

**NOTICE OF MEETING
BOARD OF DIRECTORS AND MEMBERS
CITYHOUSING HAMILTON CORPORATION**

SPECIAL MEETING

Date: TUESDAY, December 9th, 2025
Time: 10:00am – 12noon
Webex Link - Board members join via Webex
invite in their calendars

Place: City Hall, 71 main St. West, 1st
Floor, Room 192 and will be held
via WebEx conferencing and live
streamed only on YouTube for public
access:
[Board Dec 9 2025 YouTube](#)
CHH website, Agenda Material link:
[CHH Board Dec 9 2025 agenda material](#)

AGENDA:

- 1) Call to Order**
- 2) Conflict of Interest Declaration**
- 3) Confirmation of Minutes**
 - a) Audit & Finance meeting held on November 17, 2025
- 4) Strategy Quality Improvements**
 - a) CHH Policy Updated, Complaints Policy & Accountability Framework (Report #25031)
- 5) Finance / Portfolio, Asset Renewal**
 - a) 2026 Budget Presentation (Operating & Capital Replace and Reserve Budget)
 - b) Proposed 2026 CHH Operating and Capital (Replace & Reserve) Budget (Report #25032)
 - c) Development Partnerships (Report #25026(a))
 - d) Repair Program – December Update (Report #25023(b))

6) Private / Confidential

a) Development Partnerships (Report #25026(a)), Appendix A

NOTE: Report #25026(a) is a public document, except for CONFIDENTIAL Appendix 'A' to that report.

NOTE: Discussion of Appendix A of Report #25026(a), in closed session is subject to the following requirement(s) Pursuant to Section 9.3, Sub-section (i) of the City of Hamilton's Procedural By-law 21-021; and, Section 239 (2), Sub-section (i) of the Ontario Municipal Act, 2001, as amended, as the subject matter pertains to:

- (i)** a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the municipality or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization;
 - Including CityHousing Hamilton Corporation

RATIONALE FOR CONFIDENTIALITY

The appendix A of Report #25026(a) is being considered in Closed Session as it contains confidential information related to a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the City or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization;

RATIONALE FOR MAINTAINING CONFIDENTIALITY

Staff are recommending that the appendix remains confidential, as it contains confidential information related to a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the City or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization.

b) Repair Program – December Update (Report #25023(b)), Appendix B

NOTE: Report #25023(b) is a public document, except for CONFIDENTIAL Appendix 'B' to that report.

NOTE: Discussion of Appendix B - Project Selection and Cashflow of Report #25023(b), in closed session is subject to the

following requirement(s) Pursuant to Section 9.3, Sub-section (i) of the City of Hamilton's Procedural By-law 21-021; and, Section 239 (2), Sub-section (i) of the Ontario Municipal Act, 2001, as amended, as the subject matter pertains to:

- (i) a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the municipality or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization;
 - Including CityHousing Hamilton Corporation

RATIONALE FOR CONFIDENTIALITY

The appendix B of Report #25023(b) is being considered in Closed Session as it contains confidential information related to a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the City or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization;

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7) Adjournment

AUDIT & FINANCE COMMITTEE

CITYHOUSING HAMILTON CORPORATION

Date: Monday November 17, 2025
Time: 9:00 am – 9:30 am
Place: Web-ex


Web-ex Attendees: Councillor Tammy Hwang
Pilar Homerston, – Ser. Manager, Housing Ser.
Adam Sweedland, CEO
Rochelle Desouza, CFO
Teresa Herechuk – Web-ex host

Regrets: Kelly Harrington – Hsg. Officer, Housing Ser.

Re: CHH Board meeting date, November 25, 2025

AUDIT COMMITTEE MEETING MINUTES:

Item	Title	ACTION
3)	Report 25030 – Operating Variance Report for June, 30, 2025 Rochelle Desouza, summarized the report and the findings. Councillor Hwang inquired about the variance in rental revenue	Staff to check account charges approximate timeline January 2026 and the follow up reporting to the Board.
3)	Adjournment at 9.30 pm with no changes or action items from the meeting.	
	TAKEN AS READ AND APPROVED	
	TAMMY HWANG, TREASURER CityHousing Hamilton Corporation	
	Rochelle Desouza, CFO CityHousing Hamilton Corporation November 17, 2025	

Date:	December 9, 2025
Report to:	Board of Directors CityHousing Hamilton Corporation
Prepared by:	Amanda Warren-Ritchie Manager, Strategy and Quality Improvement
CEO/Secretary	Adam Sweedland
Signature	
Subject:	CityHousing Hamilton Corporation Policy Updated, Complaints Policy & Accountability Framework (Report #25031)
Report Type:	Recommendation

Recommendation(s):

That report 25031 be received and the following recommendation be approved:

The Board of Directors approve the CityHousing Hamilton Corporation (CHH) Complaint Policy & Accountability Framework (attached as Appendix A).

Executive Summary:

CityHousing Hamilton has updated its Complaint Policy and Accountability Framework (the “policy”) to establish a fair, accessible, and consistent process for resolving tenant complaints that cannot be addressed informally.

Tenants are encouraged to first seek resolution with their usual CHH contact but if the issue cannot be resolved informally, or the tenant prefers, they may submit a formal complaint in person, by phone or email to the Tenant Resolution Team, or online. All complaints are entered into a complaint management system that tracks their full life cycle and helps identify trends for CHH to address.

The policy promotes compliance with accessibility and privacy legislation, prohibits retaliation by CHH, and outlines protections against vexatious complaints. Every complaint is documented, investigated promptly, and may lead to actions such as apologies, procedural changes, mediation, or referral to the Landlord and Tenant Board. Information about the policy is provided at lease signing and is available on the CHH website to support transparency, equity, and consistency for all tenants.

Background and Additional Information:**Consultation with Tenant First Team – Feedback**

The Tenants First Team recommended the policy include clear timelines within which tenants could expect to hear back from CHH. In response, the policy establishes specific timelines for communication:

- o Acknowledgement of receipt within 2 business days
- o Follow up communication within 10 business days of receiving the complaint.

The follow-up communication will include as much information as CHH is able to share with consideration to applicable privacy legislation. It may represent the closure of the complaint but may also represent an update on the matter if additional time is needed to investigate a complaint with a further follow-up commitment.

The Tenant First Team also asked how the policy aligns with the City of Hamilton's R-Zone policy, noting that it would be difficult to ban tenants from their homes if R-Zone were applied directly to CHH properties.

To address this, the policy includes a distinct accountability framework inspired by the principles of R-Zone but tailored to the legislative limitations under the Residential Tenancies Act, 2006 (RTA). The framework outlines corrective and escalating responses that comply with the RTA and support community safety. It provides staff with clear guidance on managing inappropriate behaviours, both non-violent and violent, within the limits of the RTA.

**Next Steps and Milestones:**

Upon approval of the policy, CHH will proceed with internal implementation. Staff will receive training on the policy and the complaint management system. Also, tenants will be informed about the new complaints process through updated materials at lease signing, notices distributed in buildings, and information posted on the CHH website to ensure transparency and awareness.

Strategic Alignment:


This policy and framework support the following 2023-2027 CityHousing Hamilton Strategic Priorities:

- FLORISHING COMMUNITIES: Empower tenants with the support and services they need to thrive.
- A WHOLE TEAM APPROACH: Strengthen our people and performance.

Supporting Presentations and Appendices:

1. Revised Complaint Policy and Accountability Framework- Appendix A
2. Complaint process tenant communication – Appendix B
3. Accountability framework tenant communication – Appendix C

AS/awr

CityHousing Hamilton Corporation		
CATEGORY	04 - Operations	DATE APPROVED:
POLICY	Complaints	LAST REVIEWED:
		NEXT REVIEW DATE:
1.0 POLICY STATEMENT AND PURPOSE		
<p>The purpose of this policy is to ensure that complaints submitted to CityHousing Hamilton staff are managed through an equitable and standardized process. It considers the needs of tenants who wish to submit a formal complaint and identifies opportunities to resolve issues arising from them.</p> <p>CHH asks tenants to first try to solve the issue by discussing it with the CHH staff they normally deal with. If attempts at resolution are unsuccessful, a formal complaint can be made.</p>		
2.0 SCOPE		
<p>The Policy provides direction to address complaints that could not be resolved after an initial attempt between a tenant and CHH staff. It does not include complaints related to the Ontario Human Rights Code, harassment, or discrimination.</p>		
3.0 POLICY		
<p>Tenants can submit a formal complaint about a CHH service, or interactions with another tenant, CHH staff member or vendor. CHH is committed to delivering positive and timely responses to tenant complaints in order to meet the needs of our diverse tenant communities.</p> <p>A formal complaint can be submitted: a) in writing or verbally to a CHH staff (excluding Building Attendants), b) by calling or emailing the Tenant Resolution Team (Q-line), or c) via CHH’s online</p>		

complaint form.

Prior to initiating a formal complaint, the tenant and CHH staff must confirm that one of the following conditions has been met:

- The tenant and staff have made reasonable efforts to resolve the issue independently, but those efforts have not been successful; or
- The tenant is unable to resolve the issue due to circumstances beyond their control (i.e. the tenant fears directly addressing the complaint would result in their eviction), and therefore requires support through the formal complaint process

CHH's complaint process follows the Accessibility for Ontarians with Disabilities Act, 2005. This means the process is made accessible for people with disabilities, like using different formats or communication supports.

CHH maintains records of all complaints and acts in accordance with the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA), 1990. CHH will document all communication and actions taken during the complaint process.

If a complaint concerns a CHH staff member, the supervisor of that staff member is responsible for maintaining the complaint record in accordance with CHH's policies.

CHH provides tenants with information about the complaint process at the time of lease signing. The information is also accessible on the CHH website and included in the Tenant Handbook.

All complaints will be acknowledged and investigated as soon as possible.

3.1 PROTECTION AGAINST REPRISAL

CHH prohibits any form of retaliation against individuals who exercise their rights under this Policy. This protection applies to individuals who:

- Make a complaint that they reasonably and honestly believe to be true;
- Participated or co-operated in an investigation;
- Are associated with the complainant, the respondent or witness during the complaint process; or
- Serve as advisors, investigators, decision makers, or members of management.

Any individual who retaliates against someone for pursuing their rights may face consequences through the *Residential Tenancies Act, 2006*, the Ontario Human Rights Commission, or the criminal justice system.

Protection against reprisal does not apply to a vexatious complaint. A vexatious complaint is one that is made with the intent to disrupt, lacks serious purpose or merit, or that is repetitive and unfounded. Such complaints may include unreasonable demands, abusive language, or persistent pursuit of issues that have already been addressed.

When a complaint is deemed vexatious, CHH staff will take appropriate steps to manage the situation, which may include:

- Restricting communication to specific channels or times.
- Declining to investigate repeated complaints on the same issue.
- Escalating the matter to senior management if necessary.

4.0 PROCEDURE

1. Submitting a Formal Complaint

Tenants may submit complaints either in writing or verbally through the following channels:

- In person to CHH staff (excluding the Building Attendant)
- By phone or email to the Tenant Resolution Team (Q-Line)

- Online via CHH's website.

Phone Complaints via Q-Line:

When a tenant submits a complaint by phone to the Q-line, the Tenant Administrative Representative – Tenant Resolutions (TAR) will document the tenant's statement in the system. The TAR will then read the information back to the tenant to confirm accuracy and obtain verbal consent. Once confirmed, the TAR will email the tenant with a copy of the complaint along with the reference number.

Written Complaints:

Tenants may submit written complaints on paper or via email to CHH staff excluding the Building Attendant. These complaints must be scanned and uploaded to the online complaint system. Tenant Services Coordinators (TSCs) and Intensive Case Managers (ICM) are authorized to input the information directly into the complaint system. All other staff should forward the complaint information to the Tenant Resolution Team.

Complaints from Elected Officials and Board Members:

Complaints received by staff from City of Hamilton Councilors, CHH Board Members and members of provincial and federal governments must be directed to the Corporate Leadership Team. The appropriate manager will be assigned to respond. Staff and supervisors must forward these complaints to their manager and email a copy to the Corporate Leadership Team.

Complaint Handling Process:

Once a complaint is received, CHH staff follow the steps outlined below.

Acknowledge: Within 2 business days of receiving the complaint, TAR will acknowledge receipt by phone or through email.

For in-person, (TSC or ICM) will provide the tenant with a letter acknowledging receipt, confirming that CHH is following up and identifying a contact person for further information.

Complaints that are anonymous or submitted by individuals who do not wish to be identified will not receive an acknowledgement or any further communication from CHH.

Follow up: Within 10 business days of receiving the complaint via online form, email or phone, CHH will send a follow up letter to the complainant. The letter will confirm that the complaint is being reviewed and provide contact details for submitting additional information. Tenants are encouraged to continue to submit any new complaints related to the matter.

