie Senior Project Manager - Strategy and Quality Improvement
CEO/Secretary	Adam Sweedland
Signature	
Subject:	CityHousing Hamilton Corporation Policy Update (Report #25014)
Report Type:	Recommendation

Recommendation(s):

That Report #25014 be received and the following recommendations be approved:

- (a) The Board of Directors approve the CityHousing Hamilton Corporation (CHH) Board Delegation Policy (attached as Appendix A to Report 25014); and
- (b) The Board of Directors approve the CHH Energy Policy (attached as Appendix B to Report 25014).

Executive Summary:

CityHousing Hamilton Corporation (CHH) maintains approximately 116 distinct policies and procedures which provide guidance and direction to staff, leadership and the corporation. CHH has developed two new policies and procedures, a board delegation policy and an energy policy, for the Board's consideration and approval.

These provide guidance and frameworks for governance and business operations in these two areas, ensuring consistency, clarity, and compliance, ultimately leading to a more efficient, organized, and fair organization.

Background and Additional Information:

1) Board Delegation Policy

From time to time, tenants and other individuals request approval to present or delegate to the Board of Directors for CHH. CHH does not have its own approved policy and, to date, it has navigated such requests by applying the relevant provisions of the City of Hamilton's Procedural By-law 21-021 for delegations. This By-law outlines the procedures for City Council and Committee meetings, including meeting procedures and requirements.

This by-law has provided a useful guide but does not fully capture circumstances unique to a housing provider. In addition, CHH has not formally adopted this by-law as its governing framework. As an independent corporation, it is prudent for CHH to adopt a formal policy to meet its unique governance and operational needs. The Board Delegation Policy facilitates participation and provides benefit to both stakeholders and the Board.

2) Energy Policy

The Energy Policy formalizes CHH's approach to managing energy initiatives. It affirms CHH's commitment to the responsible use of energy resources to achieve energy and emissions targets.

The Energy Policy ensures CHH's energy initiatives seek to maintain or improve tenant quality of life, continually improve energy performance, meet energy use and greenhouse gas emissions targets, and capture value for money when compared to status quo alternatives. It establishes an Energy Team to manage and reports on energy usage and greenhouse gas emissions in a collaborative effort across CHH departments.

Consultation:

Internal CHH Departments: All CHH departments reviewed and approved the Delegation Policy and Energy Policy.

External: Tenants First Team reviewed and approved the Delegation Policy on March 13, 2025.

Financial and Legal/Risk Considerations:

The Board Delegation Policy improves CHH's ability to operate as an independent corporation and provides improved guidance to ensure considerations such as privacy and tenants' rights can be protected.

Next Steps and Milestones:

Upon receiving approval for the Delegation Policy, CHH will add a Delegation Request Form to CHH's website in an accessible format. The Delegation Policy will be made available to stakeholders.

Upon receiving approval for the Energy Policy, it will be implemented internally at CHH.

Strategic Alignment:


This report supports the following 2023-2027 CityHousing Hamilton Strategic Priorities:

- FLORISHING COMMUNITIES: Empower tenants with the support and services they need to thrive.
- PRIDE IN HOME: Preserve and upgrade CHH's current housing stock.
- NEIGHBOURHOOD REVITALIZATION: Develop new and inclusive affordable mixed housing that builds strong and successful multi-generational communities.
- A WHOLE TEAM APPROACH: Strengthen our people and performance.

Supporting Presentations and Appendices:

- 1) Delegation Policy, Appendix A
- 2) Energy Policy, Appendix B

AS/awr

CityHousing Hamilton Corporation		
CATEGORY	01 - Administration	DATE APPROVED: Month Day, Year
POLICY	Delegation to Board of Directors	LAST REVIEWED: Month Day, Year
		NEXT REVIEW DATE: MONTH YEAR
1.0 POLICY STATEMENT AND PURPOSE		
<p>CityHousing Hamilton (CHH) provides a range of mechanisms for stakeholder input. Where stakeholders feel their input has not been captured before the Board, delegations provide an alternate method of input to the Board of Directors.</p> <p><u>Principles of the Delegation Policy:</u></p> <ul style="list-style-type: none">• Commitment to open and transparent decision-making;• Access to decisions impacting stakeholders;• Respect for CHH values and policies;• Benefit to stakeholders and the Board; and• Further the Board’s understanding of an issue. <p>Delegations cannot be used as a forum to present information or resolve matters under review by a legal dispute resolution body or for which the Board of Directors has no jurisdiction.</p>		
2.0 SCOPE		
<p>This policy applies to all tenants, staff and stakeholders of CHH. It outlines how persons, groups of persons, or organizations may delegate to the CHH Board of Directors.</p>		
3.0 POLICY		
<p>Any person, group of persons, or organization, who wishes to appear as a delegation to address</p>		

the Board may appear:

- a. Orally in-person or virtually; or
- b. Through written submission.

Any person, group of persons, or organization wishing to address the Board must submit a written request to CHH. The request is to be made using the 'Request to Speak to Board of Directors' form available on the CHH website. It must be submitted for consideration no later than seven (7) business days before a scheduled Board meeting.

