

2024 **ANNUAL REPORT**





Land Acknowledgement

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.



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CEO & President Letter

As the president and the chief executive officer of CityHousing Hamilton (CHH) we share a strong belief that people must always be at the center of our work. We are entrusted with an important responsibility—to preserve and improve the conditions of our communities for current and future generations who will call our communities their home.

We believe people who choose a CHH community as their home deserve to be proud, feel safe, and have success in their lives.

As the largest provider of affordable housing in Hamilton, managing close to 50 per cent of the purpose-built affordable rental stock, CHH plays an integral role in ensuring Hamiltonians have affordable and safe places to call home.

2024 was a big year for the organization, but our proudest achievement was seeing our vacancy rate slashes from 9% (649 units) to 2.4% (171 units) over an 18-month period. This cleared a backlog of almost 500 units of much-needed affordable housing.

We also took this opportunity to enhance and add accessibility features, while using higher quality materials to better withstand typical wear and tear associated with long-term, purpose-built rentals.

We started the journey of affirming an organizational culture that puts tenants first by providing high-quality tenant experiences, excellence in portfolio management, and

optimal organizational performance. We saw the creation of the Tenants First Team, which embeds tenant input and feedback into the organizational decisions of CityHousing Hamilton.

We piloted an in-house caretakers project, bringing cleaning services into the organization for a select few properties, and it was an overwhelming success. Tenants, staff, and vendors alike all continuously remarked on the improved level of cleanliness, and it is our hope to roll this out across more buildings in 2025.

We continue to make strides to address tenant concerns about safety through the introduction of a community safety staff member, leading to better relationships with both tenants and police.

We launched our first strategic communications plan in order to communicate better with tenants and begin the work of changing our perception in the broader community.

Lastly, we continued demonstrating CHH’s commitment to environmental sustainability and the City of Hamilton’s 2050 Climate Change goals by making smart decisions in the construction methods and technology applied in new construction. Two buildings, were opened this year, totaling 79 new homes. A unique partnership with Indwell at 257 King William will provide 24 deeply affordable homes for individuals at risk of or experiencing homelessness.

At 106 Bay St N, we have created a near net-zero transit-oriented 55-unit building that incorporates alternative transportation options in order to provide the opportunity for further development.

On behalf of the board of directors and the senior leadership team of CityHousing Hamilton, we want to extend our sincere thanks to the tenants, staff, and community partners for their commitment and hard work in 2024.

Because of you, CHH is working to put tenants first in everything we do.



Nrinder Nann
President &
Ward 3 Councillor



Adam Sweedland
Chief Executive
Officer

Vision

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

Mission

We provide affordable housing that is safe, well maintained and cost effective and that supports the diverse needs of our many communities.

Strategic Priorities



Flourishing Communities:
Empowering tenants with the support and services they need to thrive.



A Whole Team Approach:
Strengthening our people and performance.

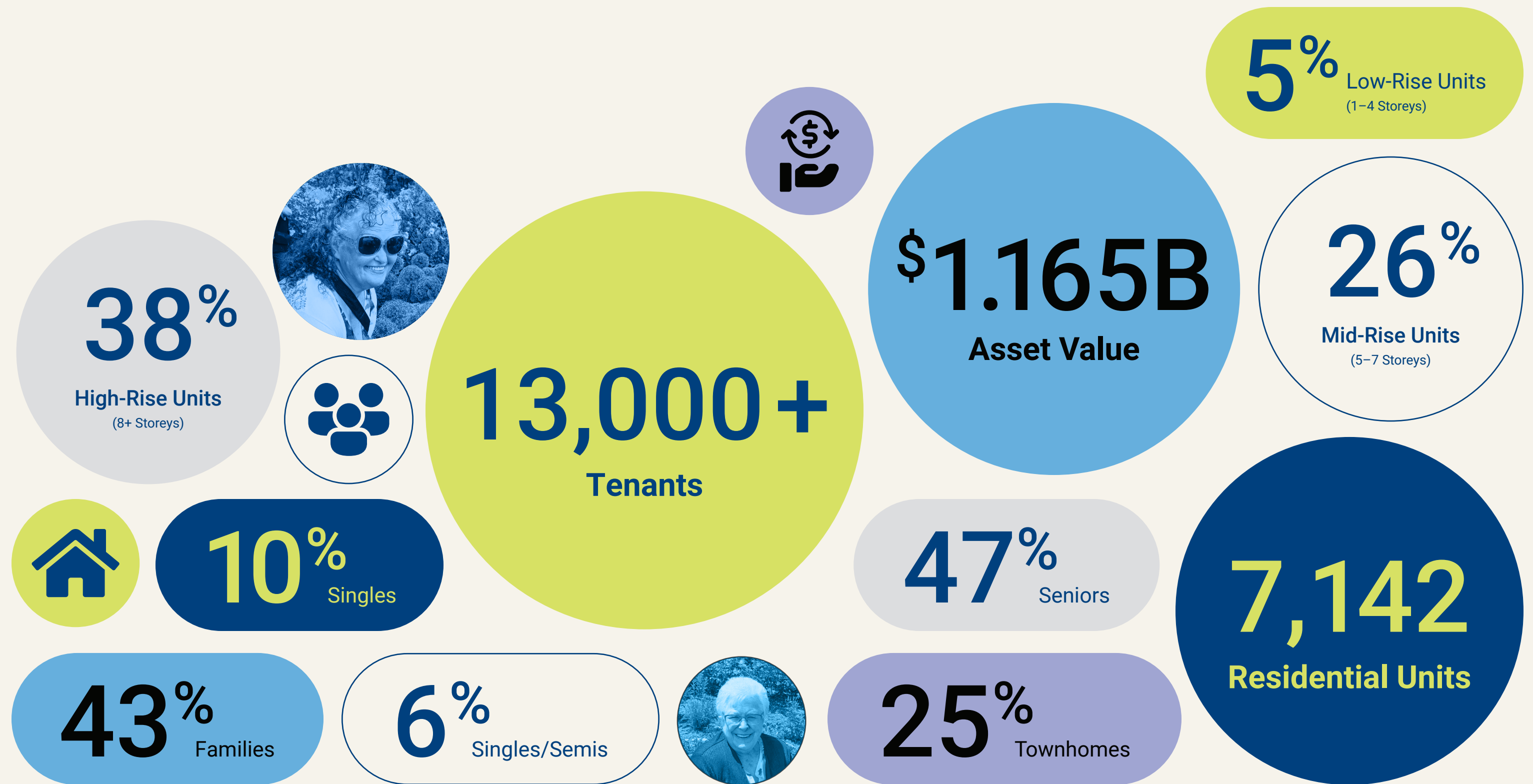


Pride in Home:
Developing new and inclusive affordable mixed housing that builds strong and successful multi-generational communities.