Investigation: CHH will begin a thorough investigation within 10 business days of receiving the complaint. To protect the privacy of all individuals involved, CHH may not be able to disclose specific details, outcomes, or actions taken during the investigation.

4.1 COMPLAINTS AGAINST CHH STAFF

When a CHH staff member receives a complaint about another CHH staff member, they must forward the complaint to the staff person's direct department supervisor/manager. The supervisor/manager is responsible for saving the complaint in a protected folder on the N-drive. The supervisor/manager must provide the tenant with an acknowledgement of receipt within 2

business days. Additionally, the department manager will send a follow-up letter to the tenant within 10 business days.

Should the complaint be related to human rights, harassment, and/or discrimination the complaint should be directed to the direct supervisor, where the *City of Hamilton Harassment and Discrimination Prevention Policy HR-61-13*, *Personal (Workplace) Harassment Prevention Policy HR 62-13*, and *Procedure for Resolving Harassment and Discrimination Issues Policy* should be adhered to.

All department supervisors and managers are required to track staff complaints for their sections.

4.2 COMPLAINTS AGAINST A CONTRACTOR

Should there be any complaints against a Contractor; the CityHousing Hamilton Procedure for Policy 8, Vendor Performance – Contract Management January 24, 2014, should be referred to.

4.3 COMPLAINTS PLACED BY A MEMBER OF THE PUBLIC

Complaints placed by a member of the public where the City of Hamilton's Planning and Economic Development Department is involved will be followed up by the TSC on the By-law infraction. If the complaint received does not involve a By-law infraction, the TSC will send the community member a *CHH Acknowledgment of Complaint Letter* and advise them to call in their complaint to the Q-line.

4.4 POTENTIAL OUTCOMES

Complaint resolution outcomes could include:

- Unfounded;

- An apology;
- A change to operating procedure;
- Third party mediations; and/or
- Landlord and Tenant Board.

4.5 FURTHER RECOURSE

If a complaint is unresolved or is not justified, CHH will advise the tenant filing the formal complaint that they have further recourse to the Landlord and Tenant Board, or in appropriate circumstances to other legislative processes such as making a complaint under the *Human Rights Code, 1990* or requesting information pursuant to Municipal Freedom of Information and Protection of Privacy Act.

To the extent a statutory framework exists governing the resolution of the complaint; the tenant filing a formal complaint may pursue remedies through that framework.

5.0 RESPONSIBILITY

Chief Executive Officer will be responsible to ensure appropriate staff are trained on this Policy.

6.0 DEFINITIONS

Accessibility for Ontarians with Disabilities Act, 2005:

Legislation that outlines mandatory accessibility standards with the goal of identifying, removing, and preventing barriers for people with disabilities in key areas of daily living.

Complaint:

Is an expression or dissatisfaction reported to CHH through a written complaint with a policy, decision, or procedure offered or made by CHH.

The Landlord and Tenant Board:

Social Justice Tribunals Ontario (SJTO) tribunal that resolves disputes between Residential landlords and tenants that are governed by the *Residential Tenancies Act*, 2006.

Municipal Freedom of Information and Protection of Privacy Act, 1990:

Legislation that governs the collection of personal information about individuals by municipal governments, including libraries, and how the information must be protected from inappropriate access or disclosure.

Public Sector and MPP Accountability and Transparency Act, 2014:

Legislation that provides the Provincial Government the authority to create comprehensive compensation frameworks for certain employers in the broader public sector and implements several measures to enhance "accountability and transparency" in the government and the public sector.

Tenant:

Is a person who pays rent in return for the right to occupy a unit and has signed a lease or tenancy agreement.

Residential Tenancies Act, 2006 (RTA):

The provincial legislation that replaced the *Tenant Protection Act*, 1997 and governs the relationship between landlords and residential tenants in Ontario.

7.0 REFERENCES AND RELATED POLICIES

Accessibility for Ontarians with Disabilities Act, 2005

CityHousing Hamilton Policy 01 – Administration: Harassment and Anti-Discrimination

City of Hamilton Harassment and Discrimination Prevention Policy HR-61-13

City of Hamilton Personal (Workplace) Harassment Prevention Policy HR 62-13

City of Hamilton Procedure for Resolving Harassment and Discrimination Issues Policy

Human Rights Code, 1990

MFIPPA Consent Form

Municipal Freedom and Protection of Privacy Act (MFIPPA), 1990

Residential Tenancies Act, 2006

8.0 ATTACHMENTS

- [Insert link to SOP](#)

9.0 HISTORY

- Revised 2025
- Approved by Senior Management team in 2018.



Formal complaint process

Making a complaint

If you have a problem with CityHousing Hamilton services or programs, a CityHousing Hamilton staff member or vendor hired by us, or another tenant, you can make a formal complaint.

Before making a formal complaint, contact staff or the supervisor or manager of the department in the area of concern. If you can't come to a resolution, proceed with the formal complaint process.

If you feel the matter needs further review, refer to the complaints policy procedure. We will review for further investigation. We acknowledge all complaints we receive.

All complaints will be dealt with in a confidential manner according to the Municipal Freedom of Information and Protection of Privacy Act. Information will be collected, used and disclosed in accordance with the act.

Ways to make a complaint



ONLINE AT
[HAMILTON.CA/CHH](https://hamilton.ca/CHH)



BY PHONE AT
905-523-8496



LEARN MORE:
[HAMILTON.CA/CHH](https://hamilton.ca/CHH)

Accountability Framework

CityHousing Hamilton's accountability framework is meant to provide guidance for inappropriate behaviour when tenants or members of the public access our facilities, services, properties, attend programs or communicate with CityHousing Hamilton in person, via phone, email, written, text or social media.

Non-Violent Behaviour	First Time	Second Time	Third Time	Fourth Time
Inappropriate behaviour, non-violent in nature	Verbal warning	Cease and desist letter	N5 – Seven day void period	Second N5 – Escalation to the Landlord Tenant Board

Violent Behaviour	First Time	Second Time
Inappropriate behaviour with the potential to incite violence or with violence or assault	N5 – Seven day void period N6 or N7 – automatic escalation to the Landlord Tenant Board	Second N5 – Escalation to the Landlord Tenant Board

The chart does not include all types of behaviour, and each incident will be reviewed based on information available. The accountability described below are guidelines that may be adjusted to appropriately reflect conduct or actions. Accountability may be more severe where criminal convictions are involved.

Examples of non-violent behaviour

Loud verbal assaults; refusal to abide by rules; inappropriate language; inappropriate use of technology; graffiti; damage to property; illegal consumption of alcohol or drugs.

Examples of violent behaviour

Aggressive approach to another individual threats and attempt to intimidate; racial, ethnic, sex, gender-based slurs or hate speech; throwing of articles; harassment; physical striking of another individual with or without an object; theft or vandalism to building or property; sexual assault.



Item 5a

2026 Budget Presentation

Operating and Capital
(Replace and Reserve) Budget

December 9, 2025

CityHousing
HAMILTON

...more than a place to live

Overview

- 01 Overview of CityHousing Hamilton services
- 02 2025 Strategic Plan highlights
- 03 Summary of 2026 staffing complement
- 04 Overview of all 2026 funding sources and allocation
- 05 Proposed 2026 operating budget
- 06 CityHousing Hamilton reserves



Overview of CityHousing Hamilton services

High Quality Tenant Experience

Tenant Services; Engagement and Partnerships; Support Services; Pest Control; Maintenance; Cleaning; Community Safety.

Excellence in Portfolio Management

Capital repairs and replacement; energy conservation; buildings systems and preventative programs; growth and development.

Optimal Organizational Performance

Corporate governance and administration; communications; financial planning and controls; inclusion, diversity, equity, and accessibility; data management; research and policy design; advocacy; enterprise software management; internal compliance.



Flourishing Communities

- New cohort of Tenants First Team members
- Strategic communications plan co-developed with tenants and staff



Pride in Home

- In-house Caretakers pilot program a success, 28 Caretakers hired for 2026
- Changes to vacant unit program



Neighbourhood Revitalization

- Completed two new builds at 1620 Main Street East and 55 Queenston (82 units total)
- 20-year development strategy approved

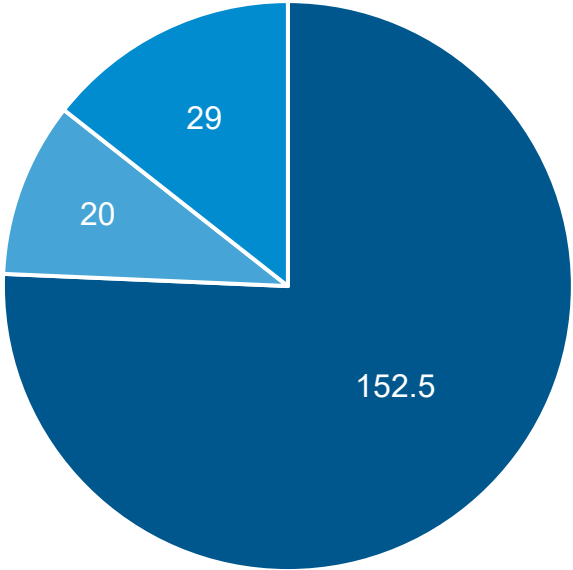


Whole Team Approach

- Continued to rebuild systems and make process improvements after cybersecurity incident
- Introduced Tenants First Refresh Plan

Staffing Complement

2024 Approved	2025 Budget	2026 Budget
201.5	201.5	201.5



29
Management

20
Non-union non-
management

152.50
CUPE 5167



Report 25032 – Proposed Operating Budget 2026

—

Key Recommendation: That the Board adopt and approve Report #25032
CityHousing Hamilton Corporation 2026 Operating Budget

Total: \$74,695,947

Changes to the subsidy model

Baseline (2023 and prior)

- 2012 Operating Agreement – full benchmarking formula
- Revenue potential limited with 50% of revenue over benchmarks returned to Service Manager following year end
- Complex formula resulted in ‘negative’ operating subsidy of ~\$11M

Interim Changes (2024-2026)

- 2012 Operating Agreement – intact but amends formula
- Unlocks gross revenue potential resulting in 8.6% increase
- CHH retains revenue and allocates to address increase expense needs
- No additional net levy impact for City in 2024 to 2026

Future State (2027+)

- City and CHH have retained EY as a consultant to complete a financial analysis of CHH’s operating and capital funding needs and develop recommendations for the City’s subsidy model going forward