As per the 'Request to Speak to the Board of Directors' Form, a request to delegate must include:

- Name(s) of all delegates;
- Brief description of topic of the delegation; and
- Contact information (name, address, email and/or phone number).

Delegation requests are reviewed by staff and added to Board meeting agendas for consideration by the Board, subject to the conditions outlined in the following provision.

Delegations that include any of the following ("prohibited information") will not be placed on a Board agenda for consideration:

- Identifies staff, tenants, or vendors and their employees by name or in any other way that makes them identifiable.
- Employment matters.
- Eligible for resolution through a formal process established by CHH for complaints or appeals, or requesting compensation, unless all proceedings have been completed.
- Subject of an application or action initiated through a court or tribunal process to which the delegation is a party. For example: Landlord and Tenant Board, Human Rights Tribunal of Ontario, Ontario Divisional Court.
- Requests to delegate on matters outside the jurisdiction of the Board.
- Allegations of a violation of the Code of Conduct or the Municipal Conflict of Interest Act by a member of the Board. The delegate will be advised of the ways to bring such

allegations to the attention of the Integrity Commissioner.

If placed on a Board agenda for consideration, the Board will decide if the delegation will be approved to be added to a future Board meeting agenda or denied.

If the Board approves a delegation request, CHH will confirm the future Board meeting date and requirements with the delegate(s). If the Board denies a delegation request, CHH will inform the delegate. The delegate may submit a written letter to the Board for its reconsideration.

Delegations are limited to a presentation of not more than five (5) minutes speaking time. The delegate(s) may request more time subject to Board approval. An extension of speaking time may be granted with the approval of a majority of the members of the Board present.

Delegate(s) who intend to include presentation materials must submit the materials four (4) business days before the confirmed meeting date. Delegates are also encouraged to provide a written summary of their delegation four business days (4) days in advance of the meeting they are attending. The brief will be provided to the members of the Board and become part of the public record. Presentation materials, including the written summary, cannot include any prohibited information as defined in this policy and will not be presented or distributed at the meeting.

Delegations will not be permitted more than once on the same topic, unless approved by the Board. Delegates who request to speak a second time on the same subject will be limited to providing new information only as part of their subsequent appearance.

Delegations are to refrain from referring to individual(s) by name when delegating.

Members of the Board can ask questions of the delegations for clarification purposes only and not for debate.

When a delegation is on a Board agenda and, without notification, the person(s) does not attend the meeting, the person(s) must re-apply. Once reconsidered by the Board, and approved, the

person will be notified of their delegation date.

Order and Decorum

In keeping with CHH values and policies, the Chair is responsible for ensuring the behaviour of all parties is respectful and not damaging towards any tenant, stakeholder, Board or CHH staff.

No person in attendance in-person or virtually at a Board meeting can:

- i) Be disrespectful or disrupt the meeting in any manner;
- ii) Use offensive language or language which is discriminatory in nature based on an individual's race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, gender identity, gender expression, age, marital status, family status, disability, or any other protected grounds for services under the Human Rights Code, R.S.O 1990, c. H.19, as amended;
- iii) Bring food or beverages, water excepted, into the room where the meeting is held when an in-person meeting is being held;
- iv) Address remarks to anyone but the Chair;
- v) Interrupt a person who has the floor;
- vi) Speak on any subject other than the subject for which they have received approval to address with the Board; or
- vii) Violate the rules of procedure or a decision of the Chair.

The Chair will request any person acting in a manner contrary to the rules set forth above to act in accordance with order and decorum for CHH Board meetings.

The Chair may call a recess in the event a delegate persists in conducting themselves in a manner contrary to the rules set forth above. Further, the Chair may expel the person from the meeting and may request the help of security and/or Police in doing so.

In the event a delegate poses a threat to the safety of themselves or others, the person(s) must be removed from the meeting, without warning.

No person except Board members, the Coordinator, Board Governance and Administration, and

authorized officials are allowed to distribute material unless approved by CHH.

Delegates must have electronic devices (e.g., phone, computer) on a non-audible function during the Board meeting.

Education and Communication

CHH will inform tenants, stakeholders, and staff of the Delegation Policy and expectations by posting on the CHH website.

Annual Requirements

Information on Board meeting schedules will be made publicly available on the CHH website.

Accountability

CHH will make the Delegation Policy publicly available on the CHH website. Delegations will be included in the meeting minutes and form part of the CHH public record.

4.0 PROCEDURE

Any person interested in delegating to the CHH Board of Directors is to complete the CHH Delegation Request Form on the CHH website.

The requesting delegate(s) will be informed of whether their request has been approved or denied to go forward to the Board for consideration.


Approved Delegations

- Delegates will be informed immediately upon Board approval of their approved delegation request.
- Delegates will be provided with a copy of CHH's Delegation Policy in advance of their delegation.

Denied Delegations

- Requesting delegate(s) will be informed of the reason(s) for the request's denial and provided with information on re-submitting a delegation request where appropriate.