Neighbourhood Revitalization:
Preserving and upgrading CHH’s current housing stock.

Demographics & Portfolio Breakdown



Tenants First Team Introduced

In 2023 tenants from across the city, including myself, had the opportunity to meet with our then new CEO Adam Sweedland for a series of round table talks. In keeping with CHH strategic plan for 2023-2027, the intent was to meet with community leaders and gain a perspective on the tenant experience and find areas of concern and opportunity.

Early in 2024, community leaders from the initial round tables were invited to come together and create a new committee with support from Adam and CHH, and the journey for the new Tenant's First Team began. Our purpose, as created by the group, has become to partner with CHH to ensure it offers high-quality tenant experience by providing a tenant perspective on decisions that impact our communities and helping to prioritize what is needed to improve overall quality of life for tenants.

I was honored to be elected as the Chair, and I am looking forward to continuing to work with Co-Chair Kim Cruz, and our members Don Mallette, Jim Shao, Marie Dynas, Mike Hallman, Terry Daily, Tesha Sylvester, Malcolm Purdy and Marylou Purdy. I have enjoyed guiding the group through our first year's work plan and watching the group learn and grow, coming together to provide a much-needed tenant perspective to impact of day-to-day operations within CHH and how it effects the communities overall.

There are often many challenges to striking a new committee, however much to my surprise the group was able to achieve all of their work goals for 2024. The work was inclusive of not only the required administrative details such as terms of reference, but as well as several learning and training sessions to assist the group in having a full understanding for success. The insightful conversation

regarding communications strategies, development strategies, safety and security and more, brought forth insightful impacts on the communities and wide range of positive and constructive suggestions for how to best move forward.

It has become our mission that the Tenants First Team improves CHH's tenant experience by bringing the community together to improve quality of life, accessibility and ensure everyone feels safe, supported, engaged, and included in our communities.

We look forward to continuing our partnership in 2025 with a work plan that will include further discussions on communications, security, Inclusion, Diversity, Equity, and Accessibility training, as well as planning for new membership. Most exciting on our work plan however is

the future working committee that will lend its voice to the planning of CHH upcoming 25th anniversary celebrations in 2026.

CHH has dedicated themselves to the improvement and revalidation of our communities across the city, and we as a group are honored and excited to have partnered with them in helping to ensure the success of these goals.

Lisa Burton
Tenants First Team Chair



Tenants First Refresh

In 2024, CityHousing Hamilton embarked on a journey to put tenants at the forefront of organizational decisions, to provide a high quality tenant experience, and to address long-standing challenges. We are fortunate to have many dedicated employees who want to do a better job for current and future tenants, but face roadblocks due to time-constraints, resource scarcity, and other pressures.

Extensive tenant and staff feedback has helped inform and shape this organizational change. This new plan is CHH’s framework to successfully deliver on the 2023-2027 strategic plan through three components:



Culture

Re-affirm and strengthen our corporate culture to reflect how CHH’s role in the community has evolved



Resources

Secure and deploy added resources (staff, budget, equipment, technology) in the most effective way



Tenant Participation

Implement a formal structure to ensure tenants’ voices are heard and they have an opportunity to participate in the decisions affecting their homes

This plan touches all areas of the organization, from the introduction of staff focused on community safety, which improves our relationships with tenants, a communications strategy that will help tenants be informed in accessible and relevant ways, to an in-house cleaning program to improve the level of cleanliness in our buildings.

A resource working group identified resources gaps and worked to address them. Through this group, CHH’s fleet has grown by six brand new vehicles, and the group continues to examine where and how CHH staff work, as well as where tenants meet staff, in order to provide the best use of space for staff and tenants.

Work continues to implement this plan into 2025, and it is our hope that tenants will see and feel that they are being put first, each and every day, in small and big ways, by CHH.

Tenants First Team

As a part of our ongoing Tenants First Refresh, the essential work of embedding tenant feedback in CHH decision making has begun through the introduction of the Tenants First Team. This group of dedicated community leaders has a CHH-wide focus and provide insightful input, questions, feedback, and critiques to improve quality of life, accessibility, and ensure everyone feels safe, supported, engaged, and included in our communities. The team, made up of ten transitional members, help CHH holistically understand the impact of policies and procedures on tenants, the effective use of limited resourced, program design.

This group plays an essential role in re-shaping the story and reputation of CHH and contributed invaluable feedback in the development of CHH’s first comprehensive communication plan. This team is an imperative part of our tenant engagement to ensure we are offering a High Quality Tenant Experience.

In 2024 the Tenants First Team:

Established a Terms of Reference and a procedure for recruiting and selecting new members

Elected a Chair and Vice-Chair who lead the Tenants First Team

Created the materials to support members in their role on the Tenants First Team

Provided input and helped prioritize focus areas in the ConnectingCHH Communications Strategy and CHH Development Strategy

Received training on CHH governance and the 2023-2027 Strategic Plan

Communications

In 2024, CityHousing Hamilton hired a Communications Coordinator and introduced a comprehensive communication strategy to effectively inform and engages tenants, staff, and community stakeholders. ConnectingCHH, developed with extensive tenant and staff feedback, is CityHousing Hamilton’s first comprehensive communications, branding, and digital content strategy. It will guide how CHH delivers:



Tenant communications and marketing



Digital brand and design



Internal communications and staff engagement



External communications and media relations

Two partnerships with Humber College and Mohawk College highlighted the opportunities and strategies for CHH to carry out this work. This annual report was developed through The Agency, an experiential work-learning environment. Students from the graphic design discipline gained valuable work experience developing an accessible annual report, and CHH benefited greatly from students’ expertise in graphic design.

A collaboration with Public Relations, Marketing, and Communications students at Humber College provided CHH with communications and marketing strategies to help CHH identify and execute on opportunities to improve the perception of tenants and CHH’s reputation in the community.