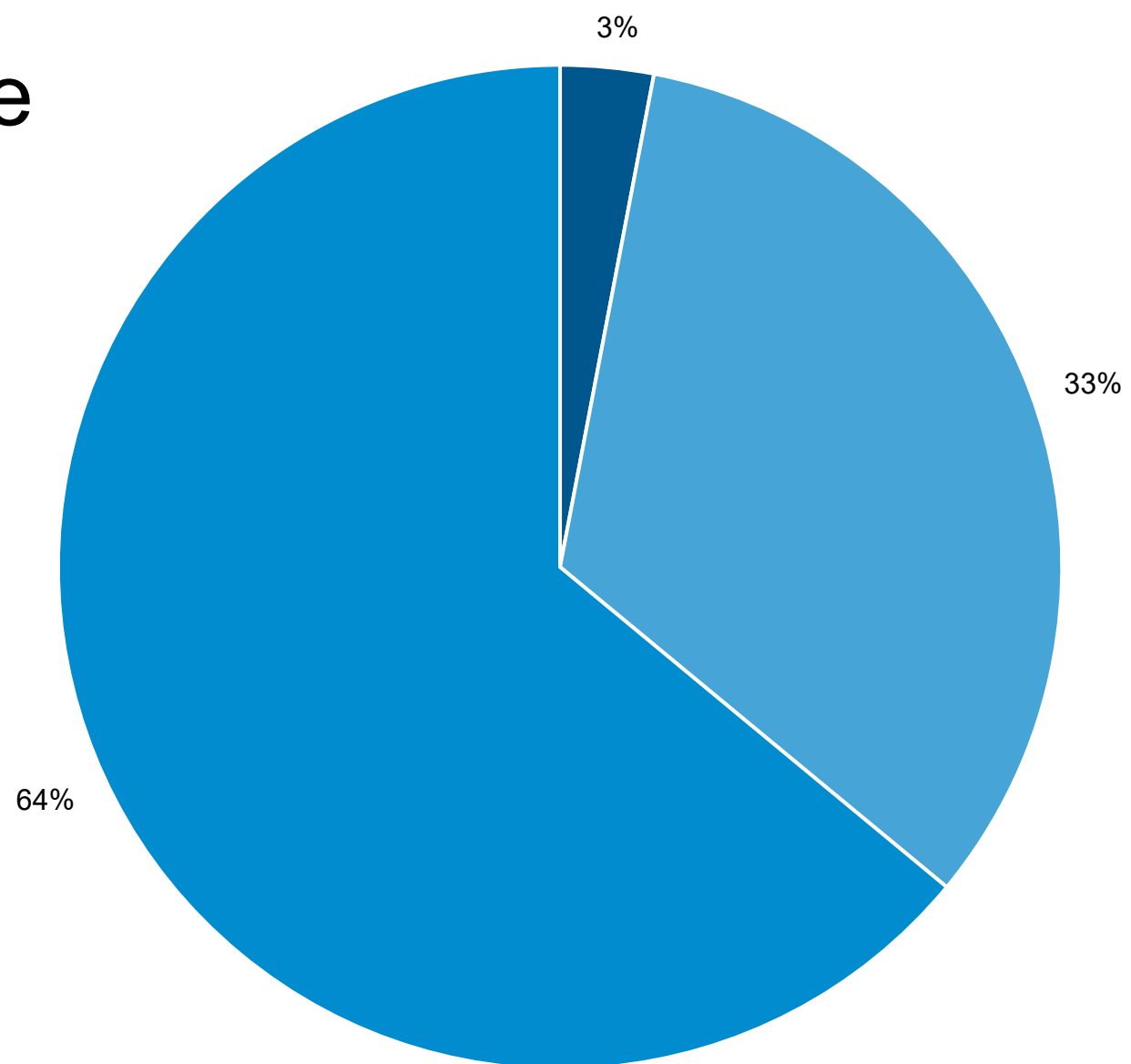
Description	2026	2025	2026 vs 2025	Percentage change
Revenue	Budget	Budget	Budget Variance	
Operating Revenue	48,094,214	49,679,302	(1,585,088)	-3.19%
Government Subsidies	24,396,691	20,712,121	3,684,570	17.79%
Other	2,205,042	2,249,666	(44,624)	-1.98%
Total Revenue	74,695,947	72,641,089	2,054,859	2.83%
Expenses				
Salaries/wages/benefits	21,546,273	18,642,668	2,903,604	15.58%
Bad debts	486,320	479,819	6,501	1.35%
Insurance	2,769,539	2,622,497	147,042	5.61%
Other	2,762,711	2,697,027	65,684	2.44%
Materials and services	15,831,304	16,268,004	(436,700)	-2.68%
Utilities	12,759,123	12,348,070	411,053	3.33%
Property taxes	559,440	546,504	12,936	2.37%
Amortization and mortgage interest	7,422,932	8,713,641	(1,290,709)	-14.81%
Allocated to capital services	10,588,306	10,322,858	235,448	2.28%
Total Expenses	74,695,947	72,641,089	2,054,859	2.83%
Net surplus/(Deficit)	(0)	(0)	0	(0)

2026 Budgeted Revenue

64% Operating Revenue

33% Government Subsidies

3% Other



2026 Budgeted Expenses

28% Salaries, wages, benefits

21% Materials and services

10% Amortization and mortgage interest

1% Bad debts

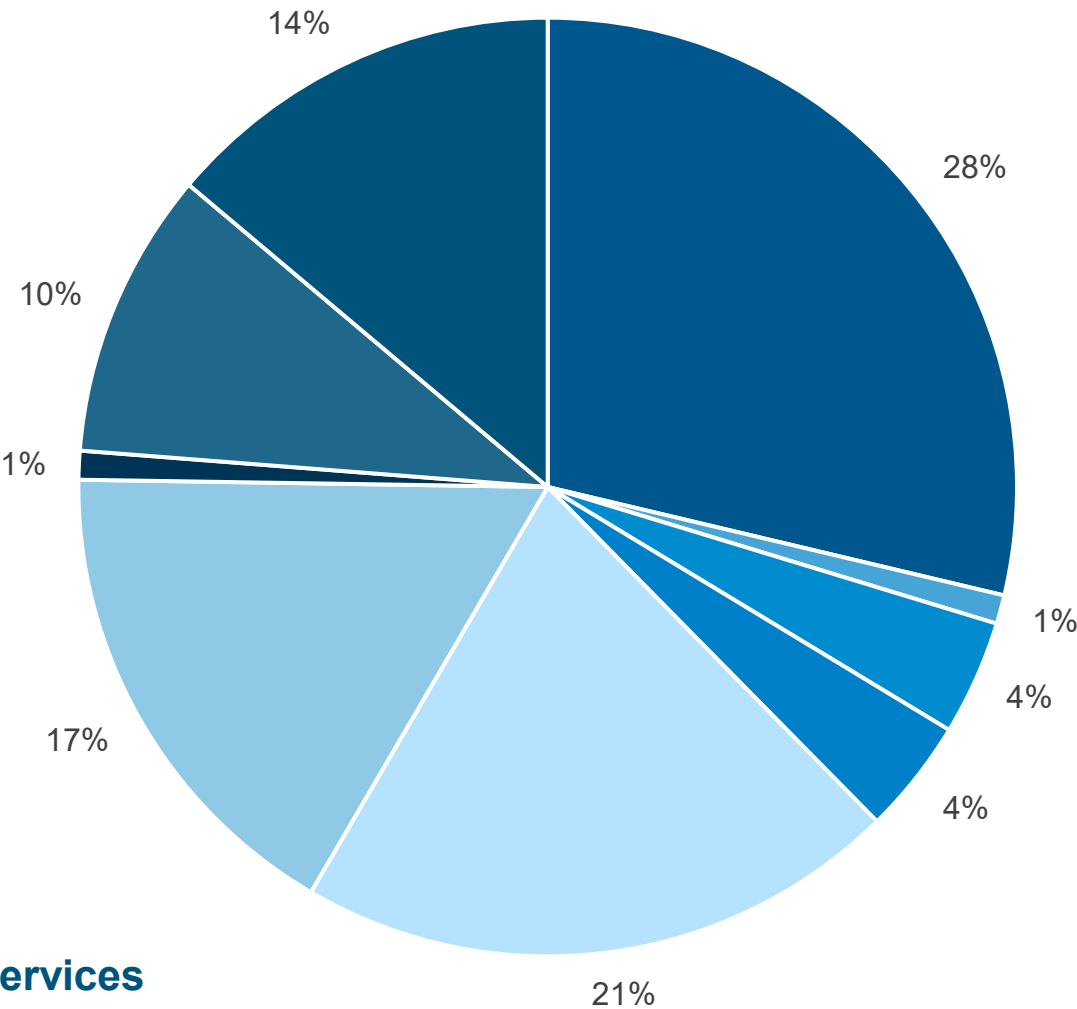
4% Insurance

4% Other

17% Utilities

1% Property taxes

14% Allocated to capital services



Report 25032 – 2026 Capital (Replace and Reserve) Budget

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Key Recommendation: That the Board adopt and approve the CityHousing Hamilton Corporation 2026 Replace and Reserve Budget totalling \$10,558,306 – the breakdown of the projects will be presented in Report 25023(b)

Investment for CMHC Overview

Opening Balance (January 1, 2025)	\$12,005,663
2026 Investment	\$2,973,441
Forecasted Reserve Total	\$14,979,104

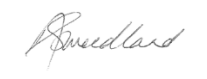
Funds are invested with WorldSource Financial in accordance with applicable legislation.

Capital Reserve can only be used for major catastrophe or emergency.

The End.



RECOMMENDATION

Date:	December 9, 2025
Report to:	Board of Directors CityHousing Hamilton Corporation
Prepared by:	Rochelle Desouza Chief Financial Officer
Submitted by:	Adam Sweedland Chief Executive Officer
Signature	
Subject:	CityHousing Hamilton Corporation Proposed 2026 Operating and Capital (Replace and Reserve) Budget (Report #25032)
Report Type:	Recommendation

Recommendation(s):

That Report #25032 be received for information and the following recommendation(s) **approved**:

- a) That the Board approve Report #25032 CityHousing Hamilton Corporation Proposed 2026 Operating and Capital (Replace and Reserve) Budget; and
- b) That the Chief Executive Officer be delegated authority to approve in-year changes to the expenditures in the Capital (Replace and Reserve) budget to address unanticipated emergency projects and report back to the Board with details of any such reallocation.

CityHousing Hamilton Corporation

Proposed 2026 Operating and Capital (Replace & Reserve) Budget

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INTRODUCTION

CityHousing Hamilton Corporation (CHH) is the largest provider of subsidized housing in the City of Hamilton and one of the largest local housing corporations in the province of Ontario. CHH has an aging and diverse housing portfolio with 7,162 homes consisting of apartment buildings, row housing, single family houses, semi-detached houses, as well as commercial space.

CHH is required to provide 5,732 homes rented as rent-geared-to-income (RGI) per the 2012 Operating Agreement with the City of Hamilton. In turn, this requirement assists the City of Hamilton in meeting its service level standards set out in the *Housing Services Act, 2011*. The balance of the portfolio is market rent or affordable rent. CHH has additional homes subsidized through rent supplement funding from the Service Manager, most of which are at First Place.

CHH owns a portfolio representing an estimated asset value of approximately \$1.85 billion. The 2026 operating budget is approximately \$74.69 million and with a budgeted full-time equivalent (FTE) staff complement of 201.50 (10.75 funded from other sources).

Summarized Proposed 2026 Operating Budget data is listed below:

SUMMARY	2026	2025	2025 vs 2024	% change
	Budget	Budget	Budget Variance	
Total Revenue	\$ 74,695,947	\$ 72,641,089	\$ 2,054,858	2.83%
Total Expenditures	\$ 74,695,947	\$ 72,641,089	\$ 2,054,858	2.83%
Current Years Surplus/Deficit	\$ (0)	\$ (0)	\$ (0)	

2026 Financial Budget Overview

CHH's 2026 Budget provides financial projections for the corporation and outlines the financial requirement to support key initiatives as per the 2023-2027 Strategic Plan. The budget supports CHH's mission to provide affordable housing that is safe, well maintained, cost effective and that supports the diverse needs of our communities.

2026 Budget priorities include:

- Enhancing the experience of CHH's tenants through the support of the Tenants First Refresh Plan which emphasizes tenant participation and engagement, community safety and improving building conditions.
- Supporting future affordable housing projects resulting from the recently approved long-term development strategy.
- Increasing quality and cost control by internalizing or enhancing select services
- Increasing activities and projects targeted to reducing energy consumption and GHG emissions
- Managing the cost related to goods and services in the challenging economic

environment, adjusting to rate increases in interest, utilities and insurance.

The budget also takes into consideration the costs associated with internal delivery of pest management and maintenance services, cleaning and building improvement projects, as well as commercial revenue, efforts to reduce arrears and recover costs through the Landlord Tenant Board.

In 2026, the following pressures are anticipated:

- Third party contract expense pressure driven by supply chain delays, labour shortages and limited market capacity and, more recently, the likelihood of tariffs imposed by the US government.
- Continued and increased need for additional security and new safety measures, (which has partly been addressed through the 2024 budget, but there is an ever-increasing need).
- Inflationary pressures, increased interest rates and cost of raw materials; and
- Uncertain economic environments.

2026 Budget Change and retention of a consultant by the Service Manager

The CHH budget has historically have been prepared based on revenue (subsidy) dollars provided by the Service Manager, benchmarked revenue and making the best use of discretionary funds to ensure the properties are well maintained and tenants are supported. The 2012 operating agreement was intended to provide a predictable source of funding for CHH, but the benchmarking approach has failed to keep pace with needs. In addition, this model includes benchmarked revenue for most CHH portfolios and requires CHH to return 50% of any revenue earned above benchmarks to the City of Hamilton through an annual reconciliation process.

This has created significant funding problems resulting in many unintended consequences such as the inability to turn over vacant units effectively, deferred maintenance and other deficiencies in CHH's ability to provide services to tenants that meet their needs.

At its February 9, 2023, meeting, the Board of Directors approved a motion which included the following direction:

THAT the Chief Executive Officer be directed to engage in continued discussions with the City of Hamilton, in its capacity as Service Manager, to review the annual operating funding formula for the purposes of ensuring CityHousing is appropriately resourced to meet its operational needs in providing safe, quality, affordable housing for current and future tenants.

Through this work, CHH and the City of Hamilton (Housing Services) agreed to the

following approach:

- For 2024, there would be an adjustment to the formula used in the Operating Agreement which would allow CHH to retain most of its revenue earned and apply this to offset increases in expenditures; and
- For 2025 and beyond, the City of Hamilton (Housing Services) would retain a consultant to complete a comprehensive analysis of CHH's operational and capital funding needs from a sustainability perspective with recommendations for the appropriate funding model. Due to the cyber incident at the City of Hamilton, the consultant RFP was sent out early 2025 and the changes to the budgets will be reflected in 2026.