5.0 RESPONSIBILITY
It is the responsibility of CHH’s Chief Executive Officer (CEO) to ensure tenants, staff, the Board of Directors, and stakeholders of CHH are aware of this policy.
6.0 DEFINITIONS
<p>Board of Directors:</p> <p>A group of individuals that are elected develop, implement, and monitor how an organization meets its organizational outcomes. CityHousing Hamilton operates with a Board of Directors.</p> <p>Board Meeting:</p> <p>A scheduled meeting of CityHousing Hamilton’s Board of Directors that is IN-PERSON / VIRTUAL / HYBRID where a quorum of members is present.</p> <p>Hybrid:</p> <p>A proceeding where some members participate virtually and some members participate in-person.</p>
7.0 REFERENCES AND RELATED POLICIES
CityHousing Hamilton Complaints Policy CityHousing Hamilton Website City of Hamilton Code of Conduct Human Rights Code Municipal Conflict of Interest Act Business Corporations Act
8.0 ATTACHMENTS
N/A
9.0 HISTORY
<ul style="list-style-type: none"> Approved by CHH Senior Management Team on March 19, 2025.
10. ACKNOWLEDGMENTS
<ul style="list-style-type: none"> Originally created by Adam Sweedland, Teresa Herechuk, Amanda Warren-Ritchie and Alison MacKenzie in February 2025. Review by the Tenants First Team in March 2025.

CityHousing Hamilton Corporation		
CATEGORY	03 - Procurement	DATE APPROVED: Month Day, Year
POLICY	Energy	LAST REVIEWED: Month Day, Year
		NEXT REVIEW DATE: March 2030
1.0 POLICY STATEMENT AND PURPOSE		
<p>The Energy Policy outlines CityHousing Hamilton's (CHH's) organizational commitment to the responsible use of energy resources. It is in alignment with CHH's strategic priorities of preserving and upgrading CHH's housing stock.</p> <p>The policy and procedure is designed to:</p> <ul style="list-style-type: none">• Prescribe the composition and mandate of CHH's Energy Team;• Specify reporting requirements related to energy and emissions; and• Facilitate the achievement of CHH's energy and emissions targets.		
2.0 SCOPE		
<p>The Energy Policy applies to all CHH departments and staff.</p> <p>The Energy Team functions as an advisory body to support CHH's energy initiatives.</p>		
3.0 POLICY		
<p>CHH aims to reduce energy consumption and greenhouse gas (GHG) emissions at its properties through strategies resulting in a direct financial and environmental benefit to CHH and the City of Hamilton.</p> <p>CHH initiatives related to energy and emissions will seek to:</p> <ul style="list-style-type: none">• Maintain or improve tenant's quality of life;• Continually improve energy performance while ensuring initiatives can be feasibly		

supported by CHH departments;

- Meet energy use and GHG emissions targets in accordance with CHH's Strategic Plan, City of Hamilton policy, and other applicable requirements; and
- Ensure value for money is captured, including lifecycle cost savings when compared to status quo alternatives.

Energy Team

To meet CHH's strategic priorities and the City of Hamilton's energy and GHG emissions targets, CHH will establish and maintain an Energy Team. The Energy Team will seek to:

Provide organizational leadership and expertise to manage energy usage and GHG emissions at CHH properties.

The Energy Team will be comprised of:

- An Energy Champion, who will be responsible for leading the efforts of the Energy Team and will act as Chair for the team's meetings;
- An Executive Sponsor who will represent CHH's senior leadership team and will be responsible for supporting the efforts of the Energy Team;
- Managers or delegates representing Asset Renewal, Development, Maintenance, and Strategy and Quality Improvement; and
- Other CHH staff supporting the efforts of the Energy Team as required.

The Energy Team will maintain an updated Charter that is reviewed annually.

Reporting of CHH's energy usage and GHG emissions will be coordinated and carried out by the Energy Team annually. The associated results, key performance indicators, and strategic plan to achieve established targets will be compiled and presented to the Senior Leadership Team and Board of Directors as required.

4.0 PROCEDURE

Managing energy usage and GHG emissions, and achieving reduction targets, is a collaborative effort across all CHH departments.

The following procedures will assist CHH departments and staff in making decisions or choices related to managing energy consumption and GHG emissions.

4.1 Capital Repair and Renewal

The Energy Team is to be involved in the review of capital projects being proposed for the upcoming budget year, as well as on demand capital projects wherever feasible, to ensure opportunities for improving energy efficiency are considered and evaluated.

Project Prioritization: Once the proposed capital projects for the upcoming budget year have been identified and no later than July 31st (e.g. notified by July 31st for projects being proposed in the following budget year), the Senior Project Manager, Asset Renewal, will provide the list of projects to the Energy Team. The Energy Team will provide recommendations for project prioritization from an energy and GHG emissions reduction lens for consideration by the Manager of Asset Renewal.

The Energy Team will review capital and on demand projects and identify opportunities for energy efficiency prioritization within a one-week timeframe.

Design Options:

Where a capital project may have potential for energy and/or GHG emission reduction, the Project Manager is to liaise with the Energy Champion to determine whether to follow the process outlined below.

