



# Notice of meeting CityHousing Hamilton Board of Directors and members **AGENDA** **Special meeting**

**Date:** March 10, 2026

**To:** Board of Directors  
CityHousing Hamilton Corporation

**Time:** 1:30pm – 3:30pm

**Place:** City Hall, 71 Main St. West, 1<sup>st</sup> Floor, Room 192 and will be held via WebEx conferencing and live streamed only on YouTube for public access:

**YouTube for public access:**  
[youtube.Board March 10 2026](#)

**CHH website, Agenda Material link**  
[CHH Board website](#)

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## **AGENDA**

- 1) Call to Order
- 2) Conflict of Interest Declaration
- 3) Election/Appointment of Officers Update, Citizen Member

- a) Resolution of the Sole Shareholder, as of March 3, 2026
- b) Resolution on Appointment of Board of Directors, Updated

**4) Confirmation of Minutes**

- a) Regular meeting held, February 10, 2026
- b) Audit and Finance meeting held, February 3, 2026

**5) Delegation**

**Added:** Approval for urgent delegation request to the March 10<sup>th</sup>, 2026, Board meeting agenda

- a) Jelena Vermilion respecting 430 Cumberland - ongoing security issues, MFIPPA violations, disrespect of tenants including gender-based harassment, and privacy concerns.

**6) Strategy Quality Improvements / Operations**

- a) Amended Vendor Contracts – Authorization (Report #24006(a))
- b) Safe and Vibrant CHH - 5 Year Strategic Plan (Report #26007)

**7) CEO Written Updates**

**1.0 Vacancy Unit Monthly Data Update, January 2026** (attached)

**2.0 Tenant First Team**, meeting held on January 13, 2026

**3.0 Board Communications:**

- 1. February 24, 2026 – Email Shareholder Meeting scheduled for March 3, 2026 (attached)

**8) PRIVATE AND CONFIDENTIAL**

- a) **Legal Consultation on Delegation Policy (Report #26006)**

**NOTE: Discussion of Report #26006 in Closed Session pursuant to Section 9.3(f) of the City of Hamilton Procedural Bylaw 21021 and Section 239(2)(f) of the Municipal Act, 2001, as the subject matter pertains to advice that is subject to solicitor-client privilege, including communications necessary for that purpose.**

- Including CityHousing Hamilton Corporation

**RATIONALE FOR CONFIDENTIALITY**

Report #26006 is being considered in Closed Session as it contains advice that is subject to solicitor-client privilege, including communications necessary for that purpose.

**RATIONALE FOR MAINTAINING CONFIDENTIALITY**

Staff are recommending that Report #26006 remains confidential, advice that is subject to solicitor-client privilege, including communications necessary for that purpose.

**9) Adjournment**

**CITYHOUSING HAMILTON CORPORATION**  
(the "Corporation")

RESOLUTIONS OF THE SOLE SHAREHOLDER OF THE CORPORATION

**WHEREAS** the City of Hamilton is the sole shareholder of the Corporation ("Sole Shareholder");

**AND WHEREAS** the Sole Shareholder is authorized to hold shares in the Corporation and to exercise the rights attributed thereto, pursuant to Subsection 203(1) of the *Municipal Act, 2001*, SO 2001, c25 ("Act"), but the Corporation is not an Offering Corporation within the meaning ascribed to that term in the *Business Corporations Act*, R.S.O. 1990, c. B.16 ("OBCA");

**AND WHEREAS** the Council of the City of Hamilton are sitting as representatives of the Sole Shareholder of the Corporation;

**AND WHEREAS** the Board of Directors of the Corporation comprises of a total of nine (9) members, five (5) of whom shall be elected members of the Council of the City of Hamilton and four (4) of whom shall be members who are not Councillors of the City of Hamilton (the "Citizen Members").

**NOW THEREFORE** the Council of the City of Hamilton, acting in its capacity as representative of the Sole Shareholder of the Corporation, **RESOLVES AS FOLLOWS:**

**1. APPOINTMENT OF CITIZEN MEMBER**

BE IT RESOLVED:

That Minda Richardson be appointed as a Citizen Member of the Corporation effective March 3, 2026 and shall hold office until November 14, 2026 or until their successor is appointed subject to the by-laws of the Corporation.

**THE FOREGOING RESOLUTIONS** are hereby consented to by the Sole Shareholder of the Corporation entitled to vote on such resolutions and are hereby passed as resolutions of the Corporation pursuant to the *OBCA*.

**DATED** as of this 3rd day of March 2026.

**CITY OF HAMILTON**

Per: \_\_\_\_\_  
A. Horwath, Mayor

Per: \_\_\_\_\_  
M. Trennum, City Clerk

**WHEREAS** heretofore the Board of Directors of CityHousing Hamilton Corporation 2022 – 2026 has been comprised of as follows:

Councillor Tammy Hwang  
Councillor Tom Jackson  
Councillor Cameron Kroetsch  
Councillor Nrinder Nann  
Councillor Alex Wilson

Citizen Members – (Hamilton City Council, at its meeting held on October 25, 2023, appointed Citizen Members to the CityHousing Hamilton Corporation Board of Directors - term will remain in effect until October 26, 2026 or until their respective successors are elected or appointed subject to the by-laws of the Corporation:)

Karl Andrus  
Adriana Baker  
Alice Plug-Buist  
(Vacant)

Citizen Member – (Hamilton City Council, at its meeting held on December 10, 2025, has appointed a Citizen Member to the CityHousing Hamilton Corporation Board of Directors, Shareholder resolution received March 3, 2026 to hold this position until new appointments are made following the Municipal Election in 2026 or until their respective successors are elected or appointed subject to the by-laws of the Corporation:)

**Minda Richardson**

**NOW THEREFORE BE IT RESOLVED THAT:**

- (a) the Board comprise of a total of nine (9) members, five (5) of whom shall be elected members of Council of the City of Hamilton and four (4) of whom shall be members who are not Councillors of the City of Hamilton;
- (b) the term of the Board of Directors shall expire in November 2026;
- (c) the following five Councillors of the City of Hamilton be, and they are hereby appointed to the Board of Directors as per Council Inauguration held November 16, 2022:

Councillors: Tammy Hwang, Tom Jackson, Cameron Kroetsch, Nrinder Nann, Alex Wilson

- (d) the four positions for members who are not members of Council of the City of Hamilton, filled through the selection process of the City of Hamilton for citizen appointments, be and they are hereby appointed to the Board of Directors:

Karl Andrus, Adriana Baker, Alice Plug-Buist, Minda Richardson



**Board Approved on March 10, 2026**

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

Date: **Tuesday, February 10, 2026**

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

Location: Hybrid / City Hall, 2<sup>nd</sup> Floor, Council Chambers

Meeting: **Regular Meeting**

Place: City Hall, 71 Main St. West, 2<sup>nd</sup> Floor, Council Chambers and will be held via WebEx conferencing and live streamed only on YouTube for public access (AV support in attendance):  
 YouTube\_CHH Board link:  
[YouTube Board link February 10, 2026](#)  
 CHH website, Agenda Material link:  
[CHH Board meeting material February 10, 2026](#)

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

Regrets: None

Also Present: CHH Staff: R. Desouza, A. Warren-Ritchie, S. Botham, L. Ward, P. Vander Klippe, N. Turco, C. Morgan  
 Other City Depts: Housing Division, K. Harrington; P. Homerston (virtual)  
 Guest(s):  
 Public: YouTube access provided – Streaming

AV supports: MacLean Media Systems Inc

**1. Call to Order (Quorum is five) 10:00am**

**President-Councillor N. Nann, called the meeting to order at 10:06am**

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

Today, the City of Hamilton is home to many Indigenous people from across Turtle Island (North America) and we recognize that we must do more to learn about the rich history of this land so that we can better understand our roles as residents, neighbours, partners and caretakers.”

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

**ADDITIONS TO THE AGENDA:**

ADDED ITEM 4a, Approval for delegation urgent request to present to the February 10, 2026 Board meeting: Jelena Vermilion respecting 430 Cumberland - ongoing Pest Infestation, maintenance issues and maintenance requests.

Motion by VP-Citizen A. Baker, seconded by Treasurer-Councillor T. Hwang and carried to add delegation to item 4a.

**2. Conflict of Interest Declaration**

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

NONE.

**3. Confirmation of Minutes**

**a) Special meeting held December 9, 2025**

Moved by Treasurer-Councillor T. Hwang, seconded by VP-Citizen A. Baker and carried to approve December 9, 2025 minutes as presented.

**b) Regular meeting held November 25, 2025**

Moved by Treasurer-Councillor T. Hwang, seconded by VP-Citizen A. Baker and carried to approve November 25, 2025 minutes as presented.

**4. Added Delegation**

- a) **Jelena Vermilion respecting 430 Cumberland** - ongoing Pest Infestation, maintenance issues and maintenance requests.

Chair approved additional time of five minutes to complete presentation. Chair moved meeting into recess at 10:06am for technical difficulties in presenting photographs and videos provided. Meeting resumed at 10:10am.

Jelena Vermilion addressed the Board respecting 430 Cumberland - ongoing Pest Infestation, maintenance issues and maintenance requests and presented pre-approved photographs, videos, and work order data information.

The Board inquired about follow-up actions and proactive pest control measures; the COO, Leanne Ward, reported that block treatment has recently been completed at 430 Cumberland and will review the laundry machines affected by pests and report back with further recommendations for the Pest Control Plan.

That the delegation from Jelena Vermilion respecting 430 Cumberland ongoing pest infestation, maintenance issues and maintenance requests, be received.

## 5. Finance

- a) **2025 Insurance Renewal, November 2025 to 2026**

The Board was in receipt of Report #26002 from CEO/Secretary dated February 10, 2026.

CFO, Rochelle Desouza, gave an overview of the report. Highlighting the deductible increase and correct a typo to change the year to 2026 (not 2025) benchmarks.

It was moved by Treasurer-Councillor T. Hwang, seconded by VP-Citizen A. Baker, and carried:

That the year be amended to 2026 benchmarks; and

That Report #26002 be **received** for information.

- b) **2025 Insurance Incidents**

The Board was in receipt of Report #26003 from CEO/Secretary dated February 10, 2026.

COO, Leanne Ward, gave an overview of the report. Highlighting incident claims deductibles and settlements.

It was moved by Treasurer-Councillor T. Hwang, seconded by VP-Citizen A. Baker, and carried:

That Report #26003, 2025 Insurance Incidents be **received** for information purposes.

**c) Operating Variance, September 2025**

The Board was in receipt of Report #26001 from CEO/Secretary dated February 10, 2026.

CEO Adam Sweedland provided background on the causes of the unfavourable variance, noting contributing factors such as software costs, unit turnovers, and security expenses. CFO Rochelle Desouza presented an overview of the deficit-reduction plan. A strategy mitigation plan will be provided to the Board at the June meeting.

It was moved by Treasurer-Councillor T. Hwang, seconded by VP-Citizen A. Baker, and carried:

That Report #26001, be **received** for information.

**6. Portfolio**

**a) Development Partnerships**

The Board was in receipt of Report #25026(b) from CEO/Secretary dated February 10, 2026.

CPO, Sean Botham, presented the public report. Appendix A to Report 25026(b) is confidential and will be addressed in closed session under Item 8. Sean gave an overview of the public report.

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

That Report #25026(b), Development Partnerships, be received for information or discussion purposes.

**b) Development Funding**

The Board was in receipt of Report #26005 from CEO/Secretary dated February 10, 2026.

CPO, Sean Botham, presented the public report. Appendix A to Report 26005 is confidential and will be addressed in closed session under Item 8. Sean gave an overview of the public report.

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

That Report #26005, Development Funding, be received for information or discussion purposes.

