



Date: June 20, 2017

Report to: Board of Directors
CityHousing Hamilton Corporation

Submitted by: Tom Hunter
Chief Executive
Officer/Secretary

Prepared by: Matt Bowen, Manager
Partnership Development
& Support Services

Subject: Safety and Security Update (Report # 17019)

RECOMMENDATION:

That Report # 17019 be received for information.

A handwritten signature in blue ink that reads "Tom Hunter".

Tom Hunter
Chief Executive Officer/Secretary

EXECUTIVE SUMMARY:

The Board of Directors approve capital investments to enhance the physical safety features at the below identified properties as part of the CityHousing Hamilton safety and security strategy:

CityHousing Hamilton (CHH) plays a vital role in facilitating a safe and secure environment for our residents. Safety and security plays a major part in a resident's feelings and perception of their home. If a resident does not feel safe or secure in their building it can ultimately affect quality of life, productivity; as well as placing considerable operational and financial pressures on CHH. CHH has worked diligently to minimize these impacts while ensuring a robust safety and security strategy is developed to support all aspects of the business.

Based on recent data from the Hamilton Police Service, resident focus groups, staff focus groups and surveys, and consultation with our partners, CHH is contemplating the expenditure of capital dollars for additional physical safety and security measures at seven (7) properties. It is currently estimated that the cost of these upgrades will be \$150,000 to \$250,000 per location, depending on the extent of the work at each location. The properties to be included are:

- 95 Hess
- 181 Jackson
- 360 King
- 155 Park
- 30 Sanford
- 226 Rebecca
- 200 Jackson

The scope of the work to be carried out at each of these properties could include all or part of the below elements:

- HD/ facial recognition cameras placed in strategic locations
- Secured doors deliberately designated as entrances and exits
- Appropriate Lighting
- Visible Signage
- Elimination of hiding areas, shrubbery, and environmental obstructions
- Resident incident reporting and proactive education

Staff will prepare specific budgets for each of the properties and present a staged implementation as part of the 2018 capital budget. In addition, a consultant will be engaged to ensure that a consistent standard level is achieved with the technology and that the technology integrates seamlessly from building to building.

BACKGROUND:

Safety and security is a key priority for all housing providers. Based on factors such as the demographics in the community, building structure and residents' well-being, the safety and security risks vary across buildings and properties. Over the years, CHH has committed extensive resources, developed strategies and implemented action plans to promote a culture of safety. Outlined below are some key actions that have been taken:

- In 2007, CHH created a *Housing Safety and Security Action Plan* to guide the organization's work around managing resident and organizational safety and security. Many of the actions outlined in the Plan were implemented; however, there is ongoing work to be carried out in addressing safety and security. The Plan demonstrated the high need for

an organizational response to address ongoing safety and security concerns at our properties.

- A joint “Safety and Security Task Force” led by the CHH Board comprised of city staff, police and residents, was facilitated to address safety concerns head on while attempting to alter the perception and change the culture. In 2015, CHH’s BoD also authorized capital commitments of approximately \$750,000 for the installation of a high tech, comprehensive camera installation at 95 Hess Street South, 181 Jackson Street West and elements at 155 Park Street South. With the implementation of this system, CHH additionally allocates approximately \$25,000 monthly for operating costs related to guarding and monitoring of the properties and cameras.
- In December, 2016, CHH’s Board of Directors supported the allocation of \$1.2M from the capital budget towards the installation of security cameras across CHH properties (Appendix A). These upgrades will take place over a three year period.
- In February, 2017, over the course of a two week period there were two fires at 191 Main Street West, one of which resulted in a death. Following these events, CHH staff and the Hamilton Fire Department provided information and education to residents. This included door-to-door unit visits at the property and participation at community meetings. This illustrates the significant investment that our partners are contributing to the safety and security at CHH properties.