Design options for capital and on demand projects identified as having potential for energy and/or GHG emissions reductions shall include a status quo option compared to more energy efficient options. These options will help staff assess the benefits and long-term operating and replacement costs such that appropriate value for money decisions can be made while considering capital and operating budget constraints.

- If a consultant is being engaged for the design of a project, they shall present lifecycle costs (capital, operating, maintenance, and replacement costs) for a status quo (i.e., like-for-like) option compared to an energy efficient option for the Energy Team's consideration.

- If a consultant is not involved in the design of a project, the Project Manager shall consult with the Energy Champion to assess lifecycle costs (capital, operating, maintenance, and replacement costs) for a status quo (i.e., like-for-like) option compared to an energy efficient option.

The Energy Team will review the options and prepare a recommendation to the Project Manager and Manager of Asset Renewal for consideration.

4.2 Preventative Maintenance and Service Contracts

The Energy Team is to be involved in the review of preventative maintenance and service contracts wherever feasible, to ensure opportunities for improving energy efficiency are considered and evaluated.

Project Identification: Twelve months prior to a preventative maintenance or service contract's expiry, the Manager of Building Systems and Preventative Maintenance will inform the Energy Team. The Energy Team will review preventative maintenance projects and service contracts to identify opportunities for energy efficiency and provide the information to the Project Manager.

Where there is a new service contract being written, the Manager of Building Systems and Preventative Maintenance will inform the Energy Team. The Energy Team will review preventative maintenance projects and service contracts to identify opportunities for energy efficiency and provide the information to the Project Manager.

4.3 Design and Construction of New CHH Buildings

The design and construction of new CHH Buildings will conform with the requirements outlined in CHH's Design Standards and Guidelines document. The Energy Team will review CHH Design Standards and Guidelines as updates occur.

4.4 Operations and Maintenance

Staff are to consult with the Energy Champion (Senior Project Manager, Energy Initiatives) in the following areas to ensure CHH properties are operated and maintained in a manner promoting energy, emissions and water efficiency:

- Room temperature settings
 - For properties with Building Automation Systems (BAS)
- HVAC equipment settings and controls
- Equipment and appliance purchases (i.e., Energy Star)
- Lighting controls (e.g., photocells and timers)
- High water usage or potential leak concerns
 - Refer to Utility Usage and Monitoring Policy and Water Utility Usage and Notifications SOP

4.5 Partnership Development and Support Services

Where a Project Manager identifies an energy initiative or project that will impact tenants at the unit or building level, they will communicate with the Manager of Partnership Development and Support Services to arrange tenant engagement and support where required. Notice of the project should be provided by the Project Manager as early as possible.

4.6 Funding Agreement Reporting (Finance)

The Energy Team will prepare energy-related reports pertaining to funding agreements with external funders or the City of Hamilton. The Energy Team will inform the CFO when a new report is available.

All reports will be saved on SharePoint.

4.7 Non-Compliance with Energy Policy and Procedures

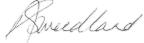
If a CHH department or staff identifies circumstances making it difficult or impossible to implement the Energy Policy, they shall inform the Energy Team via the Energy Champion regarding the deviation from the standard, including a rationale for the deviation.

The Energy Team will maintain a current list of all deviations, including reasons for non-compliance and impacts to energy use, utility costs, and GHG emissions. The list will be reviewed annually with the Senior Leadership Team.

5.0 RESPONSIBILITY

It is the responsibility of management to ensure staff are trained on this Policy.

6.0 DEFINITIONS
Energy Team: Cross departmental staff from CHH who collectively provide organizational leadership and expertise to manage energy usage and GHG emissions at CHH properties.
7.0 REFERENCES AND RELATED POLICIES
City of Hamilton Adequate Heat By-Law 04-091 Corporate Energy and Sustainability Policy, City of Hamilton, 2007 Energy Management Plan, Cityhousing Hamilton, 2020 Energy Team Charter, CityHousing Hamilton CityHousing Hamilton Standard Operating Procedure – <i>04 Operations: K3D Heating System</i> Ontario Regulation 246/22 under the Fixing Long-Term Care Act, 2021 CityHousing Hamilton Standard Operating Procedure – <i>04 Operations: Water Utility Usage and Notifications</i>
8.0 ATTACHMENTS
N/A
9.0 HISTORY
<ul style="list-style-type: none"> Approved by CHH Senior Management Team on March 19, 2025.
10. ACKNOWLEDGMENTS
<ul style="list-style-type: none"> Created by Chris Shilton and Alison MacKenzie in March 2025.

Date:	May 27, 2025
Report to:	President and Board of Directors CityHousing Hamilton Corporation
Prepared by:	Adam Sweedland Chief Executive Officer
CEO/Secretary	Adam Sweedland
Signature	
Subject:	CityHousing Hamilton Corporation – Shareholder Direction Review (Report #25018)
Report Type:	Recommendation

Recommendation(s):

That Report #25018, CityHousing Hamilton Corporation Shareholder Direction Review be received for information and the following recommendation(s) **approved**:

- (a) That the Chief Executive Officer be directed to initiate a review of the Direction of the City of Hamilton as the Sole-shareholder of CityHousing Hamilton (CHH) to evaluate and determine if the current governance framework is optimally meeting the respective needs of CHH and the City of Hamilton, as sole shareholder;
- (b) The staff report back no later than February, 2026 with a summary report including any recommendations the Board may wish to present for shareholder consideration.

