



Date: September 29, 2020

Report to: Board of Directors
CityHousing Hamilton Corporation

Submitted by: Tom Hunter
Chief Executive Officer/
Secretary

Prepared by: Tom Hunter, CEO

Subject: **CEO Information Written Update**

1.0 COVID-19

Potential Outbreak at a CityHousing Hamilton Building – At the Board meeting in April 2020, staff were asked to consider what would be the response to an outbreak at one of our buildings. In following up to this inquiry, staff consulted with other social housing providers and Public Health.

It is interesting to note, that to date, no social housing provider has had “spread” of Covid-19 in one of their buildings. Due to legislation that covers the operations of social housing, there would most likely be no declaration of an “outbreak”. If there was a cluster of cases; however, consideration would certainly be given to the following actions:

- Enhance education and communication to all tenants about how to minimize their exposure to the virus.
- Provide concierge service at the front entrance. This would allow for the monitoring of who is entering and exiting the building and visitation records could help with tracing. The concierge service could also be helpful at monitoring physical distancing around the front entrance and into the elevators. As well, this individual could remind tenants and guests to practice appropriate precautions (e.g. handwashing).
- Enhanced opportunity for tenants in the building to be tested.
- Limiting the number of guests who are visiting tenants.

- Notifying the organizations who have staff providing care to tenants in the building.
- Providing masks to all tenants in the building.
- Continue with enhanced cleaning schedules.
- Enhancing the management of traffic flow and using flow markings (i.e. have tenants walk up one stairwell and walk down a different stairwell).
- Work collaboratively with Public Health, other City Department and community partners to help ensure the containment of the virus and keep tenants safe.

Recovery Plan - The staff at CHH have been extremely responsive to the necessary changes that were undertaken as a result of COVID-19. Listed below are programs and services that have been starting up over the past few months:

Program	Location	Date
Wesley – limited food and social programming	Vanier Towers	July 29
Boys and Girls Club – summer day camp program	1 Oriole and 77 Purnell	July 29
Return to Site Hours	High Rise Buildings	July 29
Foot Care	First Place	July 29
Wesley – Food for Life	First Place	July 29
Food Cupboard	226 Rebecca	July 29
Wesley – Sunday Worship	First Place	August 31
Wesley – Seniors Recreation Program Seniors Isolation Programming	555 Queenston 120 Strathcona 226 Rebecca 1100 Limeridge	August 31
CDCs Restart Programming	Vanier Towers	September 11

2.0 CMHC – Repair and Renewal Funding

In partnership, The City of Hamilton and CityHousing Hamilton (CHH) have created a eight-year portfolio-wide application to the Canada Mortgage and Housing Corporation (CMHC) under the National Housing Co-Investment Fund – Repair and Renewal Stream. The application currently requests \$170 M over 9 years for the repair and renewal of all 7,000 CHH units. As part of the process, CMHC requires a contribution commitment from the

benefitting municipality prior to awarding the funding and providing precise loan and grant details. It is also understood that this funding would be delivered through a combination of low interest loans and capital grants, at an anticipated ratio of approximately 60% loan and 40% forgivable loan (i.e. grant).

The primary goals of the projects that would be funded through the NHCF are:

- Urgent repairs needed to mitigate risk of system or building failures;
- Energy efficiency improvements; and,
- Accessibility improvements.

If CHH's application is approved, the resulting funded projects would have tremendous social benefits, improving 7,000 housing units in the following ways:

- modernize Hamilton's social housing;
- reduce the need for repair and renewal;
- extend the life of much of the housing stock for up to 50 years by renewing essential building systems;
- significantly increase energy and water efficiency, thus reducing environmental impacts, improving tenant comfort, and avoiding costs over the long-term;
- increase the accessibility of both buildings and units;
- keep over 7,000 units online to meet the housing needs of Hamilton's most vulnerable for decades to come, and
- secure the long-term sustainability of CHH.

CHH and the City have continued to work with CMHC over the past 9 months to work towards a Letter of Understanding (LOI). This work has been extensive and tedious. CHH is aware of a few providers who have an LOI with CHMC so CHH remains optimistic that a deal can be reached. With a capital shortfall of \$400M this funding would help to address the critical needs for capital repairs in CHH buildings.

3.0 Hamilton is Home

Hamilton is Home is an alliance of community housing providers sharing their knowledge and experience and advocating for new funding to maximize public benefit and address the growing need for affordable housing.