The interim change for 2024 bases the budget on the actual expected rental revenue and increases expenditure budget accordingly and carried into the 2025 budget. This change reduces the impact in the annual reconciliation return at year end and allows CHH to manage increasing costs more effectively. This change also resulted in minimal impact to tax levy for the year 2025.

The impact of the cybersecurity incident delayed Housing Services' ability to post the request for proposal in time to address the 2025 budget. The RFP is at the evaluation stage. Accordingly, this work will target recommendations for the 2027 budget. For 2026, the 2024 model was continued.

2026 Proposed Budget at a Glance

Table 1: Overview of Revenue and Expenses with 2025 comparison.

Description	2026	2025	2025 vs 2024	% change
	Budget	Budget	Budget Variance	
<u>REVENUE</u>				
Operating Revenue	48,094,214	49,679,302	(1,585,088)	-3.19%
Government Subsidies	24,396,691	20,712,121	3,684,570	17.79%
Other	2,205,042	2,249,666	(44,624)	-1.98%
TOTAL REVENUE	74,695,947	72,641,089	2,054,859	2.83%
<u>EXPENSES</u>				
Administration- Salaries/wages/benefits	21,546,273	18,642,668	2,903,604	15.58%
Administration-Bad Debts	486,320	479,819	6,501	1.35%
Administration- Insurance	2,769,539	2,622,497	147,042	5.61%
Administration- Other	2,762,711	2,697,027	65,684	2.44%
Materials and Services	15,831,304	16,268,004	(436,700)	-2.68%
Utilities	12,759,123	12,348,070	411,053	3.33%
Property Taxes	559,440	546,504	12,936	2.37%
Amortization and Mortgage Interest	7,422,932	8,713,641	(1,290,709)	-14.81%
Allocated to Capital Services	10,558,306	10,322,858	235,448	2.28%
TOTAL EXPENSES	74,695,947	72,641,089	2,054,859	2.83%
NET SURPLUS/(DEFICIT)	(0)	(0)	0	(0)

Chart 1: Revenue

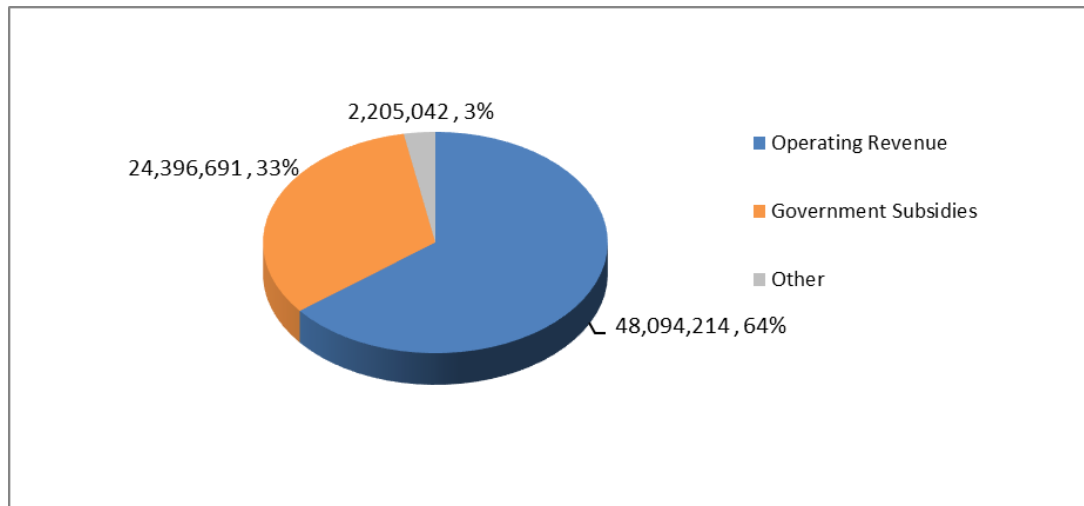
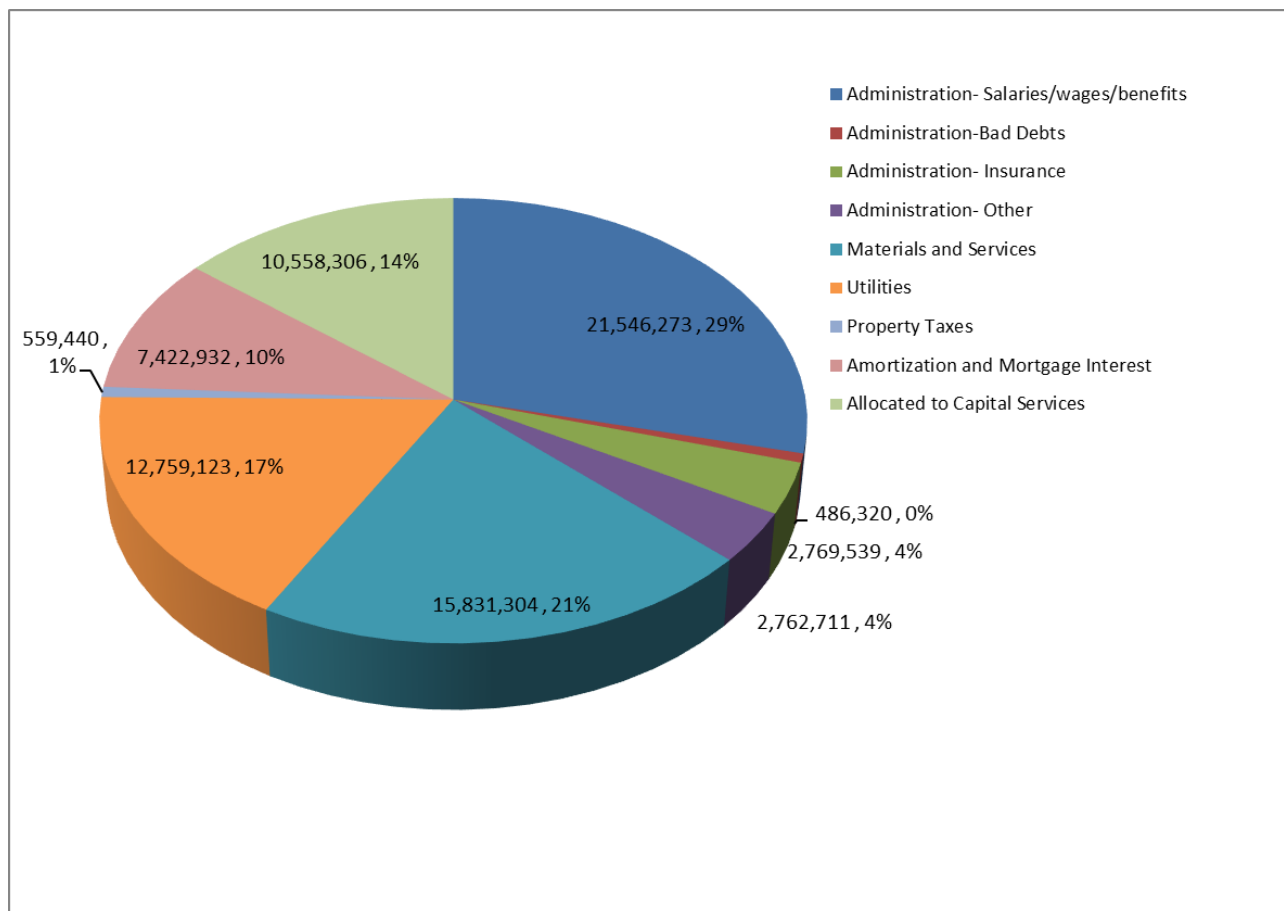


Chart 2: Expenses



REVENUES

In 2026, Revenues include \$24.39M in subsidies (includes debt retirement for payment of repair & renewal loan) and \$48.09M in rent revenues. Other revenue of \$2.21M includes items such as parking charges, laundry revenue, tax exemption dollars and rooftop rental.

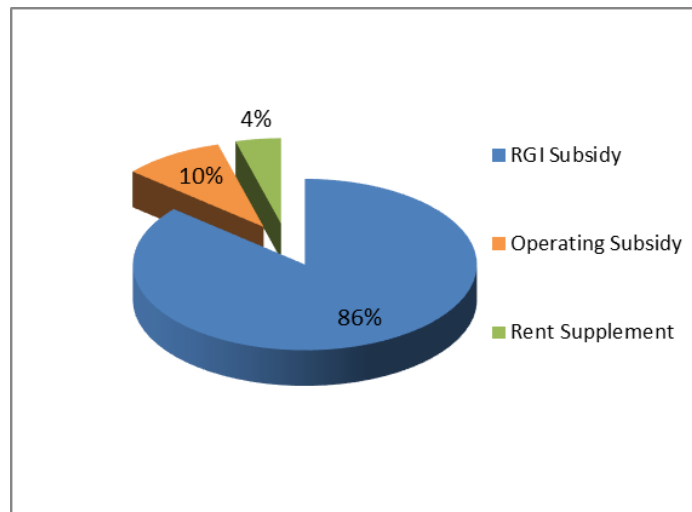
Subsidies and Grants

Subsidies represent 33% of total revenue. The various subsidies include:

- Operating Subsidies
- Rent Subsidies
- Rent Supplements

Total subsidy has increased by 17.79% from the 2026 budget. This increase is mainly due to the new developments coming online being added to the budgets.

Chart 3: Subsidy and Grant breakdown



Any debt retirement (debt which has been paid off), the funding will be used to help pay the Repair and Renewal Loan from CMHC. The Service Manager maintains a separate fund for this and CHH has to make a request accordingly.

Residential Rental revenue

Residential Rental income represents 63% of total revenue or \$48.09M. The different types of rent are as follows:

- Rents Geared to Income (RGI)
- Rent Supplement
- Market Rent
- Affordable Market Rents

Rent-Geared-to-Income (RGI)

RGI rent is calculated based on guidelines from the Province of Ontario. Rent scales are set for tenants receiving assistance from the Ontario Disability Support Program or Ontario Works. All other tenants in receipt of RGI benefit pay 30% of their gross income, with a minimum rent of \$139 (\$85 for OW \$109 for ODSP for a single beneficiary) calculated in accordance with the *Housing Service Act, 2011*.

Rent Supplement

The Rent Supplement Program offered by the Housing Services Division provides additional RGI units in the community. The Housing Services Division covers the difference between the market rent and the RGI calculated rent to the housing provider.

Market Rents

CHH communities originally developed under the previous Federal/Provincial Program (now Provincial Reformed Program) are comprised of a mix of RGI and affordable market units.

CHH assesses rental market conditions in Hamilton and compares housing communities on the basis of location, unit type and size, amenities, the inclusion of utilities and past experience to determine appropriate market rents. In all cases, CHH “market” rents are substantially lower than true market rents, never exceeding 80% of average market rent.

As a social housing provider regulated under the *Housing Services Act, 2011*, most of CHH’s portfolio is exempt from the requirement to limit rent increases to the provincial guideline of the rent control provisions of the *Residential Tenancies Act*. For 2024, the provincial guideline is 2.5%. However, CHH traditionally follows this guideline when establish an annual increase.

Affordable Housing Rents

Properties developed under the Affordable Housing Program provide units with rental rates at 80% of CMHC’s average market rent.

Commercial Rent Revenue

CHH has commercial space at 181 Main West, 162 King William, 211 King Street East, 360 King Street East, 55 Queenston, 89 and 95 King Street East. Commercial rental revenue accounts for 1% of all revenue. CHH works with the City of Hamilton’s Real Estate Division to oversee the rental of its commercial spaces.

Other Revenue

Other revenues are generated by parking charges, laundry cards, tax exemption funding and rooftop antenna rentals. For 2025, other revenue is forecast as per trending in 2025. Other revenue accounts for 3% of all revenue.

Vacancy Loss

The 2026 budget incorporates an estimated vacancy loss of \$1,494,760 which represents 2.05% of total rental income. In 2025, vacancy loss represented \$1,431,392 (2.04%). This coincides with the Board's direction to reduce vacancy loss from 3.5% to 2% by December 2024.

Vacancy loss is calculated using the Northgate Housing software on all units for any increment of vacancy (e.g. daily, weekly, etc.) based on a formula.

EXPENSES

The 2026 Budget includes operating expenses of \$74.69M, an increase of \$2.05M from the 2025 budget. Expenses can be divided into the following categories: Debt Servicing Costs, Utilities, Municipal Taxes, Annual Replace and Reserve Allocations, Salaries and Benefits, Insurance, Bad Debts and Materials and Services.

Debt Servicing Costs

For most CHH housing (80% of the housing portfolio), debt servicing costs are fully funded under the Operating Agreement with the City of Hamilton. Debt payments related to mortgages and long-term debenture debt represent \$7.42M (10% of Budget).