These activities have been met with some success, however, at certain properties there is an amplified risk and rising costs as a result of increased safety pressures like fires, bullying, illicit drug activity, solicitation, assaults and homicide. The culmination of these variables has led to a decrease in trust and confidence with some of our residents. Further actions need to be taken to continue to address the safety and security risks.

DISCUSSION:

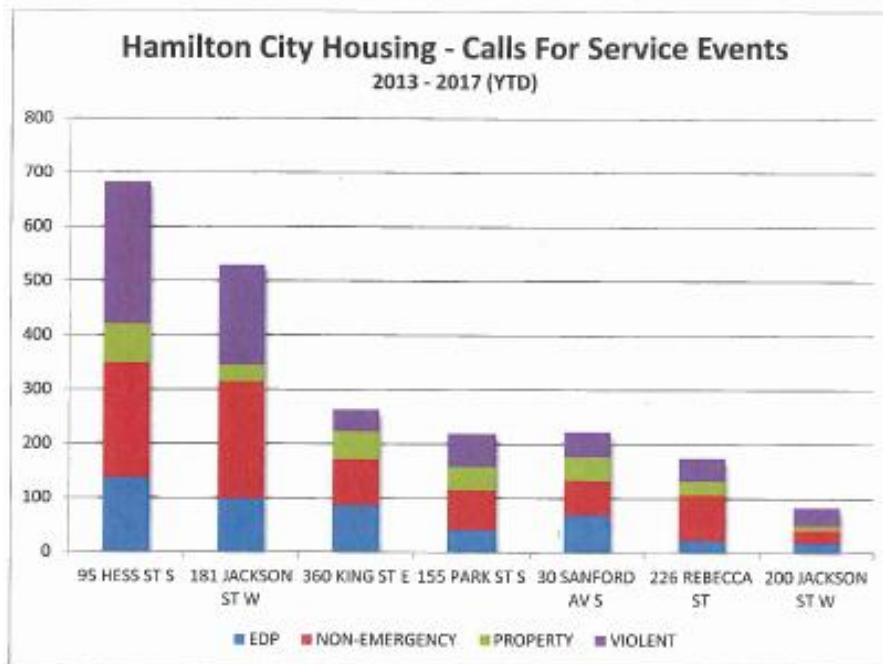
CHH knows that safer communities contribute to successful tenancies, build vibrant communities, and increase the overall wellbeing of residents and their families. For this reason, we have been focusing on enhancing resident safety and security at our properties to ensure that we fulfill our mandate of providing affordable housing that is safe, well maintained, cost effective, and supports the diverse needs of our many communities.

Data Gathering

CHH's recent safety and security work is based on data gathered from Hamilton Police Service and residents. Our collaboration and deep rooted partnership with the Police has been critical in identifying, mapping and planning our future strategy. The data shared in this Report is very rich and speaks to the complex nature of safety, prevention, and planning. It specifically enables CHH to look closely at where the 911 calls for service occur, and gain a better understanding of the nature of the incidents, so that, collectively, we can determine the appropriate supports and resources needed. Officer Daniel Fleming with Hamilton Police Service was instrumental in the data gathering and analysis process. Outlined below is a table summarizing the "Call for Service Events". This highlights the top seven (7) properties with recorded police calls for EDP, Non-Emergency, Property and Violence.

Hamilton Housing – Calls For Service Events

Graph 1. Hamilton City Housing Categorized Calls For Service



	EDP	NON-EMERGENCY	PROPERTY	VIOLENT	Grand Total
95 HESS ST S	137	212	72	261	682
181 JACKSON ST W	98	216	31	184	529
360 KING ST E	86	85	52	40	263
155 PARK ST S	41	74	43	61	219
30 SANFORD AV S	69	64	44	45	222
226 REBECCA ST	23	83	26	42	174
200 JACKSON ST W	18	23	9	33	83

Building on the data above, Hamilton Police Service conducted Crime Prevention Through Environmental Design (CPTED) audits at a number of the seven priority properties. Constable Jerome Stewart met with staff and the residents association members to conduct these property walkabouts. The information was used to generate a thorough and detailed report that outlined specific concerns at each property, including property grounds, external doorways, and territorial designation, parking lots, and signage, lighting, security, and garbage areas.