**7. CEO Written Updates**

- 1.0 Vacancy Unit Monthly Update, December 2025** (attached)
- 2.0 Tenant First Team**, November 11, 2025, minutes (attached)
- 3.0 CHH Investment Withdrawal**

**4.0 Board Communications 2025:**

1. December 10, 2025 – Email Jamesville Ministerial Zoning Order (attached)
2. December 12, 2025 – Email New Citizen member, M. Richardson (attached)

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

That the CEO Written Updates, be **received** for information.

**8. PRIVATE / Confidential**

Motion moved by VP-Citizen A. Baker, seconded by Treasurer-Councillor T. Hwang and carried to move in **closed session** for item 8a, 8b and 8c at 11:11am.

Attendees (at 11:17am) for **Item 8a**: A. Plug-Buist, A. Wilson, N. Nann, K. Andrus, T. Jackson, C. Kroetsch, T. Hwang, A. Baker, A. Sweedland, R. Desouza, L. Ward, A. Warren-Ritchie, s. Botham, C. Morgan, T. Herechuk (recorder)  
Guests (Virtual): Colliers Consultants; Dean Plater and Kristina Fasciano

**a) Procurement Assessment (Report #26004)**

**NOTE: Discussion of this Confidential Report in closed session is subject to the following requirement(s) of Report #26004, 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

The Board was in receipt of Report #26004 from CEO/Secretary dated February 10, 2026.

CEO, Adam Sweedland introduced consultants D. Plater and K. Fasciano to present slideshow to the Board. Discussion ensued regarding options presented.

Board Directed staff to amend recommendation with the option approved as noted in confidential Report #26004.

It was moved by Director-Citizen K. Andrus, seconded by Director-Councillor C. Kroetsch and carried:

That Report #26004 Procurement Assessment be **received** for information and the following recommendation be approved: **as amended** noted in the confidential report.

Attendees (at 11:54am) for **Item 8b**: A. Plug-Buist, A. Wilson, N. Nann, K. Andrus, T. Jackson, C. Kroetsch, T. Hwang, A. Baker, A. Sweedland, R. Desouza, L. Ward, A. Warren-Ritchie, S. Botham, P. Vander Klippe, N. Turco, C. Morgan, T. Herechuk (recorder)

(at 12:01pm) for Item 8b: President-Councillor Nann exited meeting.

VP A. Baker resumed as Chair.

(at 12:08pm) Director-Councillor C. Kroetsch exited meeting.

**b) Development Partnerships (Report 25026(b)),  
CONFIDENTIAL Appendix A**

**NOTE: Discussion of Appendix A of Report #25026(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

The Board was in receipt of Report #25026(b) from CEO/Secretary dated February 10, 2026.

CPO, Sean Botham and Manager, Peter Vander Klippe, gave an overview of Appendix A.

It was moved by Director-Citizen K. Andrus, seconded by Treasurer-Councillor T. Hwang and carried:

That Report #25026(b), Confidential Appendix A, remain confidential and be received for information or discussion purposes.

Attendees (at 12:12pm) for **Item 8c**: A. Plug-Buist, A. Wilson, K. Andrus, T. Jackson, T. Hwang, A. Baker, A. Sweedland, R. Desouza, L. Ward, A. Warren-Ritchie, S. Botham, P. Vander Klippe, N. Turco, C. Morgan, T. Herechuk (recorder)

(at 12:22pm) T. Jackson exits meeting.

c) **Development Funding (Report 26005), CONFIDENTIAL, Appendix A**

**NOTE: Report #26005 is a public document, except for CONFIDENTIAL Appendix 'A' to that report.**

**NOTE: Discussion of Appendix A of Report #26005, 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

The Board was in receipt of Report #26005 from CEO/Secretary dated February 10, 2026.

CPO, Sean Botham and Manager, Peter Vander Klippe gave an overview of Appendix A.

It was moved by Treasurer-Councillor T. Hwang, seconded by Director-Citizen K. Andrus and carried:

That Report #26005, Confidential Appendix A, remain confidential and be received for information or discussion purposes.

Motion moved by Director-Citizen K. Andrus, seconded by Treasurer-Councillor T. Hwang and carried to move in public session at 12:32pm.

#### **IN PUBLIC SESSION**

Motion moved by Director-Citizen K. Andrus, seconded by Treasurer-Councillor T. Hwang and carried:

That Item 8a, **Report #26004**, 8b, Report **25026(b) Appendix A** and 8c, Report **26005 Appendix A** remain confidential.

#### **9. Adjournment at 12.32pm**

Motion by Director-Citizen K. Andrus, seconded by Treasurer-Councillor T. Hwang and carried that the meeting be adjourned.

**TAKEN AS READ AND APPROVED**

**Nrinder Nann, PRESIDENT  
CityHousing Hamilton Corporation**

*Teresa Herechuk  
CityHousing Hamilton Corporation  
February 10, 2026*



To be approved at Board on March 10, 2026

**AUDIT & FINANCE COMMITTEE**

**CITYHOUSING HAMILTON CORPORATION**

**Date:** Tuesday February 3, 2026  
**Time:** sent via email  
**Place:** sent via email

**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 Harington – Hsg. Officer, Housing Ser.

**Re: CHH Board meeting date, February 10, 2026**

**AUDIT COMMITTEE MEETING MINUTES:**

Item	Title	ACTION
1)	Report 26001 – Operating Variance Report for September 30, 2025  Rochelle Desouza, summarized the report and the findings.	Councillor Hwang requested a follow up meeting – Webex held on Feb 4, 2026.
	Follow up from Web-ex on Feb 4, 2026 (3.15pm to 3.45pm)  Councillor Hwang inquired about the reason for such a large deficit, corrective actions and solutions, the difference in government subsidies, options for security and other expenses.  Adam Sweedland and Rochelle Desouza explained the reasons for the deficit and strategies to mitigate.  Pilar Homerston requested a deficit mitigation plan.	Government subsidies discrepancy was resolved before the final report to the Board.  Deficit Mitigation Plan will be done after 2025 Annual General Meeting.
2)	Report 26002 – Insurance Renewal 2025-26  Rochelle Desouza, summarized the report and the findings.	
3)	Report 26003 – Insurance Incidents 2025  Rochelle Desouza, summarized the report and the findings.	
4)	Adjournment	
<b>TAKEN AS READ AND APPROVED</b>		
<b>TAMMY HWANG, TREASURER CityHousing Hamilton Corporation</b>		
	Rochelle Desouza, CFO CityHousing Hamilton Corporation February 4, 2026	

## CityHousing Hamilton Report for Consideration

**Date:** March 10, 2026

**To:** Board of Directors  
CityHousing Hamilton Corporation

**Subject/Title:** Amendment to Report 24006: **Vendor Contracts – Authorization** to retain vendors procured through ONPHA (Ontario Non-profit Housing Association and HSC (Housing Services Corporation))

**Report No:** **24006(a)**

**Prepared by:** Adam Sweedland,  
Chief Executive Officer, CityHousing Hamilton Corporation

**CEO/Secretary:** Adam Sweedland

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### Recommendation(s)

- a) That Recommendation (ii) in Report 24006 as approved by the Board of Directors on February 13, 2024, **BE AMENDED** by adding the words “preferred vendors and” as follows:

“That the Board of Directors approve the use of **preferred vendors and** vendors procured through a public procurement process by community housing sector organizations, ONPHA and HSC.”

## Executive Summary

Report 24006 was approved by the Board of Directors for CityHousing Hamilton (CHH) on February 13, 2024, and provided authorization for CHH to use vendors that have been procured as part of a public procurement process and selected as an approved vendor either through the Ontario Non-Profit Housing Association (ONPHA) or the Housing Services Corporation (HSC).

Staff learned there are instances when ONPHA has negotiated favourable rates with vendors for its members which they refer to as “preferred” but has not necessarily conducted a public procurement process for the vendor. This nuance was not known previously. Report 24006(a) recommends including preferred vendors in the authorization as they often offer very favourable and competitive rates.

There is immense benefit to having access to additional vendors which can be quickly called to increase CHH’s access to quality and competitively priced supplies. Using preferred vendors would generally be limited to CHH’s day-to-day maintenance supply needs and some general and specialized repairs.

## Key Facts

- This is an administrative amendment to clarify the authorization given by the Board of Directors in Report 24006 on February 13, 2024.
- This reflects a clarification of the term “preferred” vendors as used by ONPHA.
- ONPHA preferred vendors can supply a large portion of CHH’s day-to-day maintenance supply needs, usually at much more favourable rates.
- This also increases the timely access to supplies when there are supply chain issues impacting suppliers, allowing for less disruption in CHH’s services.

## **Background and additional information**

CHH is in the process of internalizing its procurement functions which will codify the conditions on which CHH may proceed with non-competitive procurement. In the meantime, it continues to manage multiple contracts on an ongoing basis. Because of the nature of CHH's business and the need to be able to provide consistent and on-demand service, often contracts need to be extended, sole-sourced or goods and services need to be procured on an emergency basis. This does not always allow CHH to access the best prices and/or the best services available.

By authorizing, CHH to use preferred vendors, in addition to vendors already procured by HSC and ONPHA, CHH have will access to additional vendors and be able to make more informed decisions based on quality and value for money. For example, a preliminary assessment of pricing reveals possible savings of more than 50% on some routinely used maintenance supplies.

## **Alternatives**

There are no alternatives being recommended. If the recommendation to amend the approval is not approved, CHH will not proceed to purchase supplies from preferred vendors.

## **Consultation**

Ontario Non-Profit Housing Association

Manager of Building Systems and Preventative Programs

Manager of Building Services

## **Financial and Legal/Risk Considerations**

Board approval is required when approval non-competitive procurement. There are no financial costs associated with the recommendation. Conversely, there may be financial savings realized by accessing preferred vendors negotiated rates.

## **Relationship to Strategic Priorities**

- PRIDE IN HOME: Preserve and upgrade CHH's current housing stock.
  - Increased access to supplies at more favourable rates can enable CHH to complete more repairs.
- A WHOLE TEAM APPROACH: Strengthen our people and performance.
  - Access to vendors with favourable and pre-negotiated rates allows CHH to make more informed decisions and contributing to its goal of financial sustainability.

## **Previous Reports Submitted**

Report 24006: Vendor contracts – Authorization to retain vendors procured through ONPHA (Ontario Non-Profit Housing Association) and HSC (Housing Services Corporation) dated February 13, 2024.

## **Appendices and Schedules Attached**

None.



## CityHousing Hamilton Report for Consideration

**Date:** March 10, 2026

**To:** Board of Directors  
CityHousing Hamilton Corporation

**Subject/Title:** **Safe and Vibrant CHH: A 5 Year Strategic Plan**

**Report No:** **26007**

**Prepared by:** Leanne Ward,  
Chief Operating Officer, CityHousing Hamilton

**CEO/Secretary:** Adam Sweedland

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### Recommendation(s)

- 1) That Report 26007 Safe and Vibrant CHH: A 5 Year Strategic Plan **BE APPROVED** by the Board of Directors for CityHousing Hamilton Corporation as its five-year strategic plan for safety and security; and
- 2) That staff **BE AUTHORIZED AND DIRECTED**, subject to applicable financial policies and controls, to take the steps necessary to advance the action plan items embedded within the report.
- 3) That staff **BE DIRECTED** to deliver a community report on an annual basis and complete a comprehensive review every two years and report back to the Board on its progress.

## Executive Summary

Safe and Vibrant CHH was developed in response to increasing reports of safety and security concerns occurring in CHH communities that appear to be reflective of broader community-based issues. The plan outlines strategic goals, establishes targeted outcomes, and aligns CHH's approach along four primary areas of focus. The embedded action plan aims to strengthen existing responsive tools and processes, and establishes proactive initiatives aimed at preventing and mitigating safety and security issues.