Executive Summary/Key Points:

- In 2012, Council for the City of Hamilton approved a Sole-shareholder Direction (Direction) for CityHousing Hamilton Corporation (CHH) to establish roles and responsibilities for the Board of Directors, the City, in its capacity as sole-shareholder and City/CHH staff.



- The Direction has not been reviewed since its approval.
- Since its approval, CHH has grown and evolved significantly, and its Board of Directors has positioned the organization for progressive achievements through its strategic plan and aggressive growth through its long-term development strategy.
- Staff believe it to be appropriate and prudent to undertake an updated review of the Direction to evaluate how the current governance framework and other relationship arrangements are meeting the respective needs of CHH and its shareholder, the City of Hamilton.
- Staff will further request the consultant provide CHH with any recommendations which can be individually assessed and presented for shareholder consideration.

Background and Additional Information:

CityHousing Hamilton Corporation (CHH) was incorporated through an act of the provincial legislation in 2000 at the time of devolution of responsibility for local housing authorities from the province to municipalities. CHH is governed by the *Ontario Business Corporations Act* and its sole-shareholder is the City of Hamilton.

Furthermore, CHH is designated as a local housing corporation under the *Housing Services Act, 2011* and local housing corporations are specifically deemed to not be a 'local board' of a municipality.

In 2010, SHS Consulting was hired to conduct an operational and organizational review of CityHousing Hamilton Corporation (CHH). These reviews focused on three areas and produced three distinct reports:

- Renewing CityHousing Hamilton Corporation (governance and administration)
- Tenant Survey (tenant satisfaction and engagement)
- Operational Review (compliance and best practices)

In particular, the Renewing CityHousing Hamilton Corporation identified a total of 33 recommendations across five key areas. However, one area of recommendations focused on substantively improving the governance framework between the City of Hamilton and CHH.

The report found that the formal role of the shareholder and the accountability of CHH to the shareholder were poorly defined. In fact, at that time, the Board, Senior Staff and Council demonstrated frustration and, in general, a poor understanding of their respective roles, legislative responsibilities and accountabilities. Further, there was a poor understanding or appreciation of that CHH could be operated differently from the municipality to take advantage of its different legislative framework and isolate risk from the municipality.

The report described key elements of the relationship between CHH and the City but did not make determinations or provide opinions on whether these elements should be directly addressed. One example noted was the fact CHH staff are, in fact, employees of the City of Hamilton effectively making the relationship less than “arm’s length”.

It did provide a brief explanation of the pros and cons of an arm’s length corporation vs. a non-arm’s length corporation. It further noted the However, the report did not make any recommendations to change the overall relationship. Instead, it focused on working within the defined relationship by better defining roles and accountabilities and improving everyone’s respective understanding of same.

In response, in June 2012, Council for the City of Hamilton approved the “Declaration and Direction of the Sole Shareholder” (the “Direction”) to establish the current governance model and respective roles and accountabilities for both the City and CHH. It is a legally binding document which clearly outlines the City’s roles and responsibilities as sole shareholder as well as the expectations and mandates for CHH and its board of directors.

Since its adoption, many of the identified governance matters have indeed improved:

- The Board has more clarity in its mandate to manage the business of CHH.
- The Board understands the matters which need the approval of the shareholder.
- The Board is provided with the reports and information it requires to fulfill its responsibilities.
- The are reporting mechanisms in place between the Board and the shareholder; and
- Board members, particularly Councillor-elected members, are onboarded with each new term and provided with an orientation to education and confirm their responsibilities to CHH when serving as board members.

However, since its adoption, there have still been challenges and confusion for both CHH and the City. As CHH continues to evolve and transform its business to deliver on the strategic plan priorities and the goals of the long-term development strategy, it is appropriate to invest in a comprehensive review of the governance framework. The distinct legislative framework may also provide opportunities not currently being availed.

The review should consider a fulsome evaluation of the Direction and how it meets today's needs of both CHH and the City and identify any recommendations to improve which CHH could present for shareholder consideration. At a minimum, the recommendations should reflect jurisdictional scans, interviews/consultations, financial and legal implications, and a cost-benefit analysis of status quo vs. implementing alternatives.

Consultation:

Targeted consultation will be a condition of the review, including CHH leadership and its Board, CHH solicitors, City of Hamilton senior leadership, and appropriate environmental scans of similar organizations.

Financial and Legal/Risk Considerations:

Staff will follow the City of Hamilton procurement policy and obtain a minimum of three quotes from qualified consultants. If the quotes exceed \$100K, staff will report back to the Board. However, the review is not expected to exceed \$100K and will be funded from the capital/development reserve and the 2025 operating budget.

Next Steps and Milestones:

Issue request for quotes with review to begin in Q3 2025.