CPTED recommendations were property specific and generally include the following items: facial recognition cameras in strategic locations, camera monitoring, concierge, door maintenance and/or new doors, lighting upgrades, new signage (e.g. “No Trespassing, Area Designated for Tenants”), secure parking lots/garages, shrubbery pruning and overgrown tree removal, fencing replacements and new fencing installations, encouragement of residents to enjoy the outdoor areas, general maintenance (e.g. painting), debris clearing, securing breezeways, and police surveillance.

Resident Engagement

To further understand and drill down into the above data, focus groups were held with residents. CHH began the resident engagement process by partnering with Step by Step, our resident council, to plan and host five community consultations at priority buildings across CHH’s portfolio. Community consultations included a Step by Step member, staff/student, CHH management team member representative and representatives from Hamilton Police Service and the Hamilton Fire Department. As well, at two sessions there was representation by the respective ward councillors who also sit on CHH’s BoD. The engagement was facilitated through an Asset Based Community Development (ABCD) framework and approach. Residents were divided into small groups and asked a series of standardized questions. Discussion notes were recorded and all community consultations were evaluated through a resident survey.

Property	# of Residents (% of Building)
30 Sanford Ave S	80 (23%)
200 Jackson St W	20 (8%)
226 Rebecca St	16 (8%)
155 Park St S	23 (6%)
360 King St E	65 (12%)

TOTAL	<p>204 (15%)</p> <ul style="list-style-type: none"> ➤ 82% of residents felt their safety and security concerns were discussed. ➤ 74% felt their solutions or ideas to improve safety and security were discussed. ➤ 82% felt able to participate in the consultation.
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Key themes that emerged from the resident engagement process included:

- Cameras and camera monitoring
- Neighbour issues; complaints
- Unwanted visitors/tailgaters/trespassers and door propping
- Secure entrances, lobbies, parking garages, and common/shared spaces
- Signage and who to call in the event of an emergency/safety concern
- Lighting
- Need for security guards and/or changes to security guard hours and check points
- Ongoing communication between CHH and residents

The resident engagement process confirmed the need for CHH to create a more detailed and comprehensive plan to meet the complex needs of our communities. The findings were in line with the CPTED recommendations provided by Hamilton Police Service.

Employee Engagement

To better understand the data regarding the seven high risk properties, staff focus groups and electronic surveys were held to obtain their perspective on questions relating to safety and security. CHH recognizes its employees as key stakeholders in conversations about organizational safety and security. Focus groups were targeted towards positions that require regular property visits, including Property Managers, Pest Control, Resident Support Services, and Site Staff (Building Attendants, Maintenance Servicers, and Superintendents).

Focus groups were co-facilitated by a Community Development Coordinator, the Manager of Partnership Development and Support Services or the Supervisor of Resident Support Services. Employees were asked a series of standardized questions that covered both personal and resident safety and security concerns and solutions. Discussion notes were recorded. All focus groups were evaluated through an employee survey.

The all-staff survey was distributed electronically in spring 2017. It gathered both qualitative and quantitative data related to both personal and resident safety and security.

Type	# of Staff (% of Team)
PM Focus Group	11 (85%)
Pest Control Focus Group	15 (88%)
RESS Focus Group	9 (82%)
Site Staff Focus Group	44 (69%)
<i>TOTAL</i>	<i>79 (81%)</i>
All staff survey	47 (37%) <ul style="list-style-type: none"> ➤ 62% of staff receive safety-related concerns from residents ➤ 51% of staff have personal safety concerns at work

Key themes that emerged from the employee engagement process included:

- Cameras and camera monitoring
- Access to programs and services (e.g. mental health, addiction)
- Unwanted visitors/tailgaters/trespassers and door propping
- Locks, keys, and scan cards
- Entrances, lobbies, parking garages, and common/shared spaces
- Increased staff communication
- Staff and security guard training
- Standardized safety and security measures and escalation plan
- Policies and procedures around staff unit visits (e.g. two employees at a time)

Once again, the employee focus group and survey findings were in line with the CPTED recommendations provided by Hamilton Police Service.