## Key Facts

Safe and Vibrant CHH is the organization's first 5-year strategic plan specifically focused on creating the conditions in which people feel safe, supported, and connected to their communities. The plan recognizes that:

- Efforts made to date at fostering safe, inclusive, and resilient communities within CHH are somewhat fragmented and limited to reactive responses.
- Current available data does not fully capture or accurately depict tenants', staff, partners' and visitors' experience of safety and security in CHH communities.
- Anecdotal reports indicate impacts from broader community-based issues including the homelessness and drug poisoning crises.
- CHH does not currently have a fulsome understanding of the budget implications of all safety and security requirements in all CHH communities.
- Improvement in the above noted areas requires a strategic approach and coordinated action plan across four keys focus areas identified as:
  - Physical Elements and Technology
  - Integrated Staff Teams and Operational Protocols
  - Tenant and Community Engagement
  - Expanded and Strengthened Partnerships

- Given the unique and varying needs of CHH communities across the portfolio, the action plan embedded in the Safe and Vibrant CHH strategy will culminate in individually tailored community safety action plans to be implemented at each building/location across CHH properties.

## **Background and additional information**

Historically, CHH has predominantly relied upon the use of reactive safety and security measures in response to safety and security concerns in CHH communities. These measures, and an analysis of why their success has been limited are detailed in the “Where are we today” and “Analysis: CityHousing Hamilton’s current approach to creating safe and vibrant communities” sections of the Safe and Vibrant CHH strategy document.

## **Analysis**

As detailed in the strategy document the following stats, documents and information were used to inform the development of the Safe and Vibrant CHH strategy and action plan:

- Hamilton Police Services (HPS) calls to CHH properties
- Emergency Medical Services (EMS) calls to CHH properties
- Security guard vendor incident types at CHH properties
- Spending analysis for current security contract
- Tenant engagement data from strategic planning engagement exercises in 2021/2022
- Recommendations from previous Crime Prevention Through Environmental Design (CPTED) reports
- Review of Hamilton’s Community Safety & Wellbeing Plan
- Review of Toronto Community Housing Corporations Safety and Wellbeing Strategy

- Review of Toronto Community Housing Corporations Tenant Safety Guide

*Upon review of the above, the following high-level issues and opportunities emerged:*

- Current available data, except for police data, is limited to specific CHH properties and therefore cannot be used to make broad assumptions of need/trends across all CHH properties. More fulsome data sharing with partnering organizations is required.
- A framework to assess safety and security needs, including the use and application of data, needs to be developed.
- Tenant engagement efforts only captured a small number of CHH tenants. Engagement needs to be broadened, focused, and diversified to be more representative of the tenant experience.
- Staff and partners should be regularly engaged on safety and security issues related to CHH communities.
- Better internal technology, capital and operational improvements/upgrades to buildings/properties and improved standard operating procedures are required to address safety issues and accurately track and report on them.

A more detailed analysis of strengths, weaknesses and opportunities is outlined in Safe and Vibrant CHH.

This analysis resulted in the formation of the four focus areas and action plan.

## **Consultation**

The following individuals and organizations were consulted:

- Sean Botham, Chief Portfolio Officer, CityHousing Hamilton
- Amanda Warren-Ritchie, Manager Strategy and Quality Improvement, CityHousing Hamilton

- Gillian McLaughlin, Manager Community Safety & Support, CityHousing Hamilton
- Brian Kinaschuk, Manager Building Services, CityHousing Hamilton
- Carey Lavigne, Community Safety Liaison, CityHousing Hamilton
- Kelly Coxson, Project Manager of Coordinated Community Resolutions
- Hamilton Police Services (data collection)
- Emergency Medical Services (data collection)
- Logixx Security (data collection)

The Tenants First Team identified safety and security as a priority item in its 2024/2025 work plan and provided its feedback on issues impacting tenants across the CHH portfolio. It will continue to be consulted extensively as staff move to implementation of the plan.

## **Financial and Legal/Risk Considerations**

As the action plan progresses and tailored community safety action plans are developed, it is anticipated that there will be significant costs and budget impact related to capital improvements recommended for CHH communities (i.e. surveillance systems, magnetic locking mechanisms, fire panel improvements, building modifications etc.). Staff will report back, as necessary, for necessary budget approvals.

Related to this, there is some reputational risk to publicly engaging CHH tenants and partners around safety and security needs for their buildings/properties if we do not yet have a committed budget for the capital improvements required. Historically, capital improvements appear to have had the strongest impact on the tenant experience and perception of safety. There is already a pervasive poor perception of and lack of trust regarding CHH's response to safety and security issues. The ability for CHH to follow through on recommendations in community safety action plans is critical.

Financial impact is part of the rationale for pacing the development of individual community safety plans and recommendations, starting with the highest risk

communities, over the next 5 years as is the ability for CHH to realistically follow through with plans, providing time for engagement, consultation, procurement, and implementation.

## **Relationship to Strategic Priorities**

Discuss how the recommendation(s) will strategically enforce/improve that priority (why this report is being brought forward).

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

## **Previous Reports Submitted**

No previous reports have been submitted regarding this subject matter.

## **Appendices and Schedules Attached**

Appendix A: Safe and Vibrant CHH: A 5 Year Strategic Plan for Safety & Security

Appendix B: Safe and Vibrant CHH – Slide show presentation

Item 6b  
Board, March 10, 2026  
Report 26007  
Appendix A



2026-2030

# Safe and Vibrant CHH

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A five-year strategic plan (2026-2030) to help people feel safe, connected, and supported in CityHousing Hamilton communities.

# TABLE OF CONTENTS

<b>Executive Summary</b> .....	4
Strategic Goals .....	4
Targeted Outcomes .....	4
Focus Areas .....	4
<b>Where are we today?</b> .....	5
Statistics and Available Data .....	6
Engagement.....	11
Analysis: CityHousing Hamilton’s current approach to creating safe and vibrant communities .....	12
<b>Focus Areas for Plan</b> .....	13
<b>Action Planning</b> .....	16
Implementation Approach .....	16
<b>Success Indicators</b> .....	25
Quantitative Targets.....	25
Qualitative Targets .....	25
<b>Evaluation and Reporting Framework</b> .....	26

# The Vision

A safe and vibrant CityHousing Hamilton (CHH) means that people who live in, work in, and visit CHH communities will experience safety, inclusion, and stability. This is achieved when people feel protected from harm and threats, connected to their communities, and supported through engaged and responsive resources and services.

For the purposes of this strategy, safety and security is understood to include:

- Physical elements of the built environment that enhance safety and security.
- Tenants', staff, and partners lived experiences and perceptions of safety and security.
- Community programs and services that act as protective factors for safety and security.
- Statistical data that informs community safety and security trends.

It is acknowledged that community safety and security cannot be separated from wellbeing as they are intrinsically linked to one another. For the purposes of this strategy, it is scoped to focus on actionable items that aim to enhance overall feelings of safety and security. In turn, it will naturally contribute to enhanced wellbeing in CHH communities.

## Executive Summary

CityHousing Hamilton (CHH) is committed to fostering safe, inclusive, and resilient communities. Safe and Vibrant CHH is the organization's first 5-year strategic plan specifically focused on creating the conditions in which people feel safe, supported, and connected to their communities.

The plan outlines strategic goals, establishes targeted outcomes, and aligns CHH's approach along four primary areas of focus. It strives to strengthen existing responsive tools and processes, and establishes proactive initiatives aimed at preventing and mitigating safety and security issues.

### Strategic Goals

- Enhance physical and technological security infrastructure.
- Build staff capacity through training, tools, and standardized protocols.
- Strengthen emergency preparedness and response capabilities.
- Build a culture of community-centered safety through collaboration with tenants and local agencies, organizations, and partners.
- Utilize data-driven approaches for continuous improvement.

### Targeted Outcomes

- Improved tenant and staff satisfaction related to safety and security.
- More effective and coordinated prevention, mitigation, and monitoring practices.
- Faster response times and better crisis management.
- Effective and focused partnerships with community stakeholders.
- Increased operational efficiency and cost savings.
- Improved reporting on quantitative and qualitative data related to safety and security.

### Focus Areas

- Physical security and technology.
- Integrated staff teams and operational protocols
- Tenant and community engagement
- Expanded and strengthened partnerships.

## Where are we today?

Historically, CHH has predominantly relied upon the use of reactive safety and security measures including:

- Third-party security vendors
- Hamilton Police Services
- Passive CCTV camera systems
- Tools and remedies available to a landlord through the Residential Tenancies Act and enforceable through actions ordered at Landlord Tenant Board hearings.

In addition to these, although CHH has robust partnerships and programs benefitting tenants, there is not necessarily an intentional and proactive connection between this work and its ability to influence the overall safety and security of its communities.

In 2022, tenants participated in targeted feedback sessions which were used to inform the creation of CHH's 2023-2027 strategic plan. Issues related to safety and security were common themes.

In response, CHH undertook measures to better address safety and security including:

- Increasing the use of third-party security in certain communities.
- Introducing dedicated internal staff to support safety and security initiatives, tenant engagement, coordination of services to complex communities, relationship building with Hamilton Police Services, and conducting CPTED (crime prevention through environmental design) audits in CHH communities, and
- Assessing the current available data and information available to (i) identify quick and responsive improvements and (ii) inform a longer term, more comprehensive strategic approach.

Notwithstanding CHH's efforts, safety and security concerns continue to be raised by tenants, staff, and community partners. The City of Hamilton is currently amidst an unprecedented homelessness and opioid crisis. As such, the issues that CHH is experiencing are reflective of the issues in the broader community.

This correlates with the experience of other local housing providers in both the city and province, and residents in Hamilton, further speaking to the need for a comprehensive approach to safety that can effectively respond to real safety issues, proactively mitigate future safety issues, and promote tenant empowerment and the overall wellbeing of the community.

## Statistics and Available Data

CHH undertook a review of available statistics and data from various external and internal sources including service providers Hamilton Police Services, Emergency Medical Services and security vendor data. According to 2021 census data, CHH tenants account for approximately 2.28% of the overall population of the City of Hamilton.

Based on this, call volumes appear to be slightly higher than would be expected if all things are relative. A review of the data also showed significant variation among CHH communities across the portfolio. The data captured here has been rolled up and anonymized to not identify specific communities but will be used in further analysis to create unique community safety action plans.

### Hamilton Police Services (HPS) Data & CHH

Each event recorded below in Figure 1 represents a unique instance reported to police.

The call type legend is as follows:

- Violent – Events that involve a crime against a person (i.e. homicide, assault, robbery, weapon, threatening, sexual offence, disturbance etc.)
- Property – Events that involve a crime against property (i.e. break and enter, theft, fraud, stolen auto etc.)
- PIC (Person in Crisis) – Events that involve an individual in distress (i.e. Mental Health Act, person in crisis, suicide etc.)
- Domestic – Events that include persons in a relationship or family (i.e. domestic, family trouble, child custody etc.)
- Non-Emergency – Events that do not immediately present a criminal element (i.e. sudden death, mischief, trespasser, landlord tenant, neighbour trouble etc.)
- Other – other police related responsibilities (i.e. compassion check, missing person, ambulance assist, fire assist, property removal etc.)

In addition to the above call type data in Figure 1, HPS provided the data shown in Figure 2 below which aligns CHH-property calls as representing an average of 4% of overall calls to police received throughout the City of Hamilton versus accounting for only 2.28% of overall population.