Utilities

CHH is increasingly focused on energy conservation strategies that reduce costs for both CHH and for tenants who pay their own utility costs.

Utility costs are estimated at \$12.75 million (17% of budget), an increase of \$411.053 or 3.33% from 2025. Utility rates are based on benchmarking factors and savings through automation.

Utility rate risk is another factor that has an impact on CHH. CHH works with Housing Services Corporation, the gas supply broker, to mix the portfolio to fixed rate and market rate to mitigate some of the risk.

The savings from building automation systems, water conservation and other energy conservation initiatives have been taken into consideration for 2025 and reflected in the budget (approximately \$1.5M).

Increased occupancy is expected to have an increased impact on some utility costs in 2026.

Municipal Realty Taxes

The 2026 Budget for property taxes is estimated at \$559,440 (1% of Budget). The estimate is based on actuals from 2025, adjusted for the average assessment change and increased by 3%.

As property taxes are exempt for subsidized portfolios, the budget only reflects what CHH has to pay on the market and development portfolios. The increase in realty tax would be a cost to CHH.

Replace and Reserve Allocations

Replace and Reserve Allocations are estimated at \$10,558,306 (14% of budget) and have been increased by 2.28% in subsidized portfolios. All Replace and Reserve dollars are per the Service Manager's Budget except for the Market portfolios.

Salaries and Benefits

The budget for salaries and benefits recognizes commitments made pursuant to the collective agreement for unionized staff and applies estimated compensation adjustments for non-union/management staff. The Budget for payroll costs is estimated at \$21.54M (28% of budget). It should be noted the City of Hamilton is responsible for setting compensation increases for non-union/management staff and CHH must accommodate these costs as part of its budget.

On September 26, 2023, the Board of Directors approved confidential report 23007a Organizational Updates and Structure Review. This report included approval to increase the staff complement to support the Tenants First Refresh Plan as well as resources needed for CHH to successfully deliver on the priorities set out in CHH's 2023 – 2027 Strategic Plan. The budget incorporates the approvals of Report 23007a and is designed to stabilize resources to support the growth associated with internalizing or creating efficiencies in areas of tenant supports, case management, janitorial, security and preventative contracts. To reflect the increased staffing costs, 'Salaries, wages and benefits' have been increased to a total of \$2.9M over the 2025 budgets.

The staff complement is budgeted at 201.50 FTEs in 2025, of which 190.75 are funded through the 2025 Operating budget and 10 are funded as a component of development budgets or from administrative funding through CMHC and .75 is a recovery.

The mandate and responsibilities encompass the following areas:

- Administration and Information Technology
- Finance, Strategy and Quality Improvements
- Operations and Janitorial
- Asset Renewal and Preventative Contracts
- Maintenance, Pest Control and HVAC technicians
- Tenant Support Services and Community Safety
- Development

Materials and Services

Materials and Services costs have decreased by (\$436,700) from 2025 (21% of budget). These costs represent materials as per the benchmark of the Service Manager and reflect the education portion of the tax exemption dollars of approximately \$857,000 (\$857,000 2025). Materials and Services includes but are not limited to HVAC, plumbing, grounds,

security, janitorial, unit turnovers and building operations.

The decrease is due to the internalization of Janitorial Services.

Other Administration

Other Administration has increased by \$44,624 or 2.44% over prior year budget. Increasing staffing increases the need for other resources.

The other main cost drivers include:

- IT Cost – new software cost added to reflect CMHC tracking and working from home.
- Training/Professional Development – Budget created with a more focus on Strategic Plan goals of CHH.
- Cost for Rent Free Accommodation - Cost of staffing with onsite presence as key holders for emergencies.

OPERATING FRAMEWORK

Most CHH housing stock has been acquired or constructed under numerous senior government funding programs, now consolidated into five program funding envelopes:

- Public;
- Provincial Reformed;
- Municipal Non-Profit (MNP);
- Federal; and
- Market housing.

Seventy two percent of the properties (i.e. Public Housing Program) were built and operated directly by the Province of Ontario until 2001 when the *Social Housing Reform Act* (now the *Housing Services Act, 2011*) downloaded ownership and operational responsibility to the municipality. Most of the remaining units were developed by the City of Hamilton under a variety of non-profit programs. Some were acquired or built directly by CHH. Buildings range in age from new construction to over 100 years old, with an average age of approximately 47 years.

Operating Agreement with the City of Hamilton

In 2012, the City of Hamilton entered into an Operating Agreement with CHH which benchmarked the public housing portfolio under the same formula as the Provincial Reformed Portfolio. Revenue and Expenses are benchmarked and indexed by the Province under the *Housing Services Act, 2011* and the CHH budget is set accordingly by the Housing Services Division. The intention of this was for CHH to better manage

operations on a portfolio basis and have more predictable and sustainable funding.

In 2012, CHH also worked with the City of Hamilton Housing Services Division (i.e. Service Manager) to establish service targets, reporting requirements, funding, and portfolio-wide management practices and will continue to do so in 2024.

In 2017, CHH received tax exemption status for all portfolios except the market portfolio. This allowed for the reinvestment of the annual education tax component to be used to support repairs in the housing portfolio.

The Operating Agreement created a standard benchmarking system for all Housing programs. The funding formula is based on revenue and cost benchmarks that were initially established through a rigorous process across the province. Benchmarks are adjusted annually based on indices as set out by the province. Service level standards are clearly identified and operating reserves assist CHH to address year-over-year expense fluctuations.

As mentioned previously, for 2026, the formula set out in the Operating Agreement has been adjusted to allow CHH to retain most of its earned revenue and apply this to meeting increased expenditures.

Service Manager Role

All programs except the market portfolio are subject to program administration by the City of Hamilton, in its capacity as designated Service Manager under the *Housing Services Act, 2011*. The Service Manager is also responsible for payment of federal subsidies that are passed through the provincial government under federal/provincial funding agreements.

MULTI-YEAR BUSINESS PLAN AND BUDGETS

CityHousing Hamilton (CHH) participates in the City's multi-year budgeting initiative. This is not a requirement for CHH but nevertheless it contributes to more comprehensive and complete financial planning.

Operating budgets are still approved on an annual basis. However, a three-year forecast is completed in addition to the current budget year. At this point in time, the three-year forecast is for information purposes only.

It is expected there will be a modest increase for material and supply costs as the procurement tender will be issued to contractors in 2025. In future years, it is anticipated that utility costs will be better managed through the implementation of energy retrofits (e.g. Building Automation Systems).

As noted above, it is the intention of CHH to work with City of Hamilton (Housing Services) to retain a consultant to provide a more comprehensive assessment of CHH's financial requirements beginning in 2026 and beyond. In the meantime, CHH has used inflation factors taken at 3%, 3.5% and 3.5% for expenses and revenue for years 2027, 2028 and 2029.

Presented below is the 2026 Budget Summary and Three-Year Forecast for the 2027-2029 period.

Table 2: Multi-year budget forecast

Description	2026 Proposed Budget	2027 Budget 3.0%	2028 Budget 3.5%	2029 Budget 3.5%
REVENUE				
Operating Revenue	48,094,214	49,537,041	51,270,837	53,065,316
Government Subsidies	24,396,691	25,128,591	26,008,092	26,918,375
Other	2,205,042	2,271,194	2,350,685	2,370,707
TOTAL REVENUE	74,695,947	76,936,825	79,629,614	82,354,399
EXPENSES				
Administration- Salaries/wages/benefits	21,546,273	22,192,661	22,969,404	23,773,333
Administration-Bad Debts	486,320	500,910	518,441	536,587
Administration- Insurance	2,769,539	2,852,625	2,952,467	3,055,803
Administration- Other	2,762,711	2,845,592	2,945,188	3,048,269
Materials and Services	15,831,304	16,306,243	16,876,962	17,467,655
Utilities	12,759,123	13,141,897	13,601,863	14,077,929
Property Taxes	559,440	576,224	596,391	617,265
Amortization and Mortgage Interest	7,422,932	7,645,620	7,913,217	8,127,927
Allocated to Capital Services	10,558,306	10,875,055	11,255,682	11,649,631
TOTAL EXPENSES	74,695,947	76,936,825	79,629,615	82,354,398
	(0)	(0)	(0)	0

Proposed 2026 CAPITAL (REPLACE & RESERVE) BUDGET

The Asset Renewal (AR) department of CityHousing Hamilton (CHH) manages and maintains corporate physical assets. Annual replace and reserve allocations are calculated on a per unit basis benchmarked by the Ministry of Municipal Affairs and Housing as per the *Housing Services Act, 2011* and form part of the City of Hamilton's subsidy to CHH. Housing providers must transfer the annual allocation to a Replace and Reserve Fund but are not obligated to use these funds on an annual basis. The 2026 allocation is \$10,558,306.

Replace and Reserve Studies prepared from the information gathered through Building Condition Assessments and from staff are used to create the annual Replace and Reserve budget and plan for approval by the CHH Board of Directors.

The AR department has prepared the 2026 CHH Replace and Reserve budget after reviewing the Building Condition Assessments of 2018 and a comprehensive study with input from the Operations, Maintenance and Energy Teams. Staff reviewed the 2026 project list and prioritized the required work into the following categories:

- Health and Safety
- Code Compliance
- Structural
- Mechanical/Electrical
- Energy Conservation
- Interior Upgrade

The projects with the highest need were selected. The priority projects were heavily weighted to address health & safety issues and ensure legislative compliance, etc.

Details of proposed expenditures are set out in Report 25023(b) Portfolio Repair and Renewal Program being presented on December 3, 2025. From these funds, the MacNab Tower Renewal loan payment of \$1 million will be paid, and \$2,973,441 will be invested for reserves in accordance with the CMHC agreement.

These projects are also selected to align with projects funded by the Canada Mortgage and Housing Corporation's (CMHC) Affordable Housing Program (formerly Co-Investment Fund) - Repair & Renewal stream. The 2021-2028 investment through this program is approximately \$145.8M and the allocation of the 2025 capital budget supports CHH's obligations under the agreement with CMHC.

With any budget approved prior to implementation, there is always the probability of revisions being made to address emergencies. Over the course of a year there are building components which may fail prematurely and unexpectedly. In these situations, it may be necessary to reallocate funding if the work cannot be deferred. Examples could include safety systems, water penetration, and heating issues. The Chief Executive Officer will approve the change to the budget to allow the Asset Renewal and Development Section to complete the emergency project and will report back to the Board with details of the changes and any potential impacts.

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

AS/rd/sb

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

Date:	December 9, 2025
Report to:	President and Board of Directors CityHousing Hamilton Corporation
Prepared by:	Peter Vander Klippe Manager (Acting), Development Sean Botham Chief Portfolio Officer
CEO/Secretary Signature	Adam Sweedland 
Subject:	Development Partnerships (Report #25026(a))
Report Type:	Recommendation

NOTE: Report #25026(a) is a public document, except for CONFIDENTIAL Appendix 'A' to that report.

NOTE: Discussion of Appendix A of Report #25026(a), in closed session is subject to the following requirement(s) Pursuant to Section 9.3, Sub-section (i) of the City of Hamilton's Procedural By-law 21-021; and, Section 239 (2), Sub-section (i) of the Ontario Municipal Act, 2001, as amended, as the subject matter pertains to:

- (i) a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the municipality or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization;
 - Including CityHousing Hamilton Corporation

RATIONALE FOR CONFIDENTIALITY

The appendix A of Report #25026(a) is being considered in Closed Session as it contains confidential information related to a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the City or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization;

RATIONALE FOR MAINTAINING CONFIDENTIALITY

Staff are recommending that the appendix remains confidential, as it contains confidential information related to a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the City or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization.

Recommendation(s):

That Report #25026(a), Development Partnerships, be **received** for information and the following recommendation(s) **approved**:

- 1) That the Board of Directors authorize the Chief Executive Officer (CEO) of CityHousing Hamilton Corporation (CHH), subject to review and approval by CHH's legal counsel, to enter into Memorandums of Understanding (MOUs) for the purpose of exploring potential partnerships, provided that:
 - a. Any financial commitments arising from such MOUs do not exceed the CEO's approved signing authority;
 - b. Any binding provisions within such MOUs are limited to confidentiality, information-sharing, or similar non-financial obligations; and
 - c. No binding contract, agreement, or commitment to proceed with a project or partnership shall be entered into without prior approval of the Board of Directors.

Executive Summary:

A confidential report brought to the Board on September 23, 2025 introduced several potential partnership opportunities aligned with CityHousing Hamilton's

(CHH) development strategy and its broader role as a trusted municipal housing provider. These opportunities reflect CHH's growing recognition as a capable development partner able to deliver complex, community-serving projects with strong governance and financial stewardship.