Strategic Alignment:

This report supports the following 2023-2027 CityHousing Hamilton Strategic Priorities:

- **FLORISHING COMMUNITIES:** Empower tenants with the support and services they need to thrive.
- **PRIDE IN HOME:** Preserve and upgrade CHH's current housing stock.

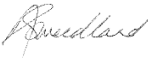
- NEIGHBOURHOOD REVITALIZATION: Develop new and inclusive affordable mixed housing that builds strong and successful multi-generational communities.
- A WHOLE TEAM APPROACH: Strengthen our people and performance.

Supporting Presentations and Appendices:

None

AS/as



Date:	May 27, 2025
Report to:	Board of Directors CityHousing Hamilton Corporation
Prepared by:	Adam Sweedland, Chief Executive Officer
Signature:	
Subject:	CEO Updates and Communications
Report Type:	Information (to be received)

Recommendation(s):

That the CEO Updates and Communications be **received** for information or discussion purposes.

Updates:

1.0 Together we Bloom – CityHousing Hamilton Garden Contest

- Annual garden contest – tenants can nominate themselves or neighbours for awards in five categories – best flower garden, best vegetable garden, best garden by a garden group, best property beautification garden and best balcony garden.
- Judging day July 11, 2025 – judges look for design & creativity, plant health & maintenance and variety
- Garden Awards Ceremony, September 23, 2025 – prizes will be awarded for each category and all participants will receive a formal acknowledgement of thanks for their efforts

2.0 Tenants First Team

- The Tenants First Team last met on May 13, 2025 and approved its minutes of March 11, 2025 which are included in the agenda package for information.
- The Tenants First Team has agreed to meet for a special meeting on June 17, 2025.
- The Board will receive its annual presentation to the Board at its meeting on June 24, 2025.

3.0 Board Communications

The following Board Communications were sent to the Board of Directors via email since the last Board meeting:

- May 12, 2025: Board Update, Vice President Vacancy
- May 15, 2025: Urgent Construction, 120 Strathcona
- May 20, 2025: Staff Announcement, AAll to CEO
- May 22, 2025: CHH / Habitat for Humanity - 2025 Corporate Build Day

Strategic Alignment:

This report supports the following 2023-2027 CityHousing Hamilton Strategic Priorities;

- A WHOLE TEAM APPROACH: Strengthen our people and performance.

Appendices

-Tenants First Team minutes dated May 13, 2025

-Email (dated) May 12, 15, 20 and 22, 2025

AS/as

**Meeting Minutes
Tenants First Team
CityHousing Hamilton**

Date:	Tuesday, March 11, 2025
Time:	5:30pm – 7:30pm
Meeting:	Regular Meeting
Location:	181 Main St W., 3rd Floor, Classrooms 3/4
Present:	<p>Vice Chair – Kim Cruz Chair – Lisa Burton (virtual) Member – Jim Zhao Member – Malcolm Purdy Member – Marylou Purdy Member – Terry Daly Member – Marie Dynes Member – Tesha Sylvester</p> <p>CHH Staff – Adam Sweedland, CEO CHH Staff – Leanne Ward, Manager of Operations CHH Staff – Tina Santarelli, Tenant Support Worker, Lead CHH Staff – Carlie Weeks, Partnership Development Advisor CHH Staff – Gillian McLaughlin, Manager of Partnership Development & Support Services CHH Staff – Adrian McKenzie, Equity Specialist CHH Staff – Alison MacKenzie, Senior Project Manager</p>
Regrets:	<p>Member – Don Mallette Member – Mike Hallman CHH Staff – Connor Jay, Communications Coordinator</p>
Guests:	<p>Phil Duncan, Supervisor of Community Safety Tracy Murphy, Manager of Tenant Administration Amanda Warren-Ritchie, Manager of Strategy and Quality Improvement</p>

1. Call to Order (Quorum is six)

Vice-Chair – Kim Cruz proceeded with Traditional Land Acknowledgement for the City of Hamilton.

Kim Cruz called the meeting to order at 5:40pm.

- A) The Chair proceeded with Roll Call at the beginning of the meeting, calling out each member's name and having the attending member say "present".

2. Confirmation of Minutes

Regular meeting held on January 14, 2025. Members were in receipt of the meeting minutes.

Minute approval: *none opposed*.

3. IDEA Training

Adrian McKenzie led a training on Inclusion, Diversity, Equity and Accessibility (IDEA).

Attachment:

- [IDEA Training Presentation](#)

4. Community Safety

Phil Duncan presented on community safety at CHH.

Tenants First Team Members participated in a facilitated exercise on community safety answering the questions below.

- 1) Concerns
 - a. What are the top community safety concerns at your property?
- 2) Education
 - a. Based on your top concerns, what information could CHH provide to support your mental and physical safety?
 - b. How could CHH share the information?
- 3) Communication and Engagement
 - a. What are opportunities to communicate with or engage tenants in community safety at your property?
 - b. How could we plan CPTED audits to make our communities safer?
- 4) What's Working
 - a. Is there anything making your community safe(r)? What is working well?
- 5) Other
 - a. Please share anything else you would like to add about community safety.