Environmental Scan

CHH connected with Social Housing Providers across Ontario to gain a better understanding of safety and security practices in the sector. We discovered that most providers are going through a similar process to CHH, and/or have similar mechanisms and policies in place to address or prevent safety and security

issues. Examples of safety and security practices include: incident reporting, education and information, annual inspections, applying CPTED concepts, security guards, site staff, cameras and lobby monitoring.

Physical Safety Features

Based on the robust CPTED safety audits that were performed and submitted by Officer Jerome Stewart with Hamilton Police, coupled with strong data, resident engagement, staff engagement and environmental scanning, CHH is recommending that additional capital investments be made to enhance the physical safety features at the seven (7) high risk properties.

There are six key investment improvements recommended to achieve the safety and security standard across these CHH properties, including:

- HD/ facial recognition cameras placed in strategic locations
- Secured doors deliberately designated as entrances and exits
- Appropriate Lighting
- Visible Signage
- Elimination of hiding areas, shrubbery, and environmental obstructions
- Resident incident reporting and proactive education

It is estimated that the capital improvements for enhanced service levels in this recommendation will cost between \$150,000 - \$250,000 for each of the seven buildings depending on size and landscape. It is requested that, through our annual capital budget, we allocate these dollars and therefore, can address the critical concerns at the priority properties.

This funding would be in addition to the \$1.2M that has already been allocated for “standard” security cameras across other CHH properties (Appendix A). After close review and completion of two recent camera projects, the actual costs have been coming in approximately 40% higher than expected. In addition, we recommend a level of expert consulting to ensure that a consistent standard level is achieved with technology and that the technology integrates seamlessly with each other from building to building.

These two strategies will elevate the physical safety and security measures at CHH to a new level. Once the standardized and enhanced safety and security infrastructure is in place, CHH will assess future needs for service levels through a safety concern escalation process.

Resident Education and Communication

In order for this strategy to be successful, there will need to be ongoing education and communication with our residents. CHH’s Resident and Support Services

Team have been working alongside our partners to educate residents about the most prevalent safety and security issues in CHH communities. Our most effective ways of communicating, engaging, and educating residents include: Housing Matters Newsletter, Annual General Resident Meetings, Resident Handbook, Website, ad hoc community meetings, one-to-one information/referral, and staff meetings.

Moving forward, CHH and its partners will continue to educate residents and staff using the variety of effective engagement tools at our disposal. As resident and community concerns change, CHH will actively work to respond to their needs and provide meaningful and relevant information in creative ways.

CONCLUSION:

For over a decade, CityHousing Hamilton has recognized the need to create change around how we manage organizational safety and security at our properties. CHH's concerns have remained the same, and we recognize that the issues that we are faced with are multifaceted.

A comprehensive and resident-centered approach has allowed CHH to begin confidently planning ways to build healthier, more vibrant communities and encourage successful tenancies. In 2017, CHH engaged its residents, employees, partners and physical spaces to identify current safety and security challenges and concerns, as well as meaningful and responsive solutions.

The engagement process began with gathering data and prioritizing properties with Hamilton Police Service. We gained buy-in from Step by Step and worked with them and Ward Councillors to host community consultations reaching over 200 residents in the seven priority buildings. CHH conducted seven staff focus groups and an all-staff survey to better understand personal and resident safety concerns. We worked with Hamilton Police Service and resident associations to do CPTED property safety audits. CHH continued to provide and strengthen our ongoing resident education through Housing Matters, AGMs, CHH's Website, Resident Handbook, ad hoc meetings, one-to-one resident meetings, and staff meetings. We also reached out to other LHC's across the province to better understand their practices, policies and procedures. CHH's considerable engagement with its employees, residents and partners ensured that the recommendations put forward to the BOD are consensus driven and reflect the expertise, ideas and participation of all stakeholder groups.