Since that time, the federal government has launched the Build Canada Homes (BCH) intake portal on November 28, adding to a range of existing municipal, provincial, and federal funding streams that support non-profit, mixed-use, and affordable housing development. In this environment, early-stage collaboration, structured through a Memorandum of Understanding (MOU), is increasingly important to position potential redevelopment concepts for funding consideration, due diligence, and multi-party planning.

This report seeks Board authorization for the CEO to enter MOUs, subject to legal review and defined governance controls, in order to advance responsible exploratory work with interested organizations. These MOUs do not commit CHH to development or financial obligations beyond exploratory due diligence costs but lay the groundwork for future collaboration by providing a disciplined structure for feasibility, land-use analysis, and early alignment with available funding programs. Appendix A (Private and Confidential) provides further detail about the opportunities currently under exploration.

Background and Additional Information:

CHH's recent development successes and its strengthening reputation for accountability, technical competence, and community partnership have generated opportunities to explore collaborative redevelopment of lands and facilities that may be suitable for affordable housing. These opportunities vary in scope and complexity but generally involve evaluating how private sector, community-serving, or institutional sites could support new residential development.

Early-stage work requires a level of information-sharing and structured engagement that cannot occur informally, particularly where feasibility, sensitivities, or commercial considerations are present. MOUs serve as a practical tool to establish confidentiality, clarify expectations, and delineate roles during exploratory work. They enable CHH to undertake the analysis needed to confirm whether potential partnerships are viable, financially responsible, aligned with planning frameworks, and appropriate to advance to the Board for consideration.

Securing external funding often determines the speed at which a prospective partnership can advance from concept to implementation, and this creates a strong rationale for early funding applications. Some partnership opportunities show clear potential to become shovel-ready within a year, but only if CHH undertakes focused preliminary analysis, early massing and program testing, and coordinated planning in the near term. Funding programs, including the recently launched BCH intake, increasingly prioritize projects that demonstrate credible readiness to begin within twelve months. This places a premium on establishing structured early collaboration so that viable opportunities are positioned to compete effectively. MOUs provide the framework required to undertake this initial due diligence, helping CHH identify which opportunities merit accelerated advancement because they exhibit a realistic pathway to securing external investment and achieving timely delivery.

Appendix A provides a confidential overview of current exploratory opportunities, including the general nature of each concept, the type of partner involved, and the anticipated next steps in assessing feasibility.

Consultation:

Internal CHH Departments: Portfolio, Finance

External: CHH Legal Counsel, confidential potential partners

Financial and Legal/Risk Considerations:

The financial implications of permitting the CEO to enter MOUs remain modest. Feasibility assessments, such as planning reviews, land economics analysis, or site capacity studies are a requisite part of pre-development, and funding programs may be available that reimburse expenses. It is expected that these preliminary costs would fall under \$70,000 on a per project basis, but could certainly be higher for complex developments that require financial and spatial modelling, and/or significant studies for funding applications, and depending on the cost sharing arrangement with a potential partner. The recommendation is to allow flexibility for spending with capped to limit substantive financial exposure. Discretion would be given to the CEO based on a risk-reward evaluation, and spending capped in total per project at the CEO authorization limit, currently \$250,000. Should an exploratory opportunity prove infeasible, sunk costs are expected to remain low and proportionate to the due diligence required and the opportunity available.

From a legal perspective, MOUs offer a low-risk mechanism for structured early collaboration. MOUs entered under this authority would be subject to review by

CHH's legal counsel to ensure that any binding provisions are strictly limited to exploratory CEO approved due diligence costs, confidentiality, information-sharing, and other non-financial obligations necessary for feasibility work. No MOU executed under this authority would commit CHH to any development agreement, procurement, further financial obligation, or contractual arrangement without subsequent Board approval.

The potential benefits of exploratory work are significant. Even if only a subset of opportunities advance beyond feasibility, the resulting projects could expand CHH's development stream, leverage community and institutional assets, and attract investment through BCH, CMHC, or other funders. These outcomes would contribute meaningfully to CHH's long-term development strategy and the City's broader housing objectives.

Next Steps and Milestones:

- **Ongoing (2025-):** CHH will continue evaluating partnership opportunities, refining feasibility assessments, and determining which opportunities should move to MOU stage and/or be brought forward to the Board directly for potential advancement to the requisite subsequent approvals.
- **December 2025 - February 2026:** CHH staff will prepare and finalize Memoranda of Understanding (MOU) for specific opportunities identified in Appendix A, with legal review, and will advance project development towards a deal, with funding applications made in parallel.
- **March 2026:** CHH will complete submissions to applicable funding programs, including the Build Canada Homes (BCH) intake and other complementary programs as may qualify.

Strategic Alignment:

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

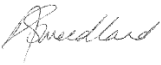
- **PRIDE IN HOME:** Preserve and upgrade CHH's current housing stock.
- **NEIGHBOURHOOD REVITALIZATION:** Develop new and inclusive affordable mixed housing that builds strong and successful multi-generational communities.
- **A WHOLE TEAM APPROACH:** Strengthen our people and performance.



Supporting Presentations and Appendices:

Appendix A (CONFIDENTIAL) – Summary of Development Partnerships

AS/sb/pvk

Date:	December 9, 2025
Report to:	President and Board of Directors CityHousing Hamilton Corporation
Prepared by:	Peter Vander Klippe Manager (Acting), Development Sean Botham Chief Portfolio Officer
CEO/Secretary	Adam Sweedland
Signature	
Subject:	Repair Program – December 2025 Update (Report #25023(b))
Report Type:	Recommendation

NOTE: Report #25023(b) is a public document, except for CONFIDENTIAL Appendix 'B' to that report.

NOTE: Discussion of Appendix B - Project Selection and Cashflow of Report #25023(b), in closed session is subject to the following requirement(s) Pursuant to Section 9.3, Sub-section (i) of the City of Hamilton's Procedural By-law 21-021; and, Section 239 (2), Sub-section (i) of the Ontario Municipal Act, 2001, as amended, as the subject matter pertains to:

- (i) a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the municipality or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization;
 - Including CityHousing Hamilton Corporation

RATIONALE FOR CONFIDENTIALITY

The appendix B of Report #25023(b) is being considered in Closed Session as it contains confidential information related to a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the City or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization;

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Recommendation(s):

That Report #25023(b), Repair Program – December 2025 Update, be **received** for information and the following recommendation(s) **approved**:

- 1) That the Board of Directors approve the revised and expanded list of Repair Program projects, with a total program envelope of up to \$230M as outlined in Confidential Appendix B, with this amount reflecting the cumulative value of previously awarded work together with reconfigured and expanded scopes;
- 2) That the Board of Directors authorize the Chief Executive Officer (CEO) to further reconfigure the project selection, in consultation with CMHC, at their discretion to ensure all funds are spent optimally and by the contractually required program deadline;
- 3) That the Board of Directors authorize the CEO to procure all construction and consulting services required to deliver the up to \$230M Repair Program, using the most public and competitive procurement method feasible within the timelines required to meet CMHC and other funder contractual

obligations, including public procurement, invitational procurement, or single-sourcing in accordance with Procurement Policy #11 – Non-Competitive Procurements, with procurement method selection informed by schedule risk, value-for-money considerations, and upon the advice of CHH's Retrofit Facilitator, Fairness Consultant, and City of Hamilton Procurement staff where required.

Executive Summary:

In September 2025, the CityHousing Hamilton Board endorsed the portfolio repair and renewal strategy, which sets a clear direction for reinvestment across CHH's portfolio. The strategy commits CHH to three core objectives: ensuring all tenants benefit from tangible quality-of-life improvements; demonstrating deep-retrofit excellence on representative high-density buildings; and balancing breadth and depth by combining portfolio-wide quick wins with targeted, forward-looking modernization projects. The revised program presented in this report operationalizes these priorities within the current CMHC funding window.

This report seeks Board approval of a revised and expanded program of work with a total envelope of up to \$230M, delivered under the banner of the Canada Mortgage and Housing Corporation (CMHC) National Housing Strategy Co-Investment Fund – Repair and Renewal Stream (Repair Program). The \$230M envelope reflects all funding secured to date, and the report seeks approval to reconfigure scopes of work to meet CHH's contractual obligations for timing, accessibility, energy, and repair reach, as well as expand work in relation to additional funding secured.

To execute the program within the timelines established by the Repair Program, the report also recommends to the Board that the CEO be authorized to procure the required construction and consulting services by single-sourcing where necessary, and by using the most public and competitive methods feasible given the timing and logistical constraints, whether invitational or full public procurement. Procurement decisions will be guided by schedule risk, value-for-money considerations, and expert advice from CHH's Retrofit Facilitator, Fairness Consultant, and City Procurement where needed. This approach reflects CHH's established practices for large-scale capital delivery and aligns with the preliminary direction emerging from CHH's Board commissioned procurement review.

Background and Additional Information:*Delivery Issue and Recovery*

The federal government's 2017 National Housing Strategy created the CMHC Repair Program. CHH secured \$58M in forgivable loans, \$87M in low-interest loans (backed by the City of Hamilton) and invested \$48M in equity—totaling \$194M. Subsequently, \$36M in additional funding has been secured by CHH and is strategically being paired with projects in the Repair Program. Together this funding is modernizing 1960-70s affordable housing, improving accessibility, and cutting GHG emissions and energy use by 25%. The project was approved by CHH and the City of Hamilton in fall 2021, with agreements executed in December 2021. CHH has been delivering and reporting on the program since January 2021.

In early 2025, CHH's senior leadership determined the Repair Program was behind schedule for the 2028 deadline. CHH proactively informed CMHC in April 2025 and provided a case for a tactical recovery plan that would assure overall delivery. CMHC welcomed the transparency and is collaborating on recovery solutions. Further details of the steps taken to reposition the organization to deliver on the CMHC commitments were shared in the private and confidential reports in June 2025 (Report 25023) and in September (Report 25023(a)).

Prior Approvals and Current Recommendation Objectives

In prior reports the CHH Board approved measures to accelerate retrofit delivery on existing projects underway and soon to be procured ones. This report provides further recommendations on advancing delivery of the retrofit projects via approvals of project selection and procurement approaches. The following sections detail the project selection methodology and rationale, as well as the delivery approach to meeting the CMHC deadline, drawing from both Appendix A, the Portfolio Repair and Renewal Program – Action Plan, and Appendix B – Project Selection and Cashflow.

Project Selection

The portfolio repair and renewal program outlined in Appendix A reflects a structured, evidence-based selection process that prioritizes projects with the greatest potential to improve building condition, resident well-being, energy performance, and climate resilience. Projects were identified through detailed asset-condition analysis, building-performance data, and alignment with CHH's

strategic imperative to ensure all homes remain safe, healthy, and future-ready. This methodology emphasized needs such as life safety, aging in place, ventilation and cooling upgrades, accessibility improvements, and opportunities for deep decarbonization, resulting in a curated set of projects that collectively deliver the highest impact within the available funding window. Project categorization, count, projected funding allocations, and delivery timing are detailed in Appendix B.

Delivery Approach

The program is structured into three integrated delivery streams that balance breadth and depth:

- Stream 01: delivers quick, high-impact upgrades across every building, driving utility savings and visible quality improvements portfolio-wide.
- Stream 02: targets urgent repair backlogs, state-of-good-repair needs, accessibility upgrades, and resident-focused enhancements, impacting nearly half the portfolio and more than a dozen wards.
- Stream 03: focuses on 3–5 of CHH’s most distressed, energy-intensive high-rise buildings, delivering comprehensive deep-energy renewals that reach Passive House performance levels and establish replicable national models.

These streams are supported by a modernized procurement and delivery framework that emphasizes speed, technical consistency, risk mitigation, and fairness. A dedicated Retrofit Facilitator enhances CHH’s capacity by standardizing retrofit approaches, overseeing vendor management, and aligning project delivery with performance targets, funding cash flows, and tenant-first principles. A Fairness Consultant and a structured procurement architecture ensure transparency, competitiveness, and defensibility commensurate with the scale of this undertaking.

The overall delivery schedule spans Q4 2025 to Q2 2028, progressing through program design, procurement, mobilization, and full execution. Cash flow and risk mitigation strategies include a 5% reserve, quarterly CMHC draw schedules, and a three-month liquidity buffer.

The program directly achieves the outcomes endorsed by the CHH Board in September 2025 through the portfolio repair and renewal strategy:

- Tangible quality-of-life upgrades for every tenant;
- Balanced portfolio impact through quick wins and targeted renewals; and
- Deep-retrofit excellence on high-density buildings.