Responses were discussed as a large group.

At a future meeting this year, CHH will develop a response to items raised in the discussion and present it to Members for review.

Attachments:

- [Community Safety Presentation](#)
- [Community Safety Discussion Notes](#)

5. Delegation Policy

Adam Sweedland presented a draft CHH Delegation Policy for feedback.

Members provided the following feedback:

- It is helpful to share the policy in advance of a delegation for people to stay on track.
- People should write their thoughts down and share them in advance, so they have time to think about what they are going to say.
- The policy will show people the rules, so they know to follow them.
- Need a sense of respect for CHH and to speak properly.
- Staff discussed the potential opportunity to post a “how to delegate” video on website.

Attachments:

- [Delegation Policy – Draft](#)
- [Delegation Form - Draft](#)

6. Next Meeting

Next meeting is May 13th from 5:30-7:30pm at 181 Main St W.

Tentative agenda items include:

- 1) IDEA – Languages, RZone
- 2) Communications

Adjournment at 7:35pm.

*Alison MacKenzie
CityHousing Hamilton
March 11, 2025*

Herechuk, Teresa

Subject: FW: CHH Board Vice-President vacancy

From: Herechuk, Teresa <Teresa.Herechuk@hamilton.ca> **On Behalf Of** Sweedland, Adam
Sent: Monday, May 12, 2025 9:03 AM
To: CHH Board of Directors
Subject: CHH Board Vice-President vacancy

Good morning CHH Board of Directors,

In advance of the May 27th Board meeting and the agenda distribution, I wanted to follow up on an item from the April 22nd meeting:

As discussed on April 22, the Board has a vacant position of Vice-President/Vice-Chair following the resignation of Christine Griffith. The call for nominations will take place at the May 27 meeting. Nominations are open to all Board members.

As a reminder, the duties, as set out in the Shareholder Direction, are ...

Vice President / Vice Chair

The role of the vice-president is to learn the duties of the president and act as Chair when the Chair is absent or when called to the Chair by the Chair.

The duties of the Vice Chair include:

- Chair at least one Director meeting on an annual basis;
- Assume duties as assigned;
- Act as acting Chair should the Chair step down from their position to ensure proper succession; and
- Ensure ongoing Director Membership development.

I am also happy to discuss the role further (in terms of time commitments, etc.) if you wish or, alternatively, I'm sure President Nann is prepared to answer questions.

Please consider your interest and availability in advance of the May 27th meeting.

Thank you in advance for your consideration.

Adam

Adam Sweedland (*he/him*)
Chief Executive Officer
CityHousing Hamilton Corporation