The plan has three strategic focus areas:

1 Deliver tenant communications that:

- Meet the accessibility needs of all tenants
- Reflect CHH’s commitment to inclusion, diversity, equity, and accessibility in all communities
- Highlight tenant stories

2 Implement a digital focus

- Develop and promote the use of multiple digital communications
- A user-friendly web experience focused on tenant needs

3 Deliver people and performance communications that:

- Celebrate staff achievements and promote a Tenants First culture
- Promote cohesion, collaboration
- Encourages and enables staff feedback
- Addresses reactionary issues with transparency, accountability, and adaptability
- Proactively tells stories by highlighting CHH achievements and examples of community leadership

Eviction Prevention Policy

In 2024, CityHousing Hamilton updated a compassionate eviction prevention policy to help residents at risk of ending their tenancy due to extenuating circumstances.

This can include taking extensive steps to address changes in a tenants’ finances.

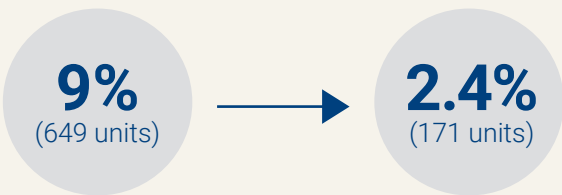
The updated eviction prevention policy introduces eviction case reviews, in order to ensure all possible tenant supports have been explored and exhausted in order to prevent evictions due to arrears, with consideration to the specific context of the tenants circumstances.

In-House Caretakers

In response to staff and tenant feedback, a pilot project was launched, introducing in-house cleaning staff at 55 Hess St S, 95 Hess St S, 181 Jackson St W, 181 Main St W, 191 Main St W, and 200 Jackson St W. This pilot project has clearly shown how valuable in-house caretakers can be to our team, and we will be rolling this out more broadly to improve the level of care and cleanliness in more of our buildings.

Vacancy Management

In 2024, CityHousing Hamilton (CHH) drastically reduced its annual vacancy rate from:



Establishing a new all-time low vacancy rate.

This cleared a backlog of almost 500 units of much-needed affordable housing in the city.

For years, CHH struggled to keep pace with the number of vacant homes resulting in an unacceptable vacancy rate which peaked in early 2023 at more than 9% (649 units).

In spring 2023, CHH made significant changes to address this systemic problem:

Implementing new processes and timelines for overseeing and monitoring the work;

Centralizing the oversight of vacancy renovations, resulting in better work and much faster turnovers;

Changing its budgeting approach to ensure an annual baseline of funding is protected to support projected unit turnovers for the year; and

Creating a new reserve to help offset unplanned pressures in future years.

Enhancing Security



Recognizing the importance of CHH’s role as the largest provider of affordable housing in Hamilton, the City provided additional funding to CHH to tackle this problem. This allowed CHH to eliminate a point-in-time backlog of approximately 476 homes and reduced the total number of vacant homes to approximately 171 – slashing its vacancy rate to just over 2% in 18 months.

The 2% vacancy rate was targeted to bring CHH in line with the average vacancy rate in the affordable housing sector in Ontario.

CHH also took this opportunity to enhance or add accessibility features in many of its homes and used higher quality materials to better withstand typical wear and tear associated with long-term, purpose-built rental properties.

On average, about 40-50 homes become vacant every month within CHH’s portfolio, with repairs needed ranging from a simple coat of paint to extensive repair beyond regular wear-and-tear.

Achieving the near 2% target represented a remarkable effort across the CHH organization to return as many affordable homes to as many Hamiltonians as possible.

In September of 2023, CityHousing Hamilton hired a Supervisor of Community Safety to coordinate security services across CityHousing Hamilton’s properties, address tenant’s safety concerns, and to implement upgrades and changes to improve safety, while working with Hamilton Police Services to improve our mutual understanding about the issues in CHH’s communities. The supervisor also works closely with third-party security vendors to better align services to meet tenants needs.

One tangible example of this work includes a partnership between Hamilton Police Services, CityHousing Hamilton, Niwasa Kendaaswin Teg, McQuesten Planning Team, Wesley, De Dwa De Dehs Nye Aboriginal Health Centre, and Boys and Girls Club. This partnership provides wrap around supports that include life skills, recreation activities, employment skills, counselling, wholistic

wellness, culturally relevant activities, Elders, ceremonies, land-based activities, primary care and street outreach, youth gang education and awareness.

The supervisor has cultivated relationships with the Hamilton Region Rapid Intervention Support Team (RIST) to help transient homeless individuals who attempt to find shelter on CHH properties. RIST offers wraparound case management to those who are homeless, experience mental illness, or struggle with addiction.

Many of those who call our communities home are seniors, and CHH has joined the Good Shepard – Seniors at Risk in Hamilton Collaborative, a working group facilitating timely interventions and supports for seniors impact by abuse, exploitation, precarious housing, food insecurity and social isolation.

The supervisor has also cultivated new relationships and coordinated efforts with members of federal, provincial, and local law enforcement agencies, assisting in more than 40 investigations in 2024.

In an effort to improve tenant safety across the portfolio, a Crime Prevention Through Environmental Design (CPTED) Program has been implemented, a strategy for making neighborhoods safer by improving the physical design of the environment. This involves assessing the safety of properties, and introducing strategies aim to reduce victimization, deter offender decisions that precede criminal acts, and build a sense of community among inhabitants so they can gain territorial control of areas, reduce crime, and minimize fear of crime. Recommendations can include planting trees and shrubs, eliminating escape routes, improving camera coverage, correcting the use of lighting, and encouraging pedestrian and bicycle traffic in streets. Tests show that the application of CPTED measures reduces criminal activity.