In addition to mitigating decades of deferred capital needs, the program strengthens resident well-being by incorporating community impact projects, universal design upgrades, and dedicated tenant support roles. It also positions CHH to leverage additional funding, such as the Canada Greener Affordable Housing (CGAH) Fund, to extend renewal to additional high-potential sites.

Overall, the Portfolio Repair and Renewal Program sets out a clear, achievable, and nationally leading path to deliver large-scale renewal within a compressed timeframe, while driving broad community benefit, operational resilience, and long-term housing quality across Hamilton. It establishes a replicable model for public housing renewal in Canada and positions CHH for subsequent phases of portfolio modernization.

Consultation:

Internal CHH Departments: Portfolio and Finance Divisions

External: ERA Architects (Retrofit Facilitator)

Financial and Legal/Risk Considerations:

As outlined in the program obligations section of the CMHC funding agreement, the CMHC funding includes timelines and spending obligations which were not being met by CHH. Given CHH identified the program delivery issue and took a proactive, transparent and accountable approach with CMHC, CHH was given opportunity to reconfigure an investment plan.

CHH has continued to meet with CMHC to review progress and continued to receive positive responses. On December 2, 2025, CHH formally presented Appendix A - Portfolio Repair and Renewal Program - Action Plan to CMHC. This plan received commendation. In transparently working towards delivering on contractual obligations with this revised plan, CHH assess there to be low financial and legal risk on obligations at this time.

Next Steps and Milestones:

Portfolio Analysis and Fund Allocation Q3-4 2025

- December 2025 - Board approval of spend allocations

Design & Procurement Q3 2025-Q2 2026

- January 2026 - Bulk procurement for Stream 01 projects
- March 2026 - Specifications and procurement for Stream 03 Projects
- May 2026 - Stream 02 Community Projects launched

Delivery of Excellence Q3 2026-Q3 2028

- February 2026 - Delivery begins on Stream 02 Projects
- May 2026 - Delivery begins on Stream 03 Projects

Strategic Alignment:

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

- 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 - Portfolio Repair and Renewal Program - Action Plan (Public)

Appendix B – (Confidential) Project Selection and Cashflow

AS/sb/pvk

CMHC REPAIR PROGRAM

ACTION PLAN

25 November 2025

CHH Board, December 9, 2025
Item 5d Report 25023(b)
APPENDIX A
Pages 1 to 13

INTRODUCTION: THE RETROFIT IMPERATIVE

CityHousing Hamilton (CHH) is a national leader in public housing stewardship and renewal. As Canada accelerates efforts to expand housing supply, CHH is ensuring that its existing portfolio—7,100 homes across Hamilton—remains resilient, efficient, and high-quality for decades to come.

This initiative reinforces CHH's role as a cornerstone of the city's housing system by making sure every unit is fit for purpose and capable of meeting 21st-century needs: aging in place, occupant health and resilience, and decarbonization.

CHH has already demonstrated national leadership through landmark projects such as the Ken Soble Tower, which set a new standard for affordable housing renewal. This repair program builds directly on those lessons, scaling across the full portfolio to deliver lasting value for residents and the city.

The CMHC Repair Program provides a generational opportunity to advance this transformation, and CHH is poised to deploy these funds in a targeted, outcome-driven, and timely manner, meeting performance and delivery requirements while leveraging the investment to drive long-term portfolio renewal aligned with CHH's Strategic Plan and the City of Hamilton's broader climate and housing goals.

As housing pressures mount, keeping housing affordable, and resilient for the decades to come is a critical strategy of housing supply. It's time to get moving.



EXECUTIVE SUMMARY

CityHousing Hamilton is launching a major, portfolio-wide repair program to modernize approximately 6,500 homes in its housing portfolio. The CMHC Repair Program funding will:

- **Reduce greenhouse gas emissions and energy use** across the portfolio.
- **Improve comfort, accessibility, and safety for residents;** distressed assets will be prioritized to improve Facility Condition Indices across the portfolio.
- **Prioritize resident well-being, both during and post-construction,** piloting high-impact methods such as Tenant Liaisons on the construction team to support tenants through disruption.
- **Deliver investment rapidly,** deploying CHH capacity aligned to highest impact, and maximizing external capacity through a Retrofit Facilitator.

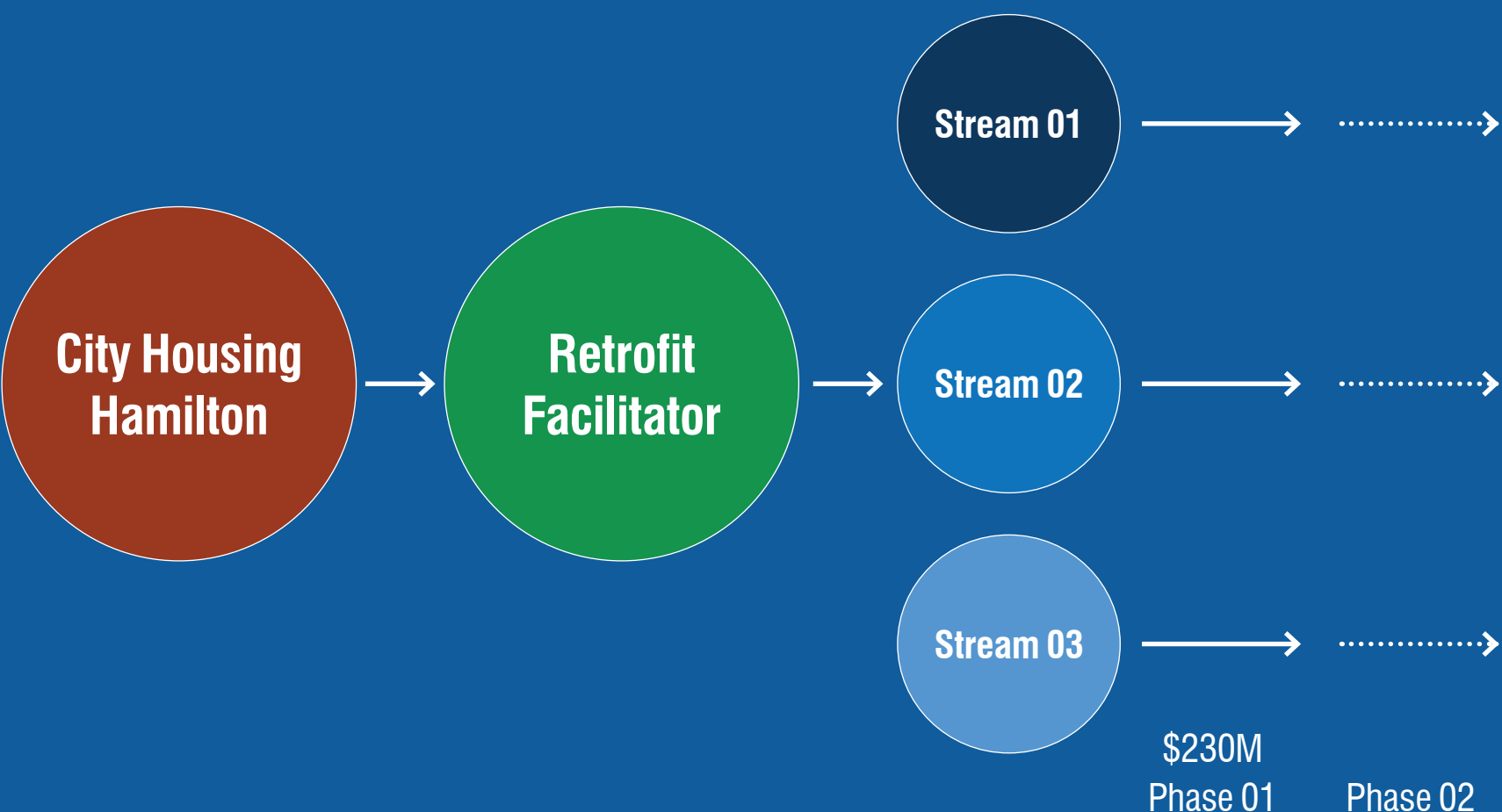
STREAMS OF IMPACT

The initiative is structured into three coordinated delivery streams, balancing quick, broad benefits with deep, transformational renewal. Delivery mapped onto a 30-month period (Q4 2025–Q2 2028). These include:

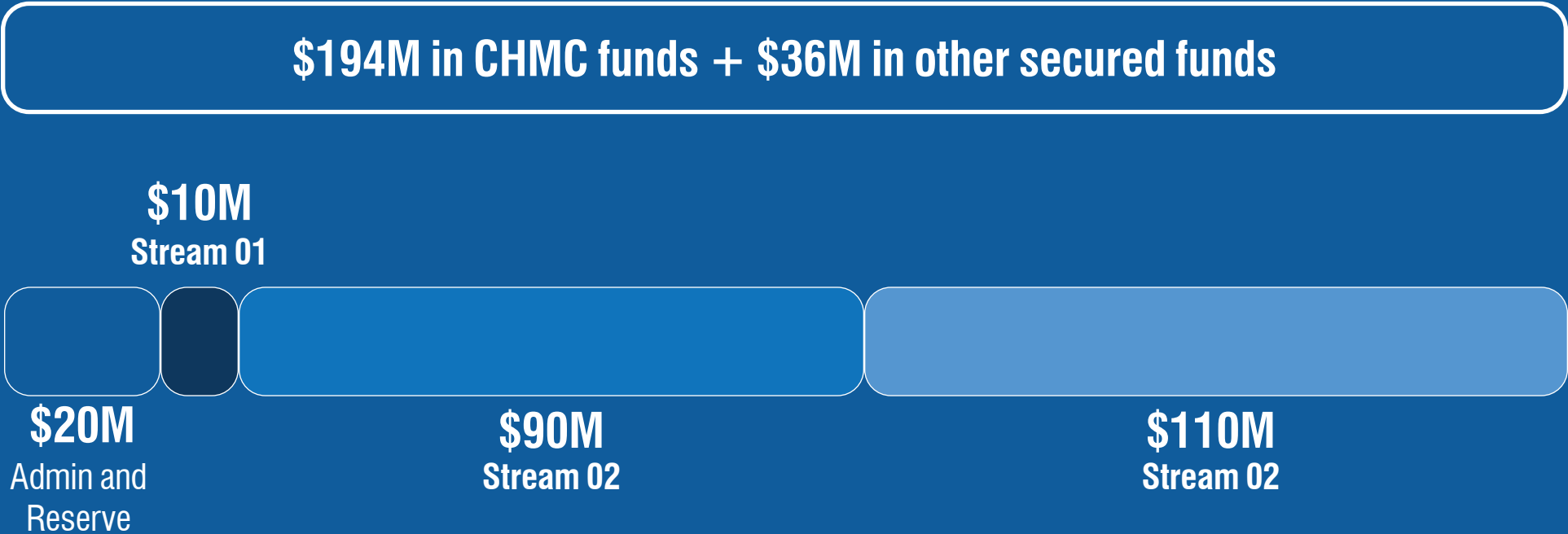
STREAM 1: Targeted improvements rolled out on every site in the portfolio using social procurement.

STREAM 2: Special projects enable strategic investment in repair backlog, energy performance, accessibility and social impact.

STREAM 3: Where impact will be greatest, select sites will undergo comprehensive retrofit, tackling asset repair, decarbonization, accessibility upgrades and community benefit.



FUNDING ALLOCATION



Allocations are sized to maximize impact of each stream, while ensuring volume and complexity of each stream can be delivered within the 30-month window.

BACKGROUND AND FUNDING CONTEXT

With CMHC's Repair Fund as the key funder, CityHousing Hamilton has secured **\$230M to launch the first phase of a portfolio-wide capital plan to address repair needs**, aligned with the CHH Strategic Plan and the City of Hamilton's Climate Action Strategy.

In September 2025, CityHousing Hamilton adopted a Portfolio Repair Strategy, establishing a scalable model that:

- Ensures all tenants benefit from tangible quality-of-life upgrades.
- Demonstrates deep-retrofit excellence on representative high-density sites.
- Balances breadth and depth by combining portfolio-wide quick wins with targeted, forward-looking renewal projects.

This program is designed to simultaneously deliver capital renewal, decarbonization, and social impact while enabling faster, coordinated delivery through modernized procurement and design frameworks. It is designed to deliver across three simultaneous streams of repair:

Stream 01: Quick Wins

Stream 02: Special Projects

Stream 03: Comprehensive Retrofits

STREAM 01: PORTFOLIO-WIDE IMPACT

Objective: Deliver immediate, high value-for-dollar improvements across most CHH sites, employing social procurement.

Rationale: Reduces utility costs quickly; suitable for bulk procurement; vision-aligned with CHH mandate.