### HPS Data & CHH

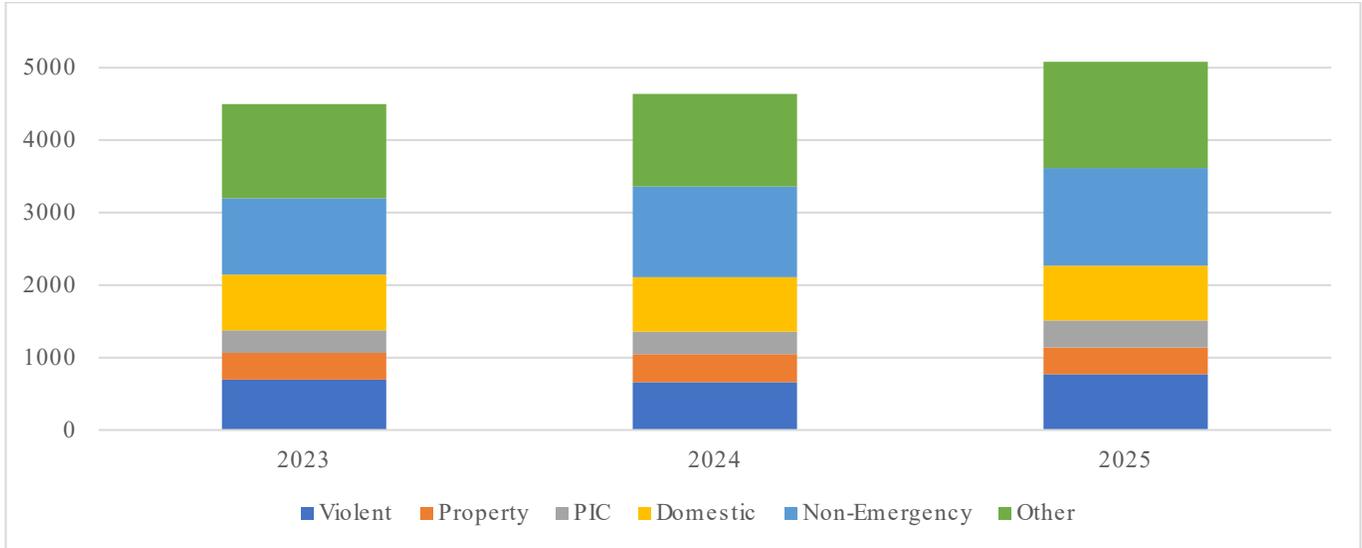
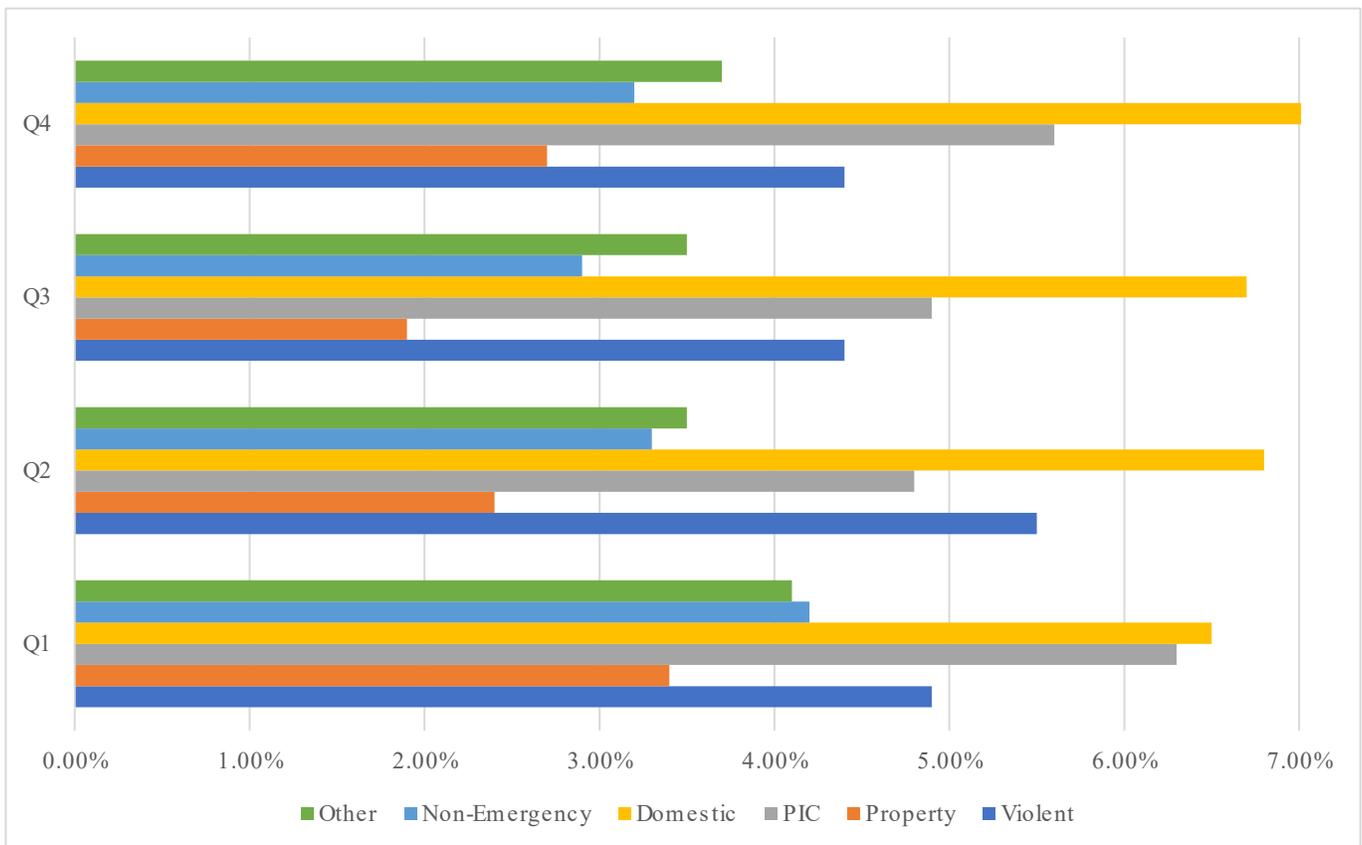


Figure 1: A stacked bar chart displaying the breakdown in Hamilton Police Services calls to CityHousing Hamilton buildings from 2023-2025.

### 2025 CHH Events as Percentage of HPS Total Events

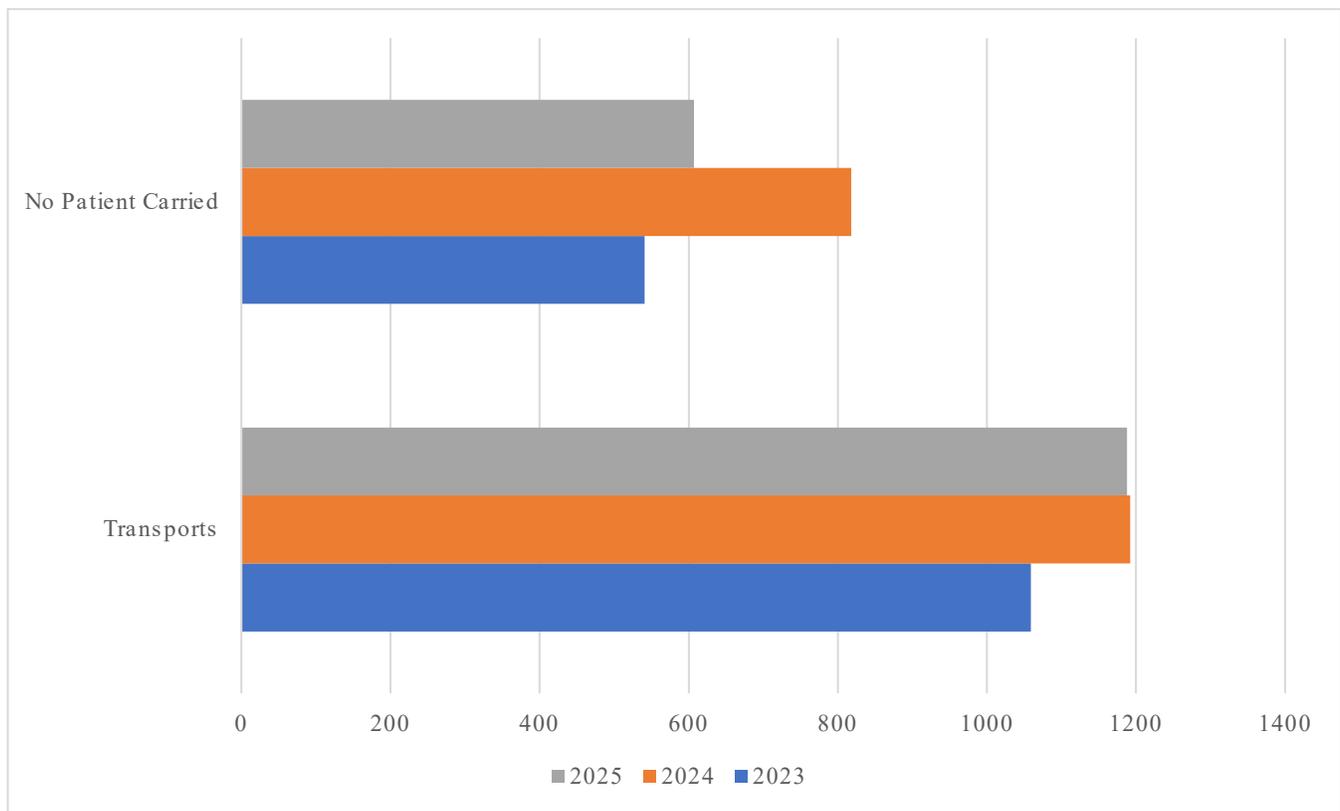


Time	Violent	Property	PIC	Domestic	Non-Emergency	Other	Total
Total	4.8%	2.6%	5.4%	6.8%	3.4%	3.7%	4.0%

Figure 2: A stacked bar chart displaying the percentage of total police calls to CityHousing Hamilton buildings from all Hamilton Police Services from 2023-2025.

### Emergency Medical Services Data

This chart represents paramedic call types for 8 CHH properties.



Year	2023	2024	2025
CHH Percentage of Citywide EMS calls	1.6%	1.9%	2.2%

Figure 3: This chart represents paramedic call types for 8 CHH properties.

In 2024, EMS provided the following breakdown of reasons for calls to paramedics from CHH buildings.