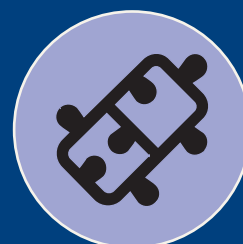
EDI and Accessibility

Accessibility report with highlights from ACPD Housing Group

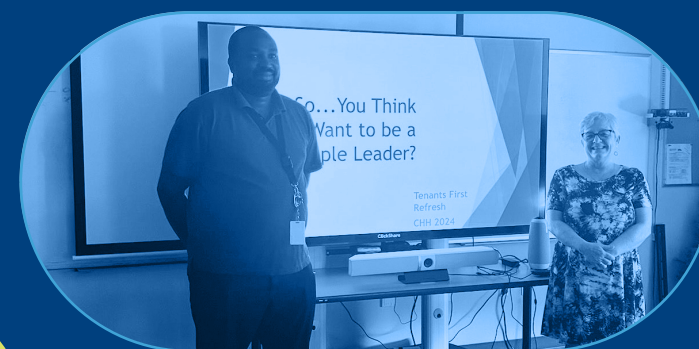
In 2023, CityHousing Hamilton (CHH) Board of Directors received a presentation from the Advisory Committee for Persons with Disabilities (ACPD) with recommendations to improve accessibility at CHH buildings. CHH has implemented a multi-year plan to address the ten recommendations. In 2024, CityHousing Hamilton:

Hired an Equity, Diversity and Inclusion (EDI) Specialist. This new position is responsible for developing an Inclusion, Diversity, Equity and Accessibility (IDEA) framework for tenants and staff. This will help to mitigate accessibility issues at properties and support tenants' individualized needs.

Since February 2024 CHH has had two staff participating regularly in the Extreme Heat Working Group. Pertinent information from this working group is disseminated back to the organization.



The Equity, Diversity, and Inclusion Specialist has also implemented an IDEA (Inclusion, Diversity, Equity, and Accessibility) Roadmap. This roadmap focuses on embedding staff and tenant feedback into the adoption of an IDEA culture, identifying areas of strength and room for growth across the organization. These inputs are instrumental in identifying emerging trends and themes, and will inform the development and implementation of a comprehensive stakeholder consultation plan.



In 2024, the Equity, Diversity, and Inclusion specialist engaged front-line staff and management to identify opportunities to better serve tenants in an equitable, inclusive, and accessible way. Communicating in a tenants preferred language, and the methods of communications available were identified as areas to improve. Staff participated in "Brave Conversation" training, to provide employees with guidelines to help actively engage in uncomfortable conversations. 104 staff completed the training in 2024.

The Brave Conversation training focused on the difference between safe space and brave space, and how to create brave spaces in the workplace. This training aligns with the City of Hamilton's training on how to interrupt inappropriate behaviour and engage in challenging conversations in the workplace. The goal of the Brave Conversation training is to enhance our delivery of equitable and culturally safe care for our tenants and to provide a welcoming and inclusive work environment. It's not about changing personal convictions and beliefs, but it does involve challenging them, so that we examine our norms, practices, actions, and beliefs and the impact they may or may not have on the service we provide to our tenants and our shared work environment. It also involves learning about the norms, practices, actions, and beliefs that might differ from our own, and examining how we can create shared spaces and experiences of respect and belonging, even amidst difference.

Welcoming New Tenants



A picture of a kitchen in a new unit.

The Tenant Administration Department supports current and prospective tenants across their tenancy and experience with CHH. Tenant administration helps applicants from the centralized waitlist¹ choose units within CHH buildings to call home.

They also help tenants maintain their rent subsidies through annual renewals, navigate legislation², policies, and procedures that determine their rent calculation, and help connect tenants and prospective tenants to staff who can best answer inquiries. This team is also responsible for renting market rent units³ and for facilitating tenant transfers.

Partnership and Engagement

Working together with community partners, CHH offered tenants free or low-cost accessible programming and engagement opportunities. These programs focused on addressing food insecurity, digital literacy, therapeutic arts, health promotion, and leadership skill development.

Program Coordinator

In 2024, CityHousing hired a second Program Coordinator, specifically focusing on supporting the programming needs for tenants located at Vanier Towers and Main-Hess. This, in turn, allowed the existing Program Coordinator to better focus on gaps in the service needs of tenants at family units



without impacting programs that already exist at many seniors' locations. Tenant communities continue to grow, with 36 different tenant-led groups running in many CHH communities.

Thrive Community Wellness Hubs

In November of 2024, in collaboration with The Greater Hamilton Health Network and Able Living Services, two community wellness hubs were launched at 801 Upper Gage and 405 York. All tenants will have access to wellness services including foot care, nutrition, exercise programs, and social events.

Promoting Senior Health

In partnership with community paramedics, 436 tenants received influenza vaccines at senior buildings, and a new partnership with a pharmacy helped 143 tenants who live in family or single sites get flu shots this year. Healthy Aging Fitness continues to deliver Falls Prevention and Exercise classes to more than 200 seniors at 12 CHH locations. In 2024 this represented a cumulative 3000 hours of sweat.

Advancing Digital Literacy for Seniors

McMaster University, in partnership with CityHousing Hamilton held a digital literacy training program for seniors in March and April of 2024. The training was held at First Place and was open to all residents of CHH's seniors' buildings. To encourage continual learning, each participant was given a tablet of their own at no cost to them. Having now

completed the first cycle of this exciting project, the research team at McMaster University is currently analyzing collected data to assess the impact of the program which will rely very much on participant feedback. This initiative underscores our dedication to advancing digital literacy and inclusivity for CityHousing Hamilton's senior population.



Evolving Wall Collaboration with the Art Gallery of Hamilton

This project, which addresses social isolation and encourages friendship and connection, was expanded to 5 additional CityHousing Hamilton buildings throughout 2023 and 2024. The program, funded by a grant from New Horizons, helps seniors express themselves through the creation of art tiles, which become part of an art display in building common spaces.

Engagement Sessions

Staff conducted engagement events throughout the year, building relationships between staff and tenants, and connecting tenants to services. One particular engagement was hugely successful, where more than 150 tenants attended.

17 ¹ A single list where people apply and wait for available housing.
² Laws that affect how rent and housing are managed.
³ Apartments that are rented at affordable market rates, not at a subsidized rate.

⁴ A picture of participants in a digital literacy project with McMaster University 18

like these help CityHousing Hamilton engage with tenants to identify future programming opportunities and provide feedback on current programs and activities.

Tax Clinic

Tenants took advantage of the tax clinics offered in partnership with the Community Volunteer Income Tax Program, where 810 tenants got help successfully filing their tax returns, the biggest number yet.

Caring for Pets

Thanks to a partnership with the SPCA, tenants are able to access low or no-cost veterinary care for their pets. Tenant support workers are regularly approached by tenants in need with pets who are struggling to provide pet food. Thanks to SPCA, tenants in need are able to access quality pet food,

directly from Tenant support workers, helping tenants keep their pets happy and healthy.