Herechuk, Teresa

Subject: FW: URGENT Construction: 120 Strathcona - Notices to tenants

Importance: High

From: Herechuk, Teresa **On Behalf Of** Sweedland, Adam
Sent: Thursday, May 15, 2025 9:29 AM
To: CHH BoD / Councillor's Office
Subject: URGENT Construction: 120 Strathcona - Notices to tenants
Importance: High

~~~~~**SENT ON BEHALF OF CHH, CHIEF OF OPERATIONS, LEANNE WARD**~~~~~

Good Morning CityHousing President and Board of Directors,

I am writing to inform you of some urgent construction that will be commencing at 120 Strathcona today.

Yesterday, a consultant identified an issue with some of the concrete on the shear wall and balconies on the northeast side of the building. There is concern about how secure it may be. We are responding immediately by installing fencing to secure the work area around the northeast side of the building and installing scaffolding/shoring to cover the glass ceiling of the atrium and egress points from the building.

This is being done out of an abundance of caution to ensure the safety of the tenants in the building.

We are also working to arrange the emergency repairs necessary to rectify the issues. **Notices are being distributed to tenants today.**

Some of the tenants, in units adjacent to the shear wall, are being asked to refrain from using their balconies for the time being also out of an abundance of caution.



May

15\_TenantNotice...



May

15\_BuildingNoti...

We will provide you with more information about this project as it becomes available.  
We will also share this update with (Ward 1) Councillor M. Wilson.

Please reach out with any questions or inquiries regarding this project.

Thank you for your time.

Sincerely,



|                                                                                                                                |                                                                                                                                   |
|--------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|
| <b>Adam Sweedland (he/him)</b><br><b>Chief Executive Officer</b><br>CityHousing Hamilton Corporation<br>905.523.8496 ext. 4604 | <b>Leanne Ward (she/her)</b><br><b>Chief Operating Officer</b><br>CityHousing Hamilton<br>Operations<br>Phone: 905.523.8496 X7317 |
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*I value and respect flexible work arrangements. Although I have sent this at a time that is convenient to me, it is not my expectation that you read, respond, or follow up on this email outside of your regular work hours.*

*This email may contain PRIVILEGED and CONFIDENTIAL INFORMATION only for use of the Addressee(s) named above. If you are not the intended recipient of this email or the employee or agent responsible for delivering it to the intended recipient(s), you are hereby notified that any dissemination or copying of this email is strictly prohibited.*

**Herechuk, Teresa**

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**Subject:** FW: CHH Staff Announcement, Admin.Assistant II to the CEO's office, Chrystel Morgan

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**From:** Herechuk, Teresa  
**Sent:** Tuesday, May 20, 2025 3:07 PM  
**To:** CHH Board of Directors  
**Cc:** Councillor's Office  
**Subject:** FW: CHH Staff Announcement, Admin.Assistant II to the CEO's office, Chrystel Morgan

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Hello Board members, for your information...  
Thank you!  
Teresa

## Staff Announcement, Admin.Assistant II to the CEO's office



**Herechuk, Teresa**  
Coordinator - Board Governance and Administration  
\*\*\*\*\*Sent on behalf of Adam Sweedland\*\*\*\*\*

I am please to announce that **Chrystel Morgan** has been appointed as the **Administrative Assistant II**.

Chrystel has more than 10 years' experience in communications, analysis, and customer service. Chrystel worked in both Planning & Ec Dev Dept. and Corporate Services for her 7 years at the City of Hamilton - first as Court Clerk/Court Reporter and then Planning Development Clerk.

Chrystel is fluent in both English and French languages and works collaboratively in an ever-changing work environment by multitasking, prioritizing and maintaining efficiencies.

As the CHH Administrative Assistant II, Chrystel will provide confidential administrative support to the Chief Executive Officer (CEO), Chief Financial Officer (CFO), Chief Operations Officer (COO) and Chief Portfolio Officer (CPO). Chrystel will start May 20<sup>th</sup> and her desk will be located on 23<sup>rd</sup> Floor.

(New) General *In-box* email address for CHH CLT has been activated and request to send any items for CLT to this mailbox please, as it will be monitored by Chrystel and Teresa: Office of the CHH Corporate Leadership Team [officeoftheCHH.CLT@hamilton.ca](mailto:officeoftheCHH.CLT@hamilton.ca)

Please join me in welcoming Chrystel to our CHH team!  
Thank you!

Adam

**Adam Sweedland** (he/him)

Chief Executive Officer

CityHousing Hamilton Corporation

**Herechuk, Teresa**

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**Subject:** FW: CHH / Habitat for Humanity - 2025 Corporate Build / Board Visit proposed dates

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**From:** Herechuk, Teresa **On Behalf Of** Sweedland, Adam

**Sent:** Thursday, May 22, 2025 10:37 AM

**To:** CHH Board of Directors

**Subject:** CHH / Habitat for Humanity - 2025 Corporate Build / Board Visit proposed dates

Good morning CityHousing Hamilton President and Board of Directors,

Following the success of last year's corporate build day with Habitat for Humanity, they have inquired about our interest in arranging a similar day for 2025.

CHH has a very valuable partnership with Habitat for Humanity Hamilton to assist with vacant unit turnover. Habitat's work is largely volunteer driven and they are very successful in attracting and retaining an active volunteer base.

To demonstrate CHH's continued support for the work Habitat is doing, I am proposing to arrange a 2025 date for any interested Board members and CHH's leadership team to once again participate in an opportunity to lend hands and join Habitat's staff and leadership at one of our local sites. This year we would be working at 10 St. Andrews Drive in Ward 5.

As a starting point, Habitat has offered the following dates:

- July 10 (Thu)
- July 15 (Tue)
- July 17 (Thu)
- July 22 (Tue)
- July 24 (Thu)
- July 29 (Tue)
- July 31 (Thu)

If you (or a representative from your office) wish to participate and have a preferred date from above, please let us know (*email [Teresa.Herechuk@hamilton.ca](mailto:Teresa.Herechuk@hamilton.ca)*) .

Based on the response, we will do our best to accommodate board members' preferences.

Once a date is confirmed, Habitat will coordinate the volunteer packages as they did last year.

Thanks,  
Adam

**Adam Sweedland** (he/him)

Chief Executive Officer

CityHousing Hamilton Corporation



**\*\*CONFIDENTIAL\*\***

**Date:** Tuesday May 27, 2025

**Report to:** CityHousing Hamilton  
Board of Directors

**Submitted by:** Adam Sweedland  
Chief Executive  
Officer/Secretary

**Prepared by:** Adam Sweedland  
Chief Executive  
Officer/Secretary

**Subject:** **CONFIDENTIAL / IN-CAMERA**

**10) PRIVATE AND CONFIDENTIAL**

**a) Organizational Updates and Structure Review (Report #23007(c))**

**NOTE:** Discussion of this Confidential Report in closed session is subject to the following requirement(s) of the requirement(s) of the City of Hamilton's Procedural By-law and the *Ontario Municipal Act, 2001*:

- as amended, as the subject matter pertains to personal matters about an identifiable individual, including City employees –CityHousing Hamilton or labour relations or employee negotiations.

**RATIONALE FOR CONFIDENTIALITY**

This report is being considered in Closed Session as it contains information related to identifiable staffing positions and a potential organizational restructuring.

Staff are recommending that Report #23007(c), Organizational Updates and Structure Review remain confidential, as the primary subject matter pertains to personal matters about an identifiable individual(s).