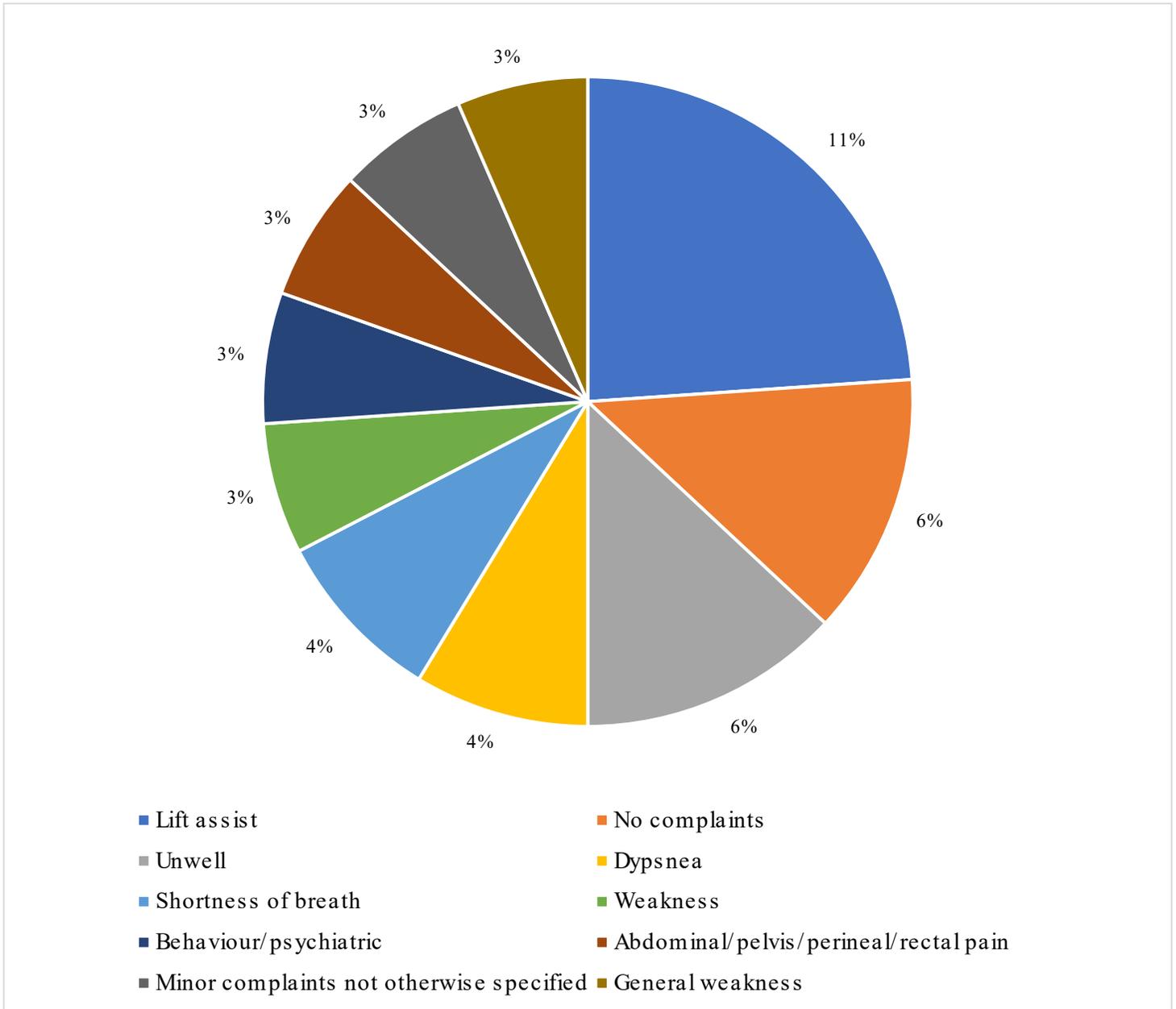
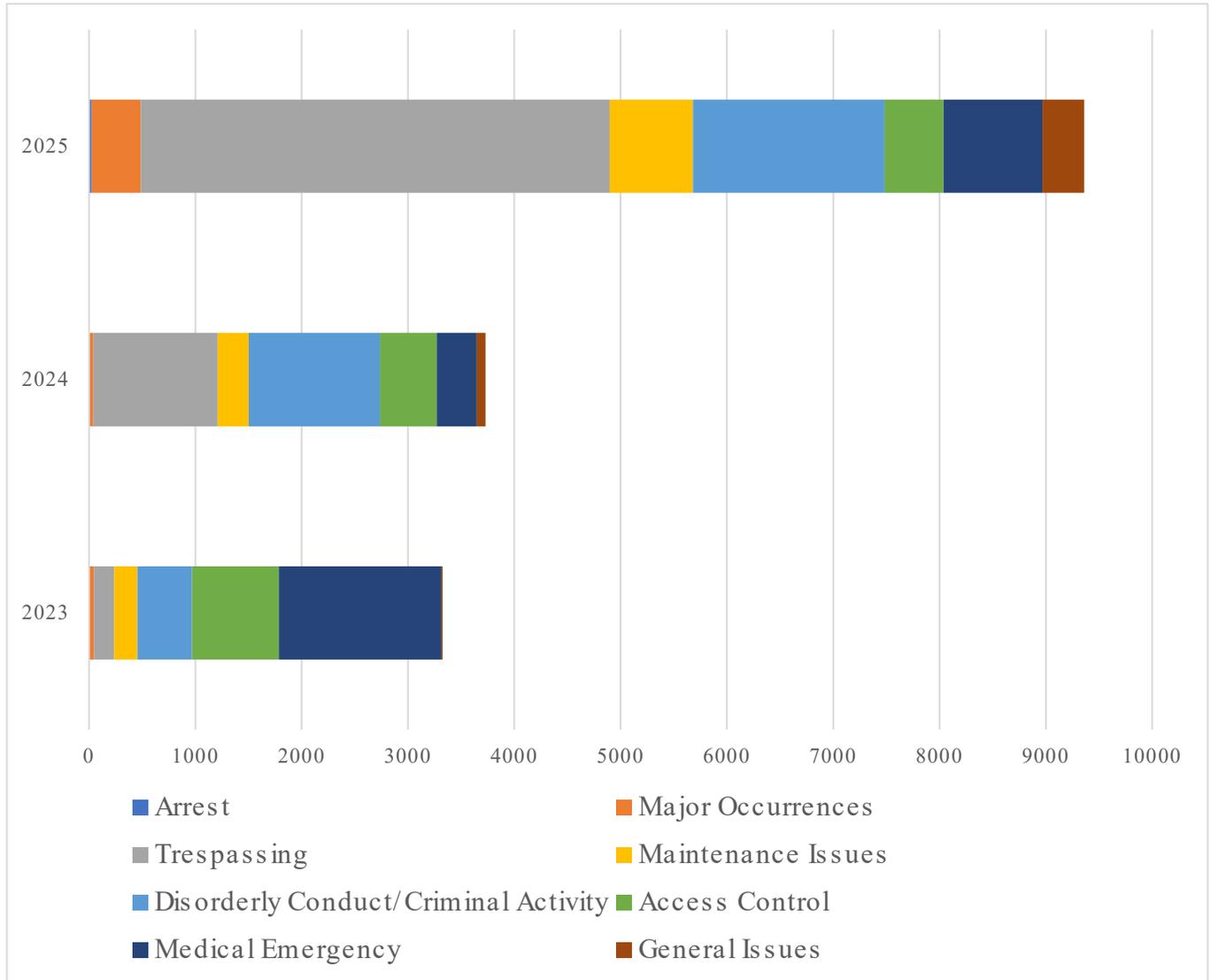


Figure 4: In 2024, EMS provided the following breakdown of reasons for calls to paramedics from CHH buildings

### Logixx Security Data

This chart represents our security vendors data at five properties where we provide ongoing contracted security services.



Year	2023	2024	2025
Totals	6327	3728	9360***

Figure 5: All properties \*\*\*Incidents are commensurate with increased security guard coverage and corresponding increased reporting. This is directional data which confirms that incidents are occurring at CHH sites and may represent overlap with incidents reported by Hamilton Police Services or Emergency Medical Services.

## Engagement

In 2021, prior to the development of the last strategic plan, CHH engaged in targeted engagement with tenants, staff, and stakeholders. With respect to safety and security, the engagement efforts yielded the following information:

- 46% of respondents felt unsafe in their CHH community.
- 71% of respondents had experienced a safety incident at their property including:
  - Theft
  - Damage to property
  - Physical assault
  - Verbal assault/unwelcome remarks
  - Verbal abuse/threats
  - Verbal abuse/name-calling
  - Verbal abuse/racial slurs
  - Harassment
  - Other

Data was collected from 71 survey responses, 9 tenant focus groups participants, 18 one to one tenant interviews and 2 stakeholder engagements.

Anecdotally, the Tenant First Team and tenants in general have noted some other themes in their complaints including:

- Trespassing and/or unauthorized individuals in their buildings.
- Substance/drug use/smoking and associated paraphernalia in the common hallways/stairwells of their buildings.
- Security guards' responses appear to tenants to be inconsistent across properties.

## Analysis: CityHousing Hamilton's current approach to creating safe and vibrant communities

### Strengths

- Responsive measures are implemented quickly.
- Enhanced organizational structure, including front line staffing model that has increased physical staff presence at CHH properties.
- Existing partnerships with tenant-led and community-led groups and organizations connected to the Community Safety & Support Team.
- Improved relationship with Hamilton Police Services
- Revised security services contract with mobile response.
- Tenant engagement sessions and CPTED (Crime Prevention Through Environmental Design) audits completed in higher profile CHH communities.
- New construction at CHH has already integrated best practices related to safety and security for built environments.

### Weaknesses

- Overreliance on a reactive approach which impacts trust and limits engagement.
- Outdated and inconsistent technology and physical safety measures across communities.
- Operational and capital funding limitations.
- Lack of comprehensive ways to track and report tenant complaints and resolution data.
- Current service provider data primarily reflects reactionary measures, is limited to specific buildings, and does not necessarily represent CHH well relative to the larger city.
- Tenant engagement data does not necessarily capture a representative picture of how we are broadly faring in terms of the tenant experience of safety and security given the limited number of tenants that engaged in the process.

### Opportunities

- Upgrade and harmonize technology and equipment across portfolios.
- Establish baseline data and criteria on a community-level basis to inform actions needed.
- Build a comprehensive approach to align with the City of Hamilton's community and safety wellbeing framework.
- Address physical design challenges through CMHC Repair and Renewal Strategy.

- Work collaboratively with the healthcare sector to increase resources dedicated to supporting vulnerable and higher risk tenants whose behaviour can impact community safety and wellbeing

#### Threats

- Continued decline in external resources.
- Delays at the Landlord and Tenant tribunal.
- Pervasive poor tenant perceptions and apathy regarding CHH's approach.
- CHH is funded and designed to provide housing for low-moderate income individuals who can live independently but is increasingly housing tenants who have complex needs for CHH struggles to provide or access the supports needed to maintain housing stability.

## Focus Areas for Plan

#### Physical Elements and Technology

- Optimize the use of existing and new surveillance technology to improve monitoring capabilities and response.
- Strengthen access control to buildings, including common spaces, elevators, parking garages and floors within buildings.
- Complete CPTED (Crime Prevention Through Environmental Design) audits for all communities and create a plan for cost and implementation of recommendations.
- Build regular review of CPTED recommendations to ensure they are implemented or resolved, as appropriate.
- Implement new technology to track data related to tenant complaints and safety and security incidents reported to CHH.

#### Integrated Staff Teams and Operational Protocols

- Develop standard safety indicators to evaluate and assign safety profiles for all communities.
- Dedicate a staff resource to develop community profiles and establish and monitor coordinated community resolution plans aligned with community profiles which can inform physical elements, technology planning and engagement activities.
- Ensure all staff are trained in current de-escalation and non-violent crisis intervention practices as well as training and support to promote safety and situational awareness.

- Implement an internal communications and record-keeping protocol to ensure safety and security incidents are reported, tracked, actioned, and resolved as applicable.
- Create a structured, periodic feedback process with tenant facing staff to gather insight on staff safety and wellbeing and share organizational information related to safety.
- Ensure staff are trained in procedures related to complaints and escalations, particularly related to addressing unacceptable tenant and guest behaviours.
- Train staff on equity, diversity and inclusion principles, mirroring education campaigns for tenants around anti-hate and anti-stigma.
- Implement a trauma-informed service training program that prioritizes Truth and Reconciliation principles, emphasizes cultural safety, and promotes respective service delivery for Indigenous tenants.

### Tenant and Community Engagement

- Continue to deliver services to empower tenants to be active and engaged in their communities that can act as protective factors (i.e. gardens, tenant-led groups etc.)
- Conduct ongoing education campaigns about complaints and landlord tenant board processes, crime prevention, being a good neighbour, anti-hate, and anti-stigma.
- Conduct bi-annual, annual, or semi-annual safety meetings with tenants according to community risk profiles.
- Create a safety guide for tenants with input from staff, the Tenant First Team, and based on environmental scans of other local housing corporations.
- Consider options to establish an ongoing tenant feedback loop for safety and community wellbeing concerns with possible oversight by Tenants First Team.
- Implement standardized community-level response protocols for serious incidents.
- Display status of community safety plans (to include CPTED and capital improvement plans) in common areas where possible and/or provide written updates to community annually (at minimum) about the status of community safety plans.

### Expanded and Strengthened Partnerships

- Advocate for funding opportunities to expand formal partnership agreements with external organizations that provide supports for all CHH tenant populations (singles, families, youth and seniors).
- Streamline communications and clarify needs with service providers that respond to safety and security incidents at CHH properties.
- Strengthen or build new relationships with service providers providing access to mental health, harm reduction, wellness, and case management services.

- Explore partnership options for implementing a youth engagement model.
- Engage in strategic discussions with Ontario Health to support tenants living in CHH communities with profiles demonstrating disproportionate levels of vulnerability (e.g. isolation, mental health, addictions).