Tenant Support Worker

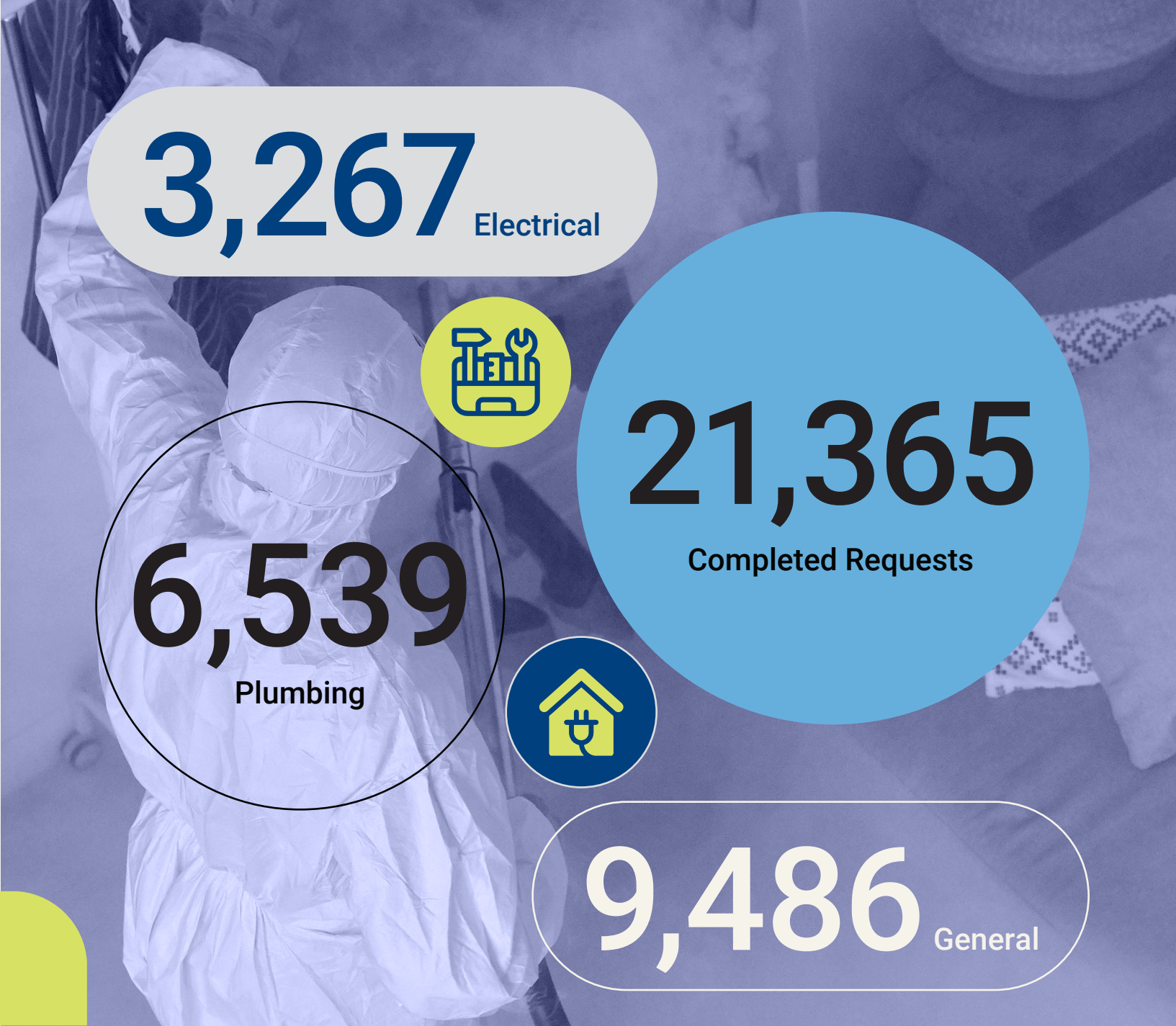
Tenant support workers focus on eviction prevention and connect tenants to supports and services that will improve their quality of life and help them sustain their tenancies. Unfortunately, many community resources tenants relied on have closed, changed eligibility, or reduced services. This has led to move programming and supports needed at all CHH properties. Tenant Support Workers engage tenants through being a regular presence at CHH buildings. Their knowledge of our communities helps the Partnership Development team identify what programs and services tenants need and want as we continue to look for opportunities to expand existing or deliver new services for tenants.

Maintenance

Preventative maintenance remains a focus for CityHousing Hamilton. In 2024, work continued on sump pump¹ inspections and repairs across the portfolio of properties as well as duct cleaning and sewer stack cleaning².

One major area of focus has been on conducting inspections and audits of CityHousing's electrical equipment in order to ensure equipment remains reliable to keep tenants connected. This can include thermal testing³ to detect potential defects, allowing for timely maintenance and repair, preventing inconvenient and costly breakdowns.

19 ¹ A device that removes water from basements or low areas to prevent flooding.
² Cleaning vertical pipes that carry wastewater to prevent blockages.
³ Using heat detection to find electrical problems before they cause failures.



CityHousing Hamilton has taken a no shame, no blame approach to pest concerns in tenant homes.

The presence of pests are often accidental, and no one wants pests in their home, so CHH's pest management uses a number of approaches to prevent, detect and treat a pest issue in a tenant's homes. These can include preventative maintenance, education for tenants, an easy reporting process and a quick response time. In 2024, pest control conducted 5,679 inspections before treatments, and completed more than 10,000 pest control service requests.

Building for the Future

Opening of 257 King William

CityHousing Hamilton opened a first-of-its-kind building at 257 King William, providing 24 deeply affordable homes for people experiencing or at risk of homelessness and living in encampments.

Through a partnership with Indwell, CHH is providing wrap-around services and supports like counselling, addictions, and mental health programming, to help tenants recreate a sense of community, build new skills, and gain mental health and addictions support.

As with all new developments, this building is near net-zero¹, achieving Passive House certification², ensuring high energy efficiency and ultra-low greenhouse gas emissions.



106 Bay Street North

In another first-of-its-kind building, CHH opened 106 Bay Street North, a 55-unit building offering affordable, near net-zero community focused housing.

Transit-Oriented:

106 Bay Street North hosts innovative partnerships to provide affordable alternative transportation options through Communauto’s car-share program, with two car-share cars available directly on site. All households received memberships to Hamilton Bike Share which are also available nearby. The building is close to HSR and GO bus stops and is also within walking distance of a future LRT station.