Based on our data and findings, CHH will consider that additional capital investments be made to enhance the physical safety features at the seven (7) high risk properties. These investments will allow for safety standards to be put in place and enhanced service levels to be implemented as needed. With sound

strategic planning and measured safety and security outcomes in place, CHH will be able to significantly increase our ability to build stronger, safer, and more secure communities.

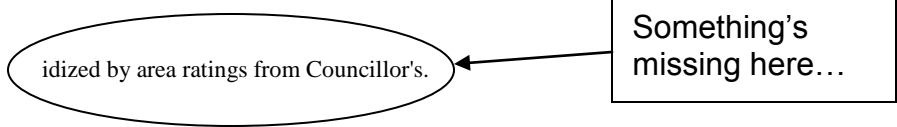
OPERATIONAL PLAN:

This report implements:

Goal 1. Create Financial Sustainability – *Ensure that CityHousing Hamilton has sufficient capital to invest in buildings to minimize the impact on City of Hamilton taxpayers.*

Goal 2. Maintain and Improve Building Conditions - *Ensure that the CityHousing Hamilton portfolio is managed effectively and sensitively and is in a good state of repair to meet the affordable housing requirements of Hamilton residents now and in the future.*

TH/MB



APPENDIX A

LOCATION	# OF UNITS	EXISTING SYSTEM	# OF EXISTING CAMERAS	TYPE OF EXISTING CAMERAS	NEW EQUIPMENT/Comments	NUMBER OF NEW CAMERAS (Digital)	COST OF REPLACEMENT/NEW SYSTEM (approx.)
4 Bridgewater Court	62	None			Parking Lots and Main Entrance DVR - recorder Labour	9	\$ 10,000.00
101 Broadway Avenue	45	None			Parking Lots Interior Exits and Main Entrances DVR – recorder Labour	7	\$ 9,100.00
10 Brock Street	10	None			Parking Lot and Driveways DVR – recorder Labour	4	\$5,700.00
20 Congress Crescent	110	Yes	18	digital	Parking Lot and Drive Lane	2	\$ 2,900.00
30 Congress Crescent	110	Yes	21	digital	Parking Lot and Drive Lane	3	\$ 2,000.00
50 Congress Crescent	53	Shared			Walkway and Parking Lot	3	\$ 3,200.00
Cranbrook/Greendale Drive	66	None			Parking Lot and Driveways DVR – recorder Labour	11	\$ 11,800.00
430 Cumberland Avenue	152	Yes	39 - some do not work	analog, some are motion,	Parking Lots, Laneways, Parking garage, Mailboxes, Lobby Interior Exits and Main Entrances	42	\$ 23,500.00

					DVR – recorder Labour		
170 East Avenue	46	Yes	9	analog	Parking Lot, Main Entrance, Exit Doors, Basement DVR - recorder Labour	13	\$ 9,400.00
109 Fiddlers Green Road	45	None			Parking Lot, Courtyard, Lobby Interior Exits and Main Entrances DVR – recorder Labour	11	\$ 9,800.00
280 Fiddlers Green Road	16	None			Parking Lot, Courtyard (must dig a trench) DVR – recorder Labour	3	\$5,400.00
249 Governors Road	25	None			Parking Lot and Driveways DVR – recorder Labour	4	\$ 6,200.00
122 Hatt Street	34	None			Parking Lot and Driveways DVR – recorder Labour	5	\$ 6,500.00
55 Hess Street, 191 Main Street, 200 Jackson Street	465	Yes	32 - some do not work	analog	Parking garage, Lobbies, Front Entrances, Rear Exits, Mall, Offices DVR – recorders Labour	46	\$29,200.00
95 Hess Street, 181 Jackson Street	556	Yes		digital	New system installed 2013	0	\$ 0.00