# Action Planning

## Implementation Approach

### Focus Area #1 – Physical Security and Technology

Action Item	Department Lead	Deliverables	Time lines/Targets
Complete CPTED (Crime Prevention Through Environmental Design) audits on all CHH multi-unit properties, beginning with higher priority sites.	Operations (Community Safety & Supports)	Prioritized list of recommendations per site.	Approximately 14 CPTED audits/calendar year.  Full portfolio completion targeted for: Q4 - 2030
Establish working group to inventory existing safety related systems, identify specific operating needs and make recommendations: <ul style="list-style-type: none"> <li>Centralized CCTV monitoring;</li> <li>Enhanced building access controls (i.e. mag locks, keyscan systems)</li> <li>Automated lighting controls</li> </ul>	Operations (Community Safety & Support)	Recommendation report on standardized operational needs of systems.	End of Q3 - 2026
Based on CPTED audits and recommendations report, research products/market options and develop	Portfolio (Asset Renewal)	Capital improvement plans including projected cost analysis.	Plans developed within 6 months of CPTED completion

<p>capital improvement plans that enhance safety and wellbeing features (i.e. lighting, lines of sight, magnetic or electrified locking systems etc.).</p>		<p>Capital improvement plans built into community specific plans.</p>	
<p>Based on CPTED audits and recommendations report, implement high impact/low cost improvements that have potential to have immediate impacts on community safety.</p>	<p>Operations (Building Services)</p>	<p>Actionable improvements on high priority sites documented in community specific plans (i.e. installation of convex mirrors, addition of keyscan pads, tree and bush trimming to improve line of site, new signage etc.)</p>	<p>Ongoing</p>
<p>Establish working group for quarterly review of progress related to operational and capital improvement plans.</p>	<p>Operations (Chief Operating Officer)</p>	<p>Leadership oversight to ensure progression of plan.</p> <p>Annual updates to plans.</p>	<p>Q1 – 2027</p>
<p>Build tenant complaints and safety and security documentation and tracking processes into new information technology systems.</p>	<p>CEO (Strategy &amp; Quality Improvement)</p> <p>Supported by Operations (Community Safety &amp; Support)</p>	<p>Standard workflows built into new IT system.</p> <p>New standard operating procedures and job aids created.</p> <p>Reports configured in the new IT system.</p>	<p>Q4 - 2026</p>



...more than a place to live

Focus Area #2 – Integrated Staff Teams & Operational Protocols

Action Item	Department Lead	Deliverables	Timelines/Targets
<p>Create a framework which can be used to determine the level of safety risk and vulnerability for each community. These can include, but are not limited to:</p> <ul style="list-style-type: none"> <li>• Community engagement metrics</li> <li>• Existing security infrastructure</li> <li>• Crime trends (police and security stats)</li> <li>• Calls for service related to security</li> <li>• Safety audits completed and status of recommendations</li> <li>• Volume of ‘for cause’ notices issued and/or evictions</li> <li>• Safety related tenant, staff &amp; partner complaints</li> <li>• Protective factors and strengths already integrated into communities</li> </ul>	<p>Operations (Community Safety &amp; Support)</p>	<p>Risk assessment framework</p>	<p>Q2 - 2026</p>
<p>Based on unique indicators, establish community safety action</p>	<p>Operations (Community Safety &amp; Support)</p>	<p>Community specific plans that capture CPTED</p>	<p>Plans will be developed following the completion of</p>

plans which appropriately prioritize and align available resources and identify needed resources, etc.

recommendations, capital & operational improvements, and community engagement plans (including engagement around tenant feedback and community programming needs). CPTEDs and physical elements plans.

<p>Implement an internal communications and record-keeping protocol to ensure the following items are tracked, actioned, monitored, and resolved:</p> <ul style="list-style-type: none"> <li>• Safety and security incidents</li> <li>• Complaints</li> <li>• Trespass notices</li> </ul>	<p>Operations (Community Safety &amp; Support)</p> <p>Supported by CEO (Strategy &amp; Quality Improvement)</p>	<p>Standard operating procedure and applicable tools developed.</p>	<p>Q4 - 2026</p>
<p>Train staff in the following areas:</p> <ul style="list-style-type: none"> <li>• Non-violent crisis intervention, situational awareness, and de-escalation techniques</li> <li>• Revised complaints escalation and resolution policies and procedures</li> </ul>	<p>Operations (Community Safety &amp; Support)</p> <p>Supported by CEO (Strategy &amp; Quality Improvement)</p>	<p>Training sessions delivered to all staff.</p>	<p>End of Q2 - 2027</p>

Training to embed discussion regarding human rights

implications, equity issues and truth and reconciliation principles.

<p>Create a feedback process with tenant-facing staff to inform community specific safety plans and general organizational knowledge about safety and security issues.</p>	<p>Operations (Community Safety &amp; Support)</p> <p>Supported by CEO (Strategy &amp; Quality Improvement)</p>	<p>Feedback document. Staff Surveys.</p>	<p>End of Q3 - 2026</p>
<p>Involve the Joint Health and Safety Committee (JHSC) in analysis of anonymized safety related incidents related to:</p> <ul style="list-style-type: none"> <li>• R Zone reports</li> <li>• Park Lane/WSIB reporting</li> </ul> <p>Explore how this analysis can inform development of Workplace Violence Risk Assessments (WVRA) for site offices across CHH portfolio.</p>	<p>CEO (Strategy &amp; Quality Improvement)</p> <p>Supported by Operations (Community Safety &amp; Support)</p>	<p>Analysis and discussion of applicable data at monthly JHSC meetings. Recorded recommendations from meetings.</p> <p>Workplace Violence Risk Assessments developed for all site offices across CHH portfolio.</p>	<p>JHSC - Ongoing – monthly meetings</p> <p>WVRA – start Q1 – 2026; targeted completion - Q4 - 2027</p>
<p>Explore costs and logistics of implementation of staff panic buttons.</p>	<p>Operations (Community Safety &amp; Support)</p> <p>Supported by Portfolio (Building Systems and Preventative Programs)</p>	<p>Run a pilot with panic buttons to assess viability of their use across wider portfolio.</p>	<p>Q2-Q4 - 2026</p>

Develop and implement standardized community-level response protocols for serious incidents which undermine tenants' sense of safety (i.e. gun violence, major violent incidents, police raids etc.)	Operations (Community Safety & Support)  Supported by CEO (Strategy & Quality Improvement)	Standard operating procedures for specific types of violent incidents.	End of Q3 - 2026
Write/update applicable policies and procedures to reflect safety and security infrastructure improvements and operational changes.	CEO (Strategy & Quality Improvement)	Updated applicable policies & procedures	Ongoing

Focus Area #3 – Tenant and Community Engagement

Action Item	Department Lead	Deliverables	Time lines/Targets
Design an education campaign for tenants about crime prevention, being a good neighbour, anti-hate, and anti-stigma. Include discussion regarding protective factors that tenants can be part of. Conduct as part of safety and security sessions and provide hard copy and online materials as part of Tenant Safety Guide.	Operations (Community Safety & Support)  CEO (Strategy & Quality Improvement)	Standardized education campaign presentations and materials for tenants.	To be embedded as agenda items at safety and security focused meetings referenced below.
Conduct safety and security focused meetings at buildings according to risk profile	Operations (Community Safety & Support)	Engagement sessions & outcomes documented in community specific	Bi-annually, annually or biennially depending on risk

starting with high priority properties.

plans and outcomes/actions tracked.

profile and building related needs.

<p>Develop a Tenant Safety Guide embedded in Tenant Handbook.</p>	<p>CEO (Strategy &amp; Quality Improvement)</p> <p>Supported by Operations (Community Safety &amp; Support)</p>	<p>Tenant Safety Guide available to tenants as part of lease package and online materials.</p>	<p>End of Q4 - 2026</p>
<p>Post progress reports on community safety plans at buildings.</p>	<p>Operations (Community Safety &amp; Support)</p> <p>CEO (Strategy &amp; Quality Improvement)</p>	<p>Transparent and accessible communication with tenants regarding plan progress.</p>	<p>Development of high priority building plans through 2026.</p> <p>Start posting plans – Q1 – 2027</p> <p>All communities targeted for end of Q4 – 2030.</p>
<p>Build tenant safety and security into CHH’s annual Tenant Satisfaction Survey.</p>	<p>Operations (Community Safety &amp; Support)</p> <p>Supported by CEO (Strategy &amp; Quality Improvement)</p>	<p>Tenant satisfaction data extracted from surveys and applied to community specific plans.</p>	<p>Annual short form survey.</p> <p>Long form survey administered every 5 years ahead of strategic planning exercise.</p>
<p>Develop a tracking tool/report to be used as a feedback loop for community safety &amp; security concerns that can be used to engage feedback and recommendations from the Tenants First Team.</p>	<p>Operations (Community Safety &amp; Support)</p>	<p>Regular report and recommendations sought from the Tenants First Team.</p>	<p>Ongoing – standard agenda item at Tenants First Team Meetings</p>

Focus Area #4 – Expanded & Strengthened Partnerships

Action Item	Department Lead	Deliverables	Timelines/Targets
Strengthen data sharing between CHH and current key partners such as Police, EMS, Fire, and current security vendor.	Operations (Community Safety & Support)	Data sets available from partners for CHH buildings.	Quarterly data sharing.
Streamline communications and clarify service needs and expectations with partners.	Operations (Community Safety & Support)	Regular communication with partners via round tables, steering committees, and ad-hoc meetings as required.  Shared service expectations and standards established.	Ongoing
Review current security complement including coverage needs and cost analysis.	Operations (Community Safety & Support)	Analysis and cost report.	End of Q2 - 2026
Maintain and continue to build programming in CHH buildings around mental health, harm reduction, wellness, and case management services. Explore potential partnership for youth engagement.	Operations (Community Safety & Support)	Community based programming targeted to meet specific needs.	Ongoing
Engage in strategic discussions with Ontario Health to	CEO (Chief Executive Officer)	Strengthened advocacy, knowledge, and	Ongoing

support tenants living in CHH communities with profiles demonstrating disproportionate levels of vulnerability (i.e. isolation, mental health, addictions)	Operations (Community Safety & Support)	resource sharing by leveraging existing relationship with Ontario Health.	
Explore ways to synergize and expand the work of CHH with the work being conducted as part of the broader City of Hamilton Community Safety & Wellbeing Plan	Operations (Community Safety & Support)	Collaboration on broader City of Hamilton initiatives that could provide benefit to CHH communities.	Ongoing

## Success Indicators

Year one of the Safe & Vibrant CHH plan will be focused on establishing reliable and accurate baseline data and formats for community safety plans from which success indicators can be drawn. The following are areas that CHH will further analyze and improve as reporting metrics:

### Quantitative Targets

- Calls for service to CHH and other providers targeted to be roughly proportional to community size or comparable populations.
- Overall reduction in the number of safety related complaint calls.
- Ongoing reduction in response time to complaints calls over the next 5 years.
- Reduction in operating costs related to ad hoc security as capital improvement plans are implemented.
- 14 CPTEDs and corresponding capital improvement and community safety plans developed and implemented annually.

### Qualitative Targets

- Improved percentage of reported tenant satisfaction related to safety and security by the end of 2030.

- Established and strengthened partnerships with Hamilton Police, Emergency Medical Services, Hamilton Fire and other safety and security focused community organizations and partners.

## Evaluation and Reporting Framework

CHH will evaluate progress of the Safe and Vibrant CHH plan through the following methods:

- Analysis of available data and statistics
- Analysis of tenant survey results on safety and security related matters
- Review of community safety plans (including CPTEDs and capital improvement plans) and analysis of completed actions.

On an annual basis CHH will:

- Complete an annual community safety report (CHH-wide) including sharing available statistics.

On a biennial basis CHH will:

- Complete a comprehensive review of the action plan embedded in this strategy and bring a progress report, including analysis of available data and targets, to the Board of Directors for review.