Community and Family-Focused:

This multi-generational building features 35 one-bedroom units, and 20 three-bedroom units uniquely designed for families. The project replaces 45 (of 91) deeply affordable rent geared-to-income (RGI) units from the Jamesville site and adds 10 new moderately affordable half-market units to Hamilton’s housing supply. As is the standard for all new CityHousing Hamilton buildings, 20 per cent of units are barrier-free to meet or exceed Accessibility for Ontarians with Disabilities Act (AODA) standards.

Multi-phase Development:

106 Bay Street North does not have tenant parking, which allows for a second phase of development on the site as funding allows,



providing a sustainable and scalable solution to deliver more much-needed affordable housing in the city.

Sustainability Focus:

The building is Passive House certified to deliver near-net zero energy performance, reinforcing CityHousing Hamilton’s commitment to sustainability and environmental responsibility.

Work continued on two other projects under active construction:

1620 Main St E

1620 Main St E is a 42-unit building located adjacent to the 55 Queenston Rd site and is CityHousing Hamilton’s first mass timber project. Mass timber uses sustainably harvested wood in cross laminated timber panels for almost the entirety of the structure, including the stairwells and elevator shafts. Unlike typical concrete and steel construction which cause a significant amount of greenhouse gas emissions in their production, mass timber almost substantially reduces greenhouse gas emissions for the production of the structure of the building.

Like most of CityHousing Hamilton’s projects this building was certified under Passive House International standards which will make it one of the most energy efficient buildings in all of



Hamilton and ensure low operating costs and almost zero greenhouse gas emissions for the life of the building. Tenants were welcomed in summer of 2025.

55 Queenston

55 Queenston Road is a 40-unit building located next to 1620 Main St E, being built on the former City Motor Hotel site. The 25 one- bedrooms and 15 two-bedroom deeply affordable apartments provide tenants with safe and comfortable homes, while also providing for the broader communities needs with the placement of a daycare center in the ground-floor commercial space. Tenants were welcomed in summer of 2025.



21 ¹ A building that uses very little energy and offsets most of its energy use.
² A standard for highly energy-efficient buildings.
³ A picture of a new building at 257 King William Street.

Additional Successes:

The Development and Revitalization website section was launched, detailing the stories and project updates relevant to our community.

CityHousing Hamilton also introduced a new role on the development team, hiring a Senior Financial Analyst to coordinate and lead subject specific focus and expertise on pro forma¹ and funding that will enable efficient development growth. The role specializes in finding and securing new and unique funding sources to delivery continued affordable housing renewal and growth.

CityHousing Hamilton began to put a 20-year development strategy into motion. The strategy will guide CHH towards an aligned series of development priorities that are socially, financially, and environmentally sustainable. Over the next 20 years, the board approval for this strategy will unlock hundreds of net new units through the renewal of existing CHH properties, strategic acquisition of new properties, the redevelopment of some aging properties, and gentle, phased intensification² that minimizes displacement.

Future Foundations is CHH's first comprehensive development strategy for future revitalization, acquisition, and new development. CHH has previously developed lands as opportunities arose, with project-by-project direction from the Board of Directors (the Board). This approach has enabled CHH to be nimble and responsive, but it has not provided a framework for the organization to systematically direct resources to advance development at significant scale.

This Development Strategy began with a robust engagement process intended to establish a vision for CHH's next 20 years. The project team spoke with CHH and City of Hamilton staff, tenant groups, decision makers, and other stakeholders. Through this extensive engagement process, four Guiding Principles and seven Development Priorities were established to set the stage for decisions regarding CHH's specific development targets for the coming years.

Four Guiding Principles:



Embedded Equity



Financial Viability



Sustainability



Maximizing Public Benefit



Seven Development Priorities:

1

Ambitiously expand Hamilton's affordable housing supply

2

Maximize the housing impact of CHH properties, in balance with impact on existing tenants

3

Strategically acquire to retain and expand affordable housing supply

4

Deliver mixed-use and mixed-unit projects to foster community building and support multi-generational needs

5

Deliver units across the housing continuum³

6

Demonstrate leadership in housing delivery

7

Consider time, financial and economic viability, and use time and resources effective

The development strategy puts tenants first, by establishing a new approach to tenant engagement and re-housing to reduce the negative impact on tenants, and ensure that tenants are thoughtfully engaged and supported throughout the necessary changes that will enable continued investment in and expansion of CHH's affordable rental properties.

¹ A financial plan that estimates a project's costs and revenues.
² Gradually increasing housing density over time.
³ A range of housing options.

Maintaining Portfolio

\$30,734,477

Total value in capital projects to repair, restore, and renew



With an average age of 48 years, CHH's portfolio requires long-term capital repair investments, balancing a commitment to excellence in portfolio management with sustainable spending.

In 2024, asset renewal projects were carried out under a number of funding sources, including municipal and provincial programs, as well as the CMHC Repair and Renewal fund. These projects keep tenant homes comfortable and safe, while helping CityHousing reduce energy use and greenhouse gas emissions.

As CityHousing continues on a journey to put tenants first across the organization, tenant satisfaction was at the forefront for many projects with heat-pump retrofits to improve tenant comfort in all seasons, enhanced exterior and interior lighting improvements, and improved hot water heating systems.

There was a significant focus on improving the accessibility of common areas, so that CityHousing properties are accessible for all residents. Projects also included emergency generator upgrades, exterior cladding upgrades

and window replacements to improve tenant comfort and energy efficiency.

CityHousing developed a strategic funding approach for energy initiatives to strengthen CHH's ability to achieve a 25 per cent by 2028 energy and emissions targets, while achieving improved social, environmental, and economic outcomes associated with capital repairs. This 25 per cent reduction target is relative to 2017 levels across its portfolio of townhouse and apartment buildings.

This strategic funding approach aims to secure new funding opportunities for capital projects to address building components and systems that are in poor condition or have reached the end of their life cycle, to reduce energy use and greenhouse gas emissions, and to complete capital repairs that enhance the accessibility of CHH buildings and properties.