The collective was launched by the seven active affordable housing developers in Hamilton: Indwell Community Homes, YWCA Hamilton, Sacajawaea Non-Profit Housing, Good Shepherd Non-Profit Homes, Victoria Park Community Homes, East Hamilton Non-Profit Homes, and CityHousing Hamilton. These organizations began to formally meet in early 2020 around the idea of pitching a group of projects to the Federal government for funding from the Co-Investment Fund, the flagship program of CMHC's National Housing Strategy.

Under the banner Hamilton is Home, the collective of affordable housing developers has articulated the goal of building 3,000 new affordable units in the next three years. This idea has broad support from the community, with many other housing providers, community service organizations, and resource partners having formally expressed their support for the work of the collective.

The 50+ sites required to build the proposed 3,000 new affordable units have either already been acquired or identified for development by collective members. However, these projects are only feasible with Federal and/or Provincial government investment.

To address the funding need, the collective has engaged with CMHC staff, Federally with Filomena Tassi, the Minister of Labour, and with Adam Vaughan, the Parliamentary Secretary to the Minister of Families, Children, and Social Development (Housing), and Provincially, Donna Skelly, Parliamentary Assistant to the Minister of Economic Development, Job Creation and Trade (Job Creation and Trade) and Steve Clark, Minister of Municipal Affairs and Housing. The City of Hamilton is supportive of the initiative, with senior City of Hamilton staff engaged in discussion around processes that could accelerate solutions to homelessness and affordable housing, and a motion passed in support of the Hamilton is Home initiative through the City of Hamilton's Emergency and Community Services Committee, which was then ratified at Council.

If adequate funding commitments are made, this would allow for the build out of multiple sites which would drastically reduce the housing waiting list,

homelessness, and chronic hospitalizations, and provide housing stability for thousands of individuals and families who live and work in Hamilton.

4.0 Annual Report

CHH is pleased to provide the Board with a copy of the Annual Report. This will be showcased at the Shareholder’s Meeting in October/November and then placed on the website.

5.0 2021 Budget – Provincial Benchmarks

- Budget Shortfalls (Information Update, Attachment)

Budget Area	2020	2021
Administration	2.37	- 0.43
Maintenance	2.37	- 0.43
Insurance	7.27	5.92
Bad Debts	2.37	- 0.43
Electricity	2.14	- 13.07
Water	3.11	3.01
Natural Gas	6.72	- 5.57
Capital Reserves	2.37	- 0.43

The impacts of these changes and other factors on the 2021 budget are highlighted in the attached Information Update.

6.0 Procurement Cards

In order to offer an efficient and cost-effective method to purchase and pay for goods and services of relatively low dollar value, Property Managers and Legal staff will be provided procurement cards. Currently, the use of Procurement Cards is overseen by the following policies:

- City of Hamilton Procurement Card Policy
- City of Hamilton Procurement Policy By-law 17-064
- City of Hamilton Procurement Card Holder Manual

The below changes are being made to the number and limits for procurement cards:

Current

Position	Number In Position	Limit	Total Limit
CEO	1	\$ 10,000	\$ 10,000
Manager Operations	1	\$ 15,000	\$ 15,000
Manager Maintenance	1	\$ 15,000	\$ 15,000
HVAC Technicians	2	\$ 10,000	\$ 20,000
Maximum Limit			\$ 65,000

Future

Position	Number In Position	Limit	Total Limit
CEO	1	\$ 10,000	\$ 10,000
Manager Operations	1	\$ 6,000	\$ 6,000
Manager Maintenance	1	\$ 15,000	\$ 15,000
HVAC Technicians	2	\$ 10,000	\$ 20,000
Property Manager	13	\$ 3,000	\$ 39,000
Legal	3	\$ 3,000	\$ 9,000
Maximum Limit			\$ 110,000

Property Managers will have their own card to use during emergencies. Most recently, when temporary emergency shelter was required for tenants, Property Managers were not able to secure a room/s without utilizing another staff's card (i.e. Manager of Operations). For the Legal staff, they were using a Manager's card for the Tribunal. Once again, having their own card makes it more efficient for the staff and allows for monitoring of the policies that are in place.

Education and training will be provided to staff prior to the issuance of procurement cards.

7.0 Development Update

Name	Site	Type	Units					Phase	Status	Occup.
			Existing	Rehab.	Replace	Net New	Future			
500 MacNab	High-rise	Revitalization	146	146	-	-	146	Construction	<ul style="list-style-type: none"> Construction: <ul style="list-style-type: none"> - Substantial completion is April