# Safe and Vibrant CHH

# Safe and Vibrant CityHousing Hamilton

—  
A Five-Year Strategic Plan



# The Vision

—

A safe and vibrant CHH means people who live in, work in, and visit CityHousing Hamilton communities experience safety, inclusion, and stability.

This is achieved when people feel protected from harm and threats, connected to their communities, and supported through engaged and responsive resources and services.

# STRATEGIC GOALS

<p><b>1</b></p> <p>Enhance physical and technological security infrastructure.</p>	<p><b>2</b></p> <p>Build staff capacity through training, tools, and standardized protocols.</p>	<p><b>3</b></p> <p>Strengthen emergency preparedness and response capabilities.</p>	<p><b>4</b></p> <p>Build a culture of community-centered safety through collaboration with tenants and local agencies, organizations, and partners.</p>	<p><b>5</b></p> <p>Utilize data-driven approaches for continuous improvement.</p>
				

# Targeted Outcomes



Improved tenant and staff satisfaction related to safety and security.



Effective and focused partnerships with community stakeholders.



More effective and coordinated prevention, mitigation, and monitoring practices.



Increased operational efficiency and cost savings.



Faster response times and better crisis management.

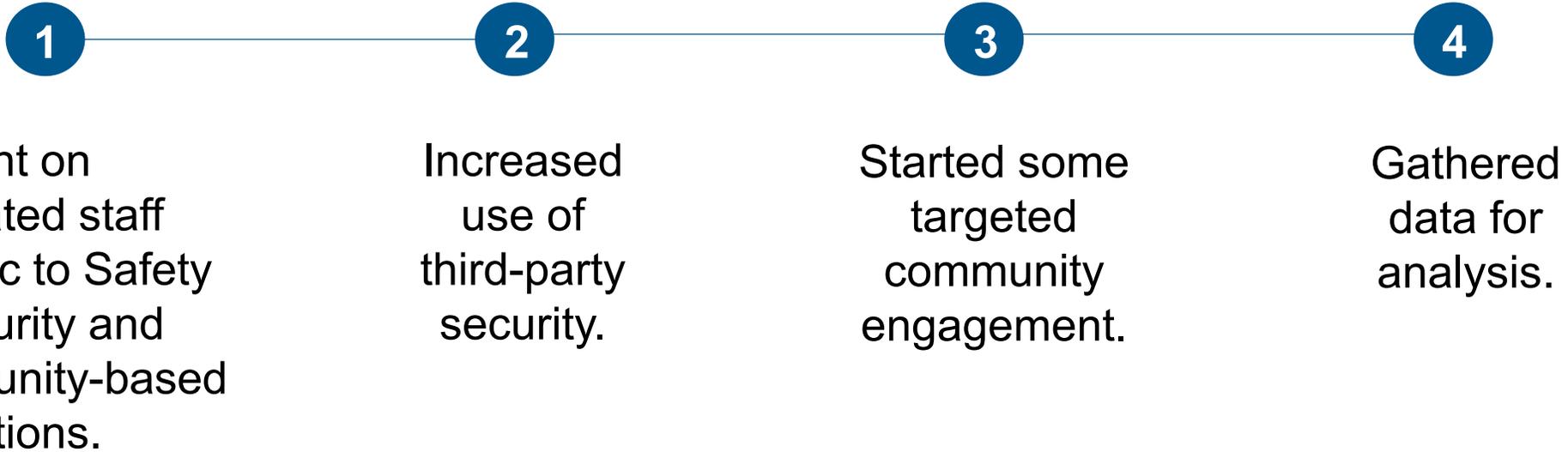


Improved reporting on quantitative and qualitative data related to safety and security.

# Where are we today?



To date CityHousing Hamilton has





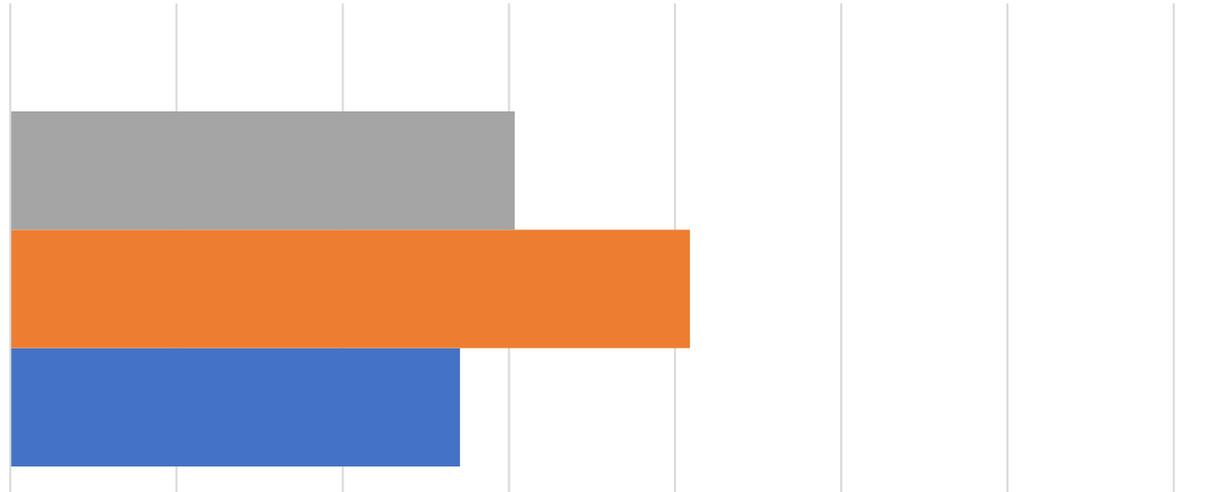
# Hamilton Police Services calls to CityHousing Hamilton properties from 2023-2025

**4%**

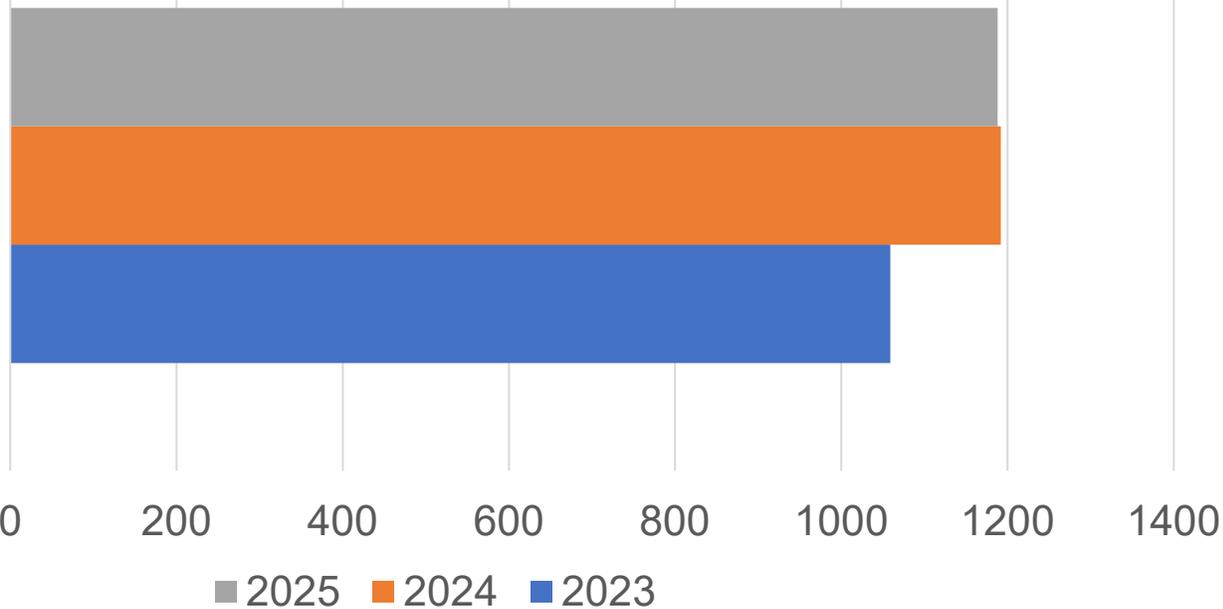
Of all Hamilton Police Services calls in 2025 were to CityHousing Hamilton properties.

# Emergency Medical Services Data from 2023-2025

No Patient Carried



Transports

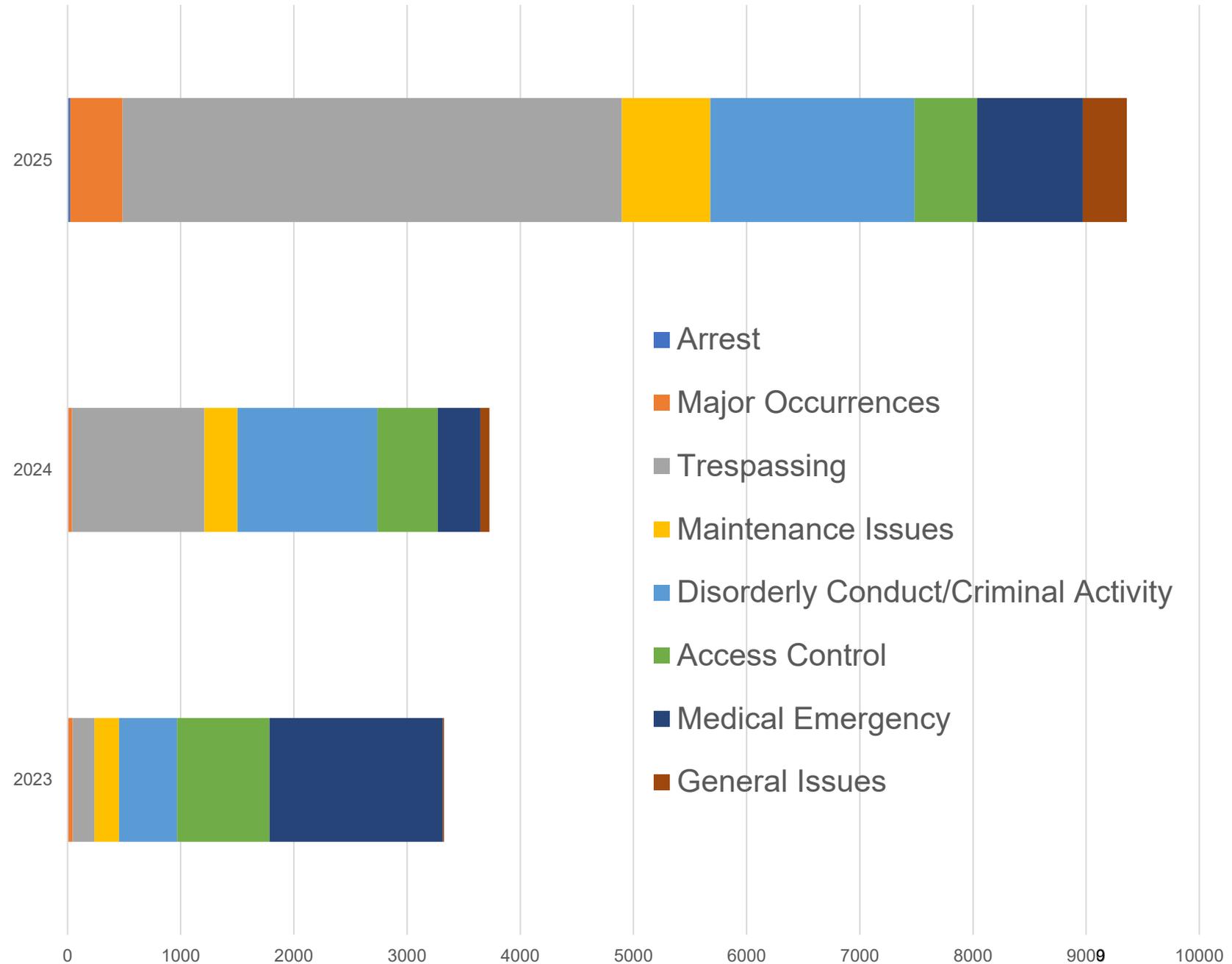


# 2.2%

In 2025, EMS calls originating from a CityHousing Hamilton property accounted for 2.2% of city-wide EMS calls.