44 Total Projects Completed in 2024

- 18 Mechanical Projects \$15,675,413
- 9 Health & Safety Projects \$8,625,065
- 1 Electrical Projects \$102,390
- 13 Envelope Projects \$5,534,700

Energy Savings by the Numbers

The last complete calendar year of utility data demonstrates that as of December 31, 2024, CHH has achieved the following:

- 17,594 MWh per year of energy saved
- 2,321 tCO₂e per year of greenhouse gas emissions reduced
- Resulting in:
 - 14.8% reduction in energy consumption
 - 15.4% reduction in greenhouse gas emissions



Reducing Environmental Impact



In 2024, CHH continued to identify and implement energy and water efficiency initiatives, which are contributing towards our target of a 25% reduction in energy use and greenhouse gas emissions by 2028.

CityHousing Hamilton worked with utility conservation program providers to install heat pumps, fridges, LED light bulbs, and smart thermostats at no cost to tenants.

Initial work was completed as part of a pilot

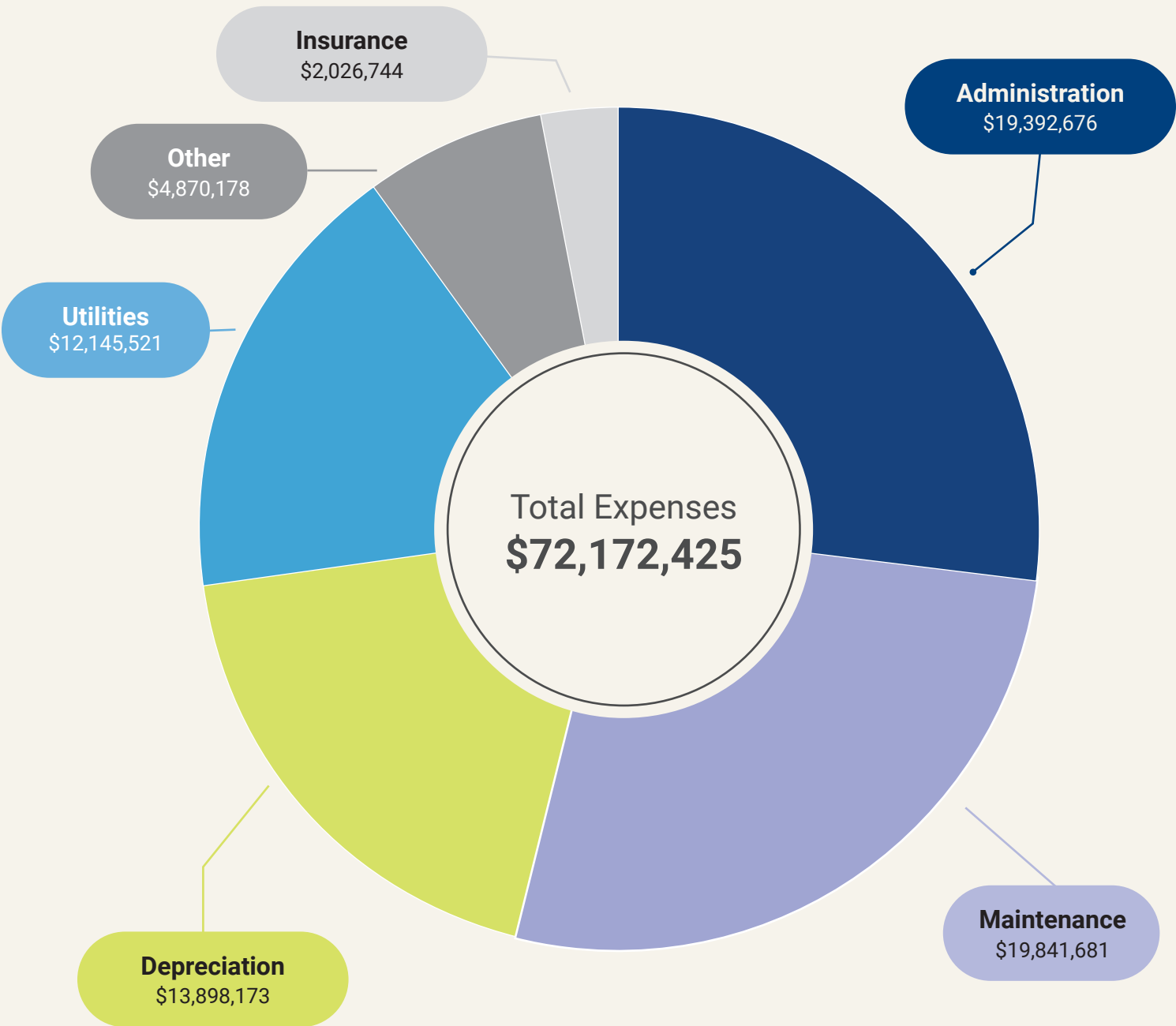
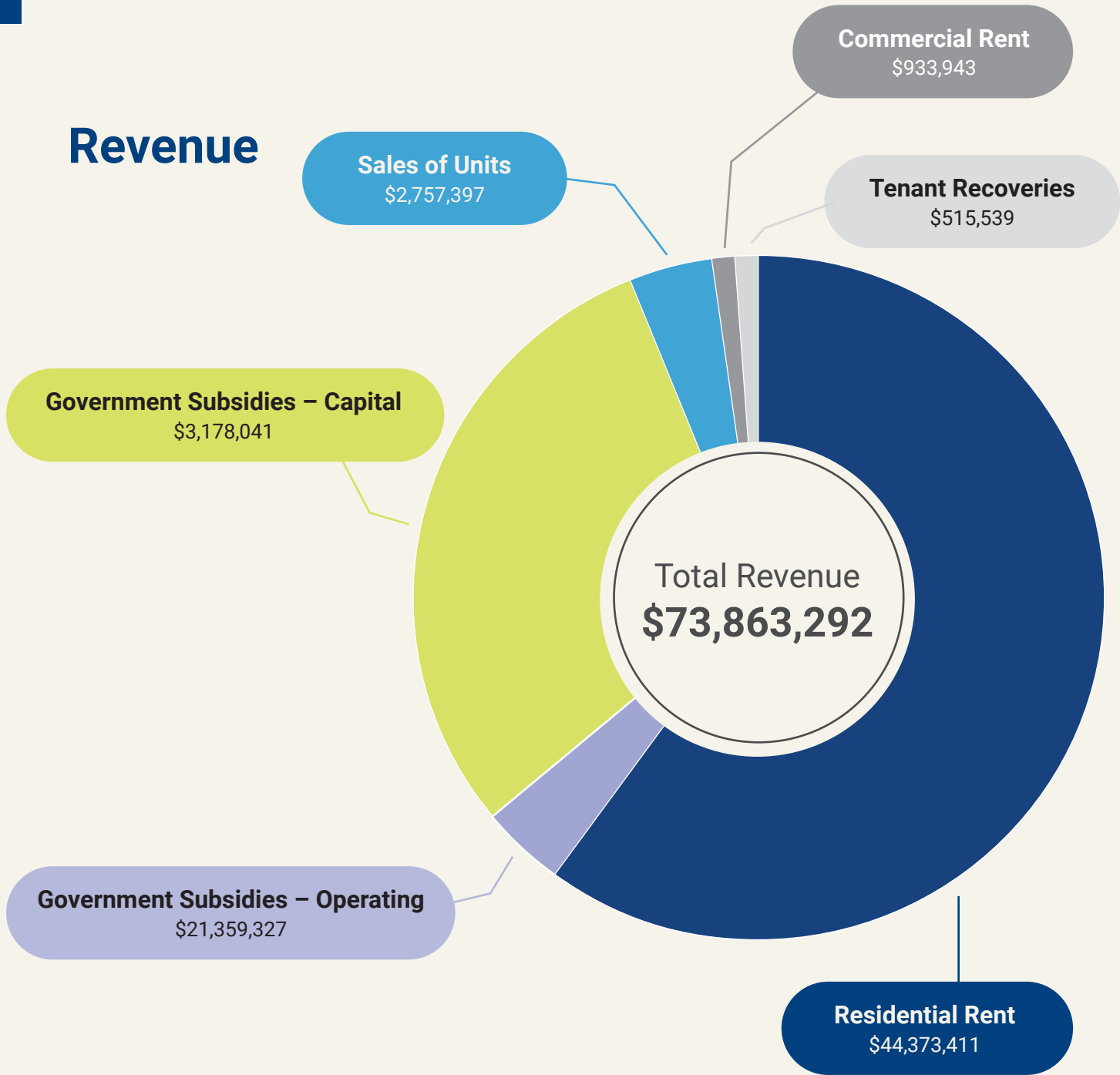
project in 2023, and in 2024 was carried out across more properties across the portfolio.