Scope:

- Focus on plumbing fixture leak detection and fixture replacement as required
- Inventory and minor fixes

Procurement Logic:

- Bulk purchasing of standardized components
- Call-up roster from pre-qualified social-impact trades

Investment: ≈ \$10 million (4.5%) of program value.

Outcome: Tangible upgrades for all residents while building consistency across CHH’s portfolio, with significant impact on utility costs.



STREAM 02: SPECIAL PROJECTS

Objective: Address targeted building needs in energy performance, state of repair, accessibility, and community impact.

Rationale: Resolves the most pressing capital priorities identified through CHH’s asset-management and building-condition assessments; brings focussed accessibility and universal design upgrades to sites.

Sub-Stream Scopes:

- 1. Repair & Decarbonization Projects: Controls upgrades, window replacements; heat-pump conversions; roofs, balconies, masonry, and concrete restoration.
- 2. Accessibility Upgrades: Barrier-free suite upgrades, elevators, and lobby reconfigurations
- 3. Community Impact Projects: Ward-based initiatives co-designed with residents, including community open space animation projects including gardens, courtyards, playgrounds, terraces, and art projects.

Procurement Logic:

- Framework agreements and rosters of pre-qualified design-build and retrofit partners.
- Design-Build and single-measure delivery for speed and efficiency.
- Community delivery team for all ward-based projects selected through RFQ

Investment: ≈ \$90 million (39%) of program value.

Outcome: Advancing critical portfolio needs through improved building condition, energy performance, and accessibility, with enhanced community spaces and resident well-being.



STREAM 03: COMPREHENSIVE RENEWAL

Objective: Transform CHH’s most distressed, energy-intensive buildings into modern, climate-resilient assets to Passive House level.

Rationale: Concentrated investment in 3–5 high-rise sites, demonstrating scalable deep-energy retrofit approaches that combine performance, design, and tenant comfort.

Scope Examples:

- Envelope overcladding (including prefabricated façades)
- Electrification via modernized HVAC systems
- Dedicated ventilation and cooling systems for each suite
- Lobby and open space improvements to met Universal Design principles
- Tenants-first measures to minimize disruption and de-risk delivery

Procurement Logic:

- Progressive Design-Build or Construction Management-at-Risk (CCDC 5B)
- Areas of innovation derisked through Retrofit Facilitation scoping and prequalification

Investment: ≈ \$110 million (48%) of program value.

Outcome: Passive House level demonstration projects establishing replicable Canadian models for large-scale affordable-housing retrofits.

CHH is prepared to deliver ~\$50-\$100M of additional Stream 03 projects within the 30-month period, beyond the CMHC investment secured. Concurrent to the Repair and Renewal funding portfolio transformation program, CHH will pursue the inclusion of additional large assets for renewal via **CMHC’s Canada Greener Affordable Housing Fund.**



RAPID DELIVERY VIA RETROFIT FACILITATOR

To deliver its planned investments, CHH has created a Retrofit Facilitator role. **This function enhances and focusses CHH capacity by maintaining oversight of technical and financial aspects of the repair program as a whole.**

The responsibilities of the Facilitator include:

- Portfolio analysis and funding allocation recommendations.
- Outline specifications and building taxonomy to classify retrofit types and standardize approaches.
- Vendor pre-qualification, procurement and coordination.
- Ongoing review and mitigations for alignment with key objectives: performance targets; investment cash flow; tenant-first deployment.
- Technical consistency and lessons learned across all Streams.



DELIVERY SCHEDULE

Portfolio Analysis and Fund Allocation Q3-4 2025

- December 2025 - Board approval of program design and spend allocations

Design & Procurement Q3 2025-Q2 2026

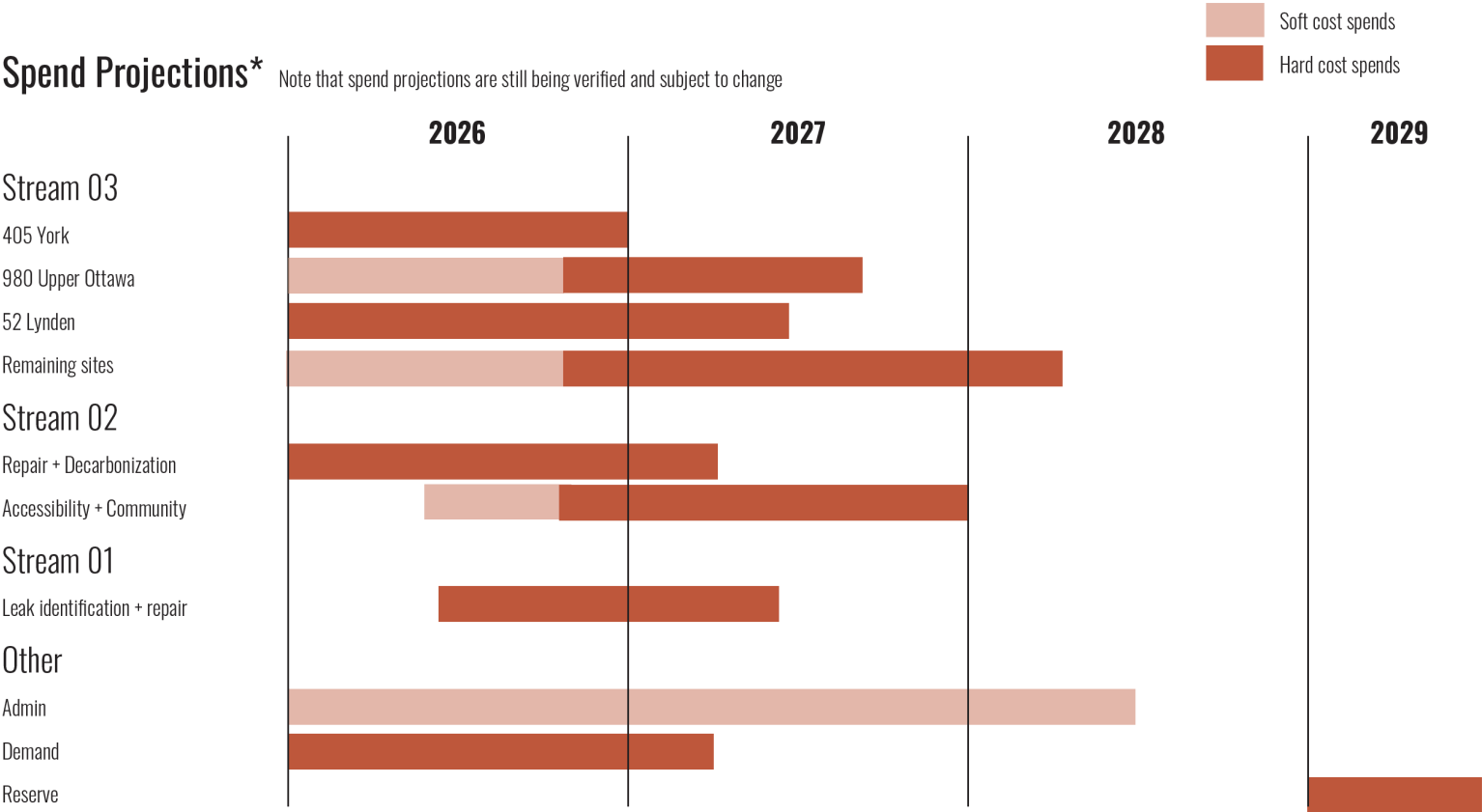
- January 2026 - Bulk procurement for Stream 01 projects
- March 2026 - Specifications and procurement for Stream 3 projects
- May 2026 - Stream 02 Community projects launched

Delivery of Excellence Q3 2026-Q3 2028

- February 2026 - Delivery begins on Stream 02 projects
- May 2026 - Delivery begins on Stream 03 Projects

Spend Projections*

Note that spend projections are still being verified and subject to change



INVESTMENT PROJECTION

Stream	Allocation	Delivery Window	Procurement Model
Stream 01	\$10M	Q1 2026 - Q2 2027	Bulk call-ups
Stream 02	\$90M	Q1 2026 - Q2 2028	Frameworks/ DB
Stream 03	\$110M	Q2 2026 - Q2 2028	Progressive DB / CM-at-Risk
Admin + Reserve	\$20M	Continuous	CHH Direct

Financial Safeguards

- 5% reserve
- Quarterly CMHC draw schedule linked to milestones
- Three-month liquidity buffer for cash-flow stability

Cash Flow Profile

Mobilization (Q3 2025–Q1 2026): \$5M Program design and initiation

Ramp-Up (Q2–Q4 2026): \$45M Stream 01 delivery; Streams 02 & 03 commence delivery

Peak Delivery (2027): \$140M Delivery across all Streams

Close-Out (2028): \$40M Commissioning, verification, and contingency reinvestment

Cumulative 50 % expenditure reached by mid-2027

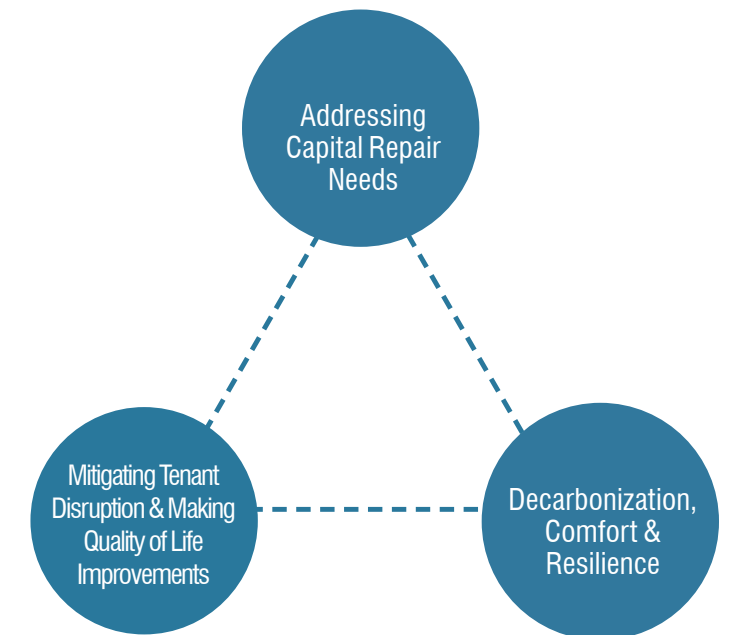
RISK MITIGATION & OPPORTUNITIES

Key Risks & Mitigations

- Procurement lag → Prequalifications; invitational bids; call-up rosters alongside Fairness Monitor
- Organizational capacity → Focus internal capacity supplemented by Retrofit Faciliator and Consulting Project Management
- Tenant disruption → Deploy Tenant Liaison and Trade Code of Conduct to build tenant supports into projects
- Spend slow-down → Six-month buffer period prior to final spend date; mix of project types and delivery models

Opportunities

- Pair trusted, market-ready measures with targeted pilots
- Standardize outcomes to reduce novelty inefficiencies
- Pre-RFP design packages for rapid-implementation teams
- Tenant-first delivery, with portfolio-wide deployment of Tenant Liaisons
- Progressive bulk-scale contracting using rosters and framework agreements for repetitive scopes
- Targeting innovation where appropriate and derisked to advance CHH objectives
- Reinvesting contingency funds into late-phase community enhancements
- Using Stream 03 projects as industry training platforms
- Positioning CHH to leverage future available funding for expansion into next phase of portfolio improvements





****CONFIDENTIAL****

Date: Tuesday December 9, 2025

Report to: CityHousing Hamilton
Board of Directors

Submitted by: Adam Sweedland
Chief Executive
Officer/Secretary

Prepared by: Peter Vander Klippe
Manager (Acting),
Development
Sean Botham
Chief Portfolio Officer

Subject: PRIVATE / CONFIDENTIAL

6) PRIVATE AND CONFIDENTIAL

a) Development Partnerships (Report #25026(a)), Appendix A

NOTE: Report #25026(a) is a public document, except for CONFIDENTIAL Appendix 'A' to that report.

NOTE: Discussion of Appendix A of Report #25026(a), in closed session is subject to the following requirement(s) Pursuant to Section 9.3, Sub-section (i) of the City of Hamilton's Procedural By-law 21-021; and, Section 239 (2), Sub-section (i) of the Ontario Municipal Act, 2001, as amended, as the subject matter pertains to:

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Officer/Secretary

Prepared by: Peter Vander Klippe
Manager (Acting),
Development
Sean Botham
Chief Portfolio Office

Subject: PRIVATE / CONFIDENTIAL

6) PRIVATE AND CONFIDENTIAL

b) Repair Program – December Update (Report #25023(b)), Appendix B

**NOTE: Report #25023(b) is a public document, except for
CONFIDENTIAL Appendix 'B' to that report.**

**NOTE: Discussion of Appendix B - Project Selection and
Cashflow of Report #25023(b), in closed session is subject
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