# Logixx Security Data

—  
This chart represents our security vendors data at five properties where we provide ongoing contracted security services.

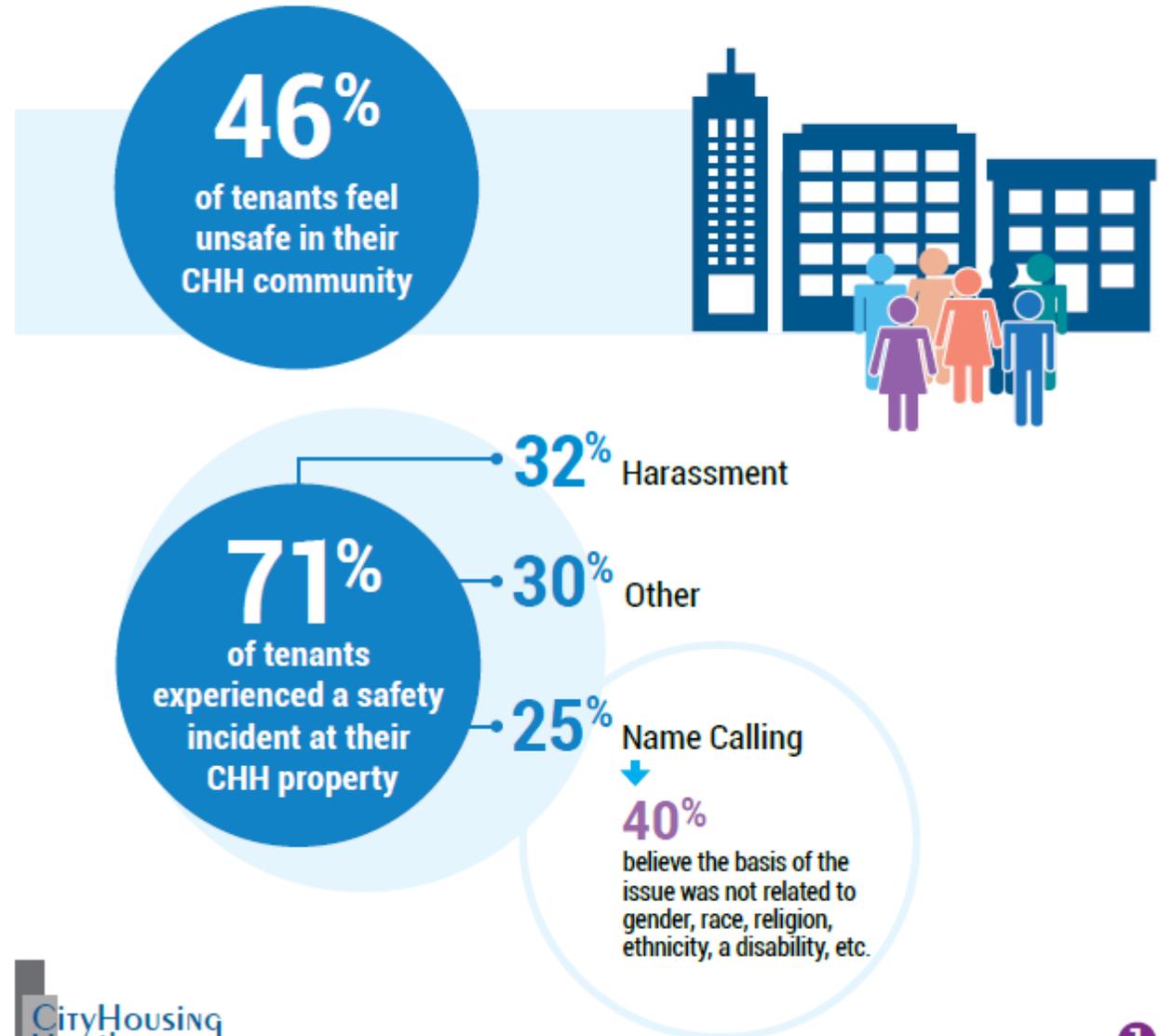


# Tenant Survey Data

—  
This data was collected via tenant surveys during the 2021/2022 strategic planning exercise.

## ENGAGEMENT SUMMARY

\*based on 71 survey responses



# Anecdotal reports from tenants

Trespassing and/or unauthorized individuals in their buildings.

Substance/drug use/smoking and associated paraphernalia in the common hallways/stairwells of their buildings.

Security responses appear to tenants to be inconsistent across properties.

# Additional documents reviewed

- City of Hamilton's Community Safety & Wellbeing Plan
- Toronto Community Housing Corporation's Safety & Wellbeing Strategy
- Toronto Community Housing Corporation's Tenant Safety Guide

# Focus Areas

1

Physical  
Elements &  
Technology

2

Integrated staff  
teams and  
operational  
protocols

3

Tenant and  
community  
engagement

4

Expanded and  
strengthened  
partnerships

# Community Safety Plans

—  
Individualized plan to be developed for each community to include:

- Crime Prevention Through Environmental Design (CPTED) recommendations
- Capital improvement action plan
- Operational improvement action plan
- Community engagement plan
- Data analysis

Plans will in plain language, accessible and available to tenants for review.

Higher risk buildings will be assessed first starting in 2026. Entire portfolio targeted for completion by Q4 - 2030.





# Risk Analysis

## Financial risk:

- Increased budget needs related to capital improvement plans (i.e. surveillance systems, magnetic locking and access control systems, building modifications)

## Reputational Risk:

- Potential for loss of trust/poor public perception if budget limitations delay implementation of community safety action plan items

# Target and Evaluation

First year – improve data analysis and create baselines to evaluate progress against:



Calls for service proportional to community size



Reduction in operating costs related to ad hoc security



Decrease in safety related complaints



Completion rates for community safety plans



Reduction in complaint response times over five year period



Improved tenant satisfaction rate



Strengthened community partnerships and data sharing



# Evaluation and Reporting Framework

## Annually

—

Annual community safety report shared across CHH

## Biennially

—

Biennial comprehensive review of the action plan embedded in this strategy and report to the Board of Directors regarding progress

# Questions?

# CityHousing Hamilton Report for Information

**Date:** March 10, 2026

**To:** Board of Directors  
CityHousing Hamilton Corporation

**Subject/Title:** **CEO Updates and Communications**

**Report No:** CEO Updates

**Prepared by:** Adam Sweedland,  
CEO, CityHousing Hamilton

**CEO/Secretary:** Adam Sweedland

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## Recommendation(s)

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

## Updates:

- 1.0 Vacancy Unit Monthly Data Update, January 2026** (attached)
- 2.0 Tenant First Team**, meeting held on January 13, 2026. Minutes to be approved at the next scheduled meeting on March 10, 2026.
- 3.0 Board Communications**

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

- February 24, 2026: Email, Shareholder meeting March 3, 2026

## **Relationship to Strategic Priorities**

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

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

## **Appendices and Schedules Attached**

Attachment: Vacancy Unit Data, January 2026

Attachment: Email dated, February 24, 2026

### January 2026 Vacancy Data

Classification	Subclassification	Q1 2025	Q2 2025	Q3 2025	Q4 2025	Jan 2026
Occupied	RGI	4983	5012	5112	5036	5043
	Market	1741	1700	1618	1607	1550
Pending Move-in	n/a	91	76	99	154	214
Vacant	n/a	130	159	198	219	209
Unavailable	Large Scale Projects	65	63	65	76	76
	Development	132	132	70	70	70
Total Requirement		7142	7142	7162	7162	7162
Vacancy Rate*		1.82%	2.22%	2.76%	3%	2.92%

\*Vacancy rate excludes pending move-ins and unavailable units

#### Key points:

- CHH had 12 move-ins in January.
- There are 214 units on offer with move-in dates expected in February, March, and April.
- There were 24 move-outs in January – *below the monthly average of 40*. However, move-outs were higher than average in each of August, October and November creating a point-in-time back log for contractors.
- CHH experienced a loss of current contractors providing unit turnovers but is in the process of finalizing the contract award to onboard new and additional vendors.
- CHH completed a major reorganization to its structure October, which impacted some of the roles and responsibilities related to vacant unit management. Staff are now trained in the new processes and procedures and are adapting to the changes with targeted support from leadership.
- The CMHC rental vacancy rate for the Hamilton area was 3.1% in January. Local Housing Corporation comparators across the province had an average vacancy rate of 2.8%.

**From:** Herechuk, Teresa  
**Sent:** Tuesday, February 24, 2026 10:58 AM  
**To:** Board Citizen members; Adriana Baker; Alice Plug-Buist; Karl Andrus; Minda Richardson  
**Subject:** FW: REVISED Agenda - CityHousing Hamilton Shareholder - March 3, 2026

Hello VP Baker and Citizen members, for your information please...

A CHH Shareholder meeting will take place on March 3<sup>rd</sup> to approve the Appointment of the Citizen Member of the Corporation, Minda Richardson. This Shareholder resolution is required prior to official appointment of the Citizen Member at the March 10<sup>th</sup>, Board of Directors meeting.

Your presence is not required for the Shareholder meeting on March 3<sup>rd</sup>.

Thank you!

Teresa Herechuk  
Coordinator, Board Governance Assistant to the CEO, Adam Sweedland  
CityHousing Hamilton  
905.523.8496 ext. 4086

**From:** Bates, Tamara <[Tamara.Bates@hamilton.ca](mailto:Tamara.Bates@hamilton.ca)>  
**Sent:** Tuesday, February 24, 2026 10:14 AM  
**To:** DL - Councillors, AA & Staff; Sweedland, Adam; Herechuk, Teresa; McKenna, David  
**Subject:** REVISED Agenda - CityHousing Hamilton Shareholder - March 3, 2026

A revised agenda for the CityHousing Hamilton Shareholder, March 3, 2026 is available at the links below.

Item 8.1, Shareholder Resolutions, have been revised.

HTML: <https://pub-hamilton.escribemeetings.com/Meeting.aspx?Id=f0f3084f-e7ff-44fc-aa97-63237fcdb6e4&Agenda=Merged&lang=English>

PDF: <https://pub-hamilton.escribemeetings.com/FileStream.ashx?DocumentId=483785>

**Tamara Bates M.A., Dipl M.A. (she/her)**  
Legislative Coordinator

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Corporate Services  
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Hamilton ON L8P 4Y5  
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[www.hamilton.ca](http://www.hamilton.ca)



## CityHousing Hamilton Title Page for Confidential report

**Date:** March 10, 2026

**To:** Board of Directors  
CityHousing Hamilton Corporation

**Subject/Title:** Legal Consultation on Delegation Policy

**Report No:** 26006

**Prepared by:** Adam Sweedland,  
CEO, CityHousing Hamilton

**CEO/Secretary:** Adam Sweedland

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### **PRIVATE / CONFIDENTIAL**

#### **8) PRIVATE AND CONFIDENTIAL**

##### **a) Legal Consultation on Delegation Policy (Report #26006)**

**NOTE: Discussion of Report #26006 in Closed Session pursuant to Section 9.3(f) of the City of Hamilton Procedural Bylaw 21021 and Section 239(2)(f) of the Municipal Act, 2001, as the subject matter pertains to advice that is subject to solicitor-client privilege, including communications necessary for that purpose.**

- Including CityHousing Hamilton Corporation

#### **RATIONALE FOR CONFIDENTIALITY**

Report #26006 is being considered in Closed Session as it contains advice that is subject to solicitor-client privilege, including communications necessary for that purpose.

**RATIONALE FOR MAINTAINING CONFIDENTIALITY**

Staff are recommending that Report #26006 remains confidential, advice that is subject to solicitor-client privilege, including communications necessary for that purpose.