As this work progresses, CHH has established efficient processes and laid the groundwork to complete similar upgrades for the rest of CHH's units in 2025-2026.

The initial results of this initiative are demonstrating a positive impact on CHH and its tenants.

Financial Performance

Revenue



Expenses

Staff Engagement



In 2024, staff engagement was at the forefront of everything we did. Staff contributed across departments to provide input on major strategic directions such as the development strategy and the strategic communications plan.

These engagement sessions continue to help CHH re-orient and focus our culture, resources need, and organizational structure around the three service pillars identified in the 2023-2027 strategic plan: High Quality Tenant Experience, Excellence in Portfolio Management, and Optimal Organizational Performance. Staff have rallied around these service pillars.

Staff continued to cultivate¹ a culture of lifelong learning through lunch and learns and formal

training offered through the City of Hamilton. In 2024, CHH staff contributed to a thriving workplace culture and to their communities through supporting the March for Larch after-school program and competing in the City of Hamilton United Way Bus Pull Challenge.

CHH continued its practice of hosting an All Staff Day as a way to thank and celebrate staff and highlight the accomplishments achieved through the year.

In 2024, CHH's All Staff Day featured team building exercises, professional learning and development, and a presentation from CEO Adam Sweedland on the work done in 2024 to advance the Tenants First Refresh Plan and our 2023-2027 strategic plan.



29 ¹ To help create.
² Three photos off staff at events like barbeques and Orange Shirt Day.

Governance and Senior Leadership

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.

BOARD OF DIRECTORS

- Councillor Nrinder Nann** Ward 3 Councillor; President
- Christine Griffith** Vice President; Citizen Member
- Councillor Tammy Hwang** Ward 4 Councillor; Treasurer
- Karl Andrus** Citizen Member
- Adriana Harris** Citizen Member
- Councillor Tom Jackson** Ward 6 Councillor
- Councillor Cameron Kroetsch** Ward 2 Councillor
- Alice Plug-Buist** Citizen Member
- Councillor Alex Wilson** Ward 13 Councillor

SENIOR LEADERSHIP

- Adam Sweedland** Chief Executive Officer
- Rochelle Desouza** Chief Financial Officer
- Sean Botham** Manager, Development
- Brian Kinaschuk** Manager, Maintenance
- Bernice Lilley** Manager, Asset Renewal
- Tracy Murphy** Manager, Tenant Administration
- Gillian McLaughlin** Manager, Partnership Development & Support Services
- Leanne Ward** Manager, Operations
- Amanda Warren-Ritchie** Manager, Strategy, Quality Improvement



Thank you to our Community Partners

CityHousing Hamilton is very fortunate to be in regular collaboration with a wide variety of dedicated community partners without which many of our programs and services would not be sustainable.



Able Living , Thrive Group	East Side Pharmacy	Life Hearing Solutions
Alzheimers Society	Food For Life	Livercare
Art Gallery of Hamilton	Good Shepherd	McMaster University
Banyan Community Services	Goodwill Industries	McQuesten Farms
C & DC Mobility	Green Venture	Marchese Pharmacy
CAMH (Centre for Addictions & Mental Health)	HIRO	Mohawk College
CBI Health	HRIC (Hamilton Regional Indian Centre)	Narcotics Anonymous
CMHA (Canadian Mental Health Association)	Hamilton Christian Fellowship Church	Neighbour to Neighbour
CVITP (Community Volunteer Income Tax Program)	Hamilton Health Sciences	New Horizons
Cancer Screening Bus	Hamilton Literacy Council	Niwasa Kendaaswin Teg
City of Hamilton Recreation Services	HARPS (Healing Arts Program)	Ontario Disability Supports Program
Compass Community Heath	Hamilton Police Services, Senior Support Officer	Ontario Health
Community Paramedics	Hausers Pharmacy	Ontario March of Dimes
Cycling Without Age	Home Management	Ontario Works (OW)
Distress Centre Halton	Humber College	Public Health
Dundas Community Services	Kiwanis Boys & Girls Club	Queenston Pharmacy
Dundas Valley School of Art	LARCH After School Program	RCC Church
Earth Wisdom Yoga		Salvation Army

¹ A picture of CityHousing Hamilton's Board of Directors at a meeting.
² An aerial picture of the city of Hamilton.



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hamilton.ca/CHH