185 Jackson Street, East	50	Yes		digital	New system	0	\$ 0.00
206 Jackson Street,	31	Yes	17 - system does not work	analog	Lobby, Front Entrances, Exits, Exterior of Building DVR – recorder Labour	19	\$ 12,500.00
245 Kenora Avenue	168	Yes	19 - some do not work	analog	Parking Lots and Laneways DVR - recorder Labour	22	\$ 21,200.00
360/350 King Street, East	534	Yes	48 - some do not work	analog	Parking Garage, Mall, Offices Interior Exits and Main Entrances DVR – recorder Labour	48	\$ 29,000.00
1781 King Street, East	18	None			Parking lot, Lobbies, Front Entrances, Exits Doors DVR – recorders Labour	7	\$ 8,100.00
89 King Street, East	16	Yes	4	analog	Lobbies, Basement	3	\$ 2,500.00
95 King Street, East	12	Yes	5	digital	Lobbies, Laundry	4	\$ 2,800.00
211 King Street, East	9	No			Parking Lot, Elevator Lobby, Lobby DVR – recorder Labour	4	\$ 6,200.00
162 King Williams	40	Yes	4 - one not working	analog	Lobby, Exits, Laundry, Parking Lot DVR – recorder Labour	11	\$ 7,300.00

Lang/Hayes/Reid	91	None			Parking Lots, Laneways DVR – recorder Labour	12	\$ 16,000.00
Limeridge/Elgar/Kendale	30	None			Parking Lots, Laneways DVR – recorder Labour	4	\$ 5,700.00
580 Limeridge Road, East	65	None			Parking Lots, Laneways DVR – recorder Labour	10	\$ 10,500.00
1100 Limeridge Road, East	57	None			Parking Lots, Lobby, Exist Doors, Main Entrance DVR - recorder Labour	11	\$ 10,800.00
1150 Limeridge Road, East	66	None			Parking Lots, Drive Lanes, Play Area DVR – recorder Labour	10	\$ 12,000.00
Limeridge/Locheed	54	None			Parking Lot and Drive Lanes DVR – recorder Labour	7	\$ 9,300.00
25 Lynden Avenue	40	None			Front Entrance, Exit Doors, Parking Lot and Drive Lanes DVR – recorder Labour	8	\$ 9,900.00
Macassa	85	None			Front Entrance, Exit Doors, Parking Lot and Drive Lanes DVR – recorder	20	\$ 16,500.00

					Labour		
1884/1900 Main Street, West	158	Yes	21 – some do not work	analog	Parking Lots, Laneways, Parking garage, Mailboxes, Lobbies, Interior Exits and Main Entrances DVR – recorder Labour	30	\$ 21,500.00
5 Maple Avenue	43	None			Parking Lots, Lobby, Exit Doors, Main Entrance DVR - recorder Labour	7	\$ 8,100.00
395 Mohawk Road, East	169	Yes	8	analog	Parking Lots, Lobby, Exit Doors, Laundry, Main Entrances DVR – recorder Labour	10	\$ 8,000.00
45 Montcalm Drive	76	None			Parking Lots and Driveways DVR – recorder Labour	8	\$ 9,900.00
Millwood/Bobolink	46	None			Parking Lots and Driveways DVR – recorder Labour	6	\$ 6,800.00
1 & 2 Oriole Crescent	159	Yes	19	analog	Parking Lots, Play Area and Drive Lanes DVR – recorder Labour	20	\$ 23,500.00
104 Osler Drive	29	None			Parking Lot, Drive Lane, Lobby, Exit Doors, Laundry DVR – recorder	8	\$ 7,400.00

					Labour		
67 Ossington Drive	20	None			Parking Lot and Drive Lanes DVR – recorder Labour	4	\$ 6,700.00
155 Park Street, South	375	Yes		digital	New system installed 2013	0	\$ 0.00
77 Purnell Drive	131	Yes	7	analog some are wireless	Parking Lots, Drive Lanes, Garbage Areas DVR – recorder Labour	12	\$ 13,000.00
555 Queenston Road	200	Yes	6	analog	Wireless Parking Lots, Lobby, Exit Doors, Laundry, Main Entrance, Drive Lanes DVR - recorder Labour	12	\$ 10,600.00
557 Queenston Road	34	Yes	4	analog	Parking Lots, Lobby, Exit Doors, Laundry, Main Entrances DVR – recorder Labour	7	\$ 6,600.00
226 Rebecca Street	198	Yes	4	analog	Parking Lots, Lobby, Exit Doors, Main Entrances DVR – recorder Labour	7	\$ 6,600.00
1081 Rymal Road, East	23	None			Parking Lots and Driveways DVR – recorder Labour	4	\$ 7,200.00

41 Reid Avenue, South	16	None			Parking Lot, Drive Lanes DVR – recorder Labour	3	\$ 4,900.00
30 Sanford Avenue, South	350	Yes	14	analog	Parking Lot, Parking Garage, Drive Lane, Lobby, Exit Doors, Main Entrance, Laundry DVR – recorder Labour	20	\$ 12,500.00
680 Stone Church Road, West	65	Yes	10 some do not work	analog	Parking Lot, Parking Garage, Drive Lane, Lobby, Exit Doors, Main Entrance, Laundry DVR – recorder Labour	14	\$ 13,200.00
690 Stone Church Road, West	50	None	1 connected to TV		Parking Lot, Lobby, Exit Doors, Laundry, Main Entrance, Drive Lane DVR - recorder Labour	8	\$ 8,900.00
700 Stone Church Road, West	30	None			Parking Lots, Drive Lanes, Play Area DVR – recorder Labour	5	\$ 6,500.00
470 Stone Church Road, East	70	None			Parking Lots, Drive Lanes, Play Area DVR – recorder Labour	9	\$ 8,200.00
120 Strathcona Avenue, North	259	Yes	16	analog	Parking Lot, Parking Garage, Drive Lane, Lobby, Exit Doors, Main Entrance, Laundry, Greenhouse DVR – recorder Labour	24	\$ 13,200.00

10 St. Andrews Drive	96	None			Parking Lot, Drive Lanes DVR – recorder Labour	16	\$ 15,000.00
25 Towercrest Drive	64	None			Parking Lot, Drive Lane, DVR – recorder Labour	10	\$ 9,500.00
1285 Upper Gage Avenue	13	None			Parking Lot, Drive Lane, DVR – recorder Labour	3	\$ 5,900.00
801 Upper Gage Avenue	244	Yes	8	analog	Parking Lot, Drive Lane, Lobby, Exit Doors, Main Entrance, Laundry DVR – recorder Labour	12	\$ 10,100.00
980 Upper Ottawa Street	59	None			Parking Lot, Play Area, Drive Lane DVR - recorder Labour	10	\$ 14,000.00
772 Upper Paradise Road	47	None			Parking Lots, Drive Lanes, Play Area DVR – recorder Labour	7	\$ 9,600.00
727 Upper Sherman	16	None			Parking Lot, Drive Lanes, Entrances DVR – recorder Labour	6	\$ 5,800.00
75 Wentworth Street, North	50	Yes	11	analog	Parking Lot, Drive Lane, Lobbies, Exit Doors,	16	\$ 11,800.00

					DVR – recorder Labour		
405 York Boulevard	54	Yes	13	analog	Parking Lot, Drive Lanes DVR – recorder Labour	17	\$ 11,600.00
SUB-TOTALS						678	\$ 611,600.00
Converting Some Sites to Wireless							\$315,500.00
Tree Removal and Pruning for Wireless							\$ 147,000.00
Signage							\$ 50,000.00
Contingency							\$ 100,000.00
GRAND TOTAL							\$ 1,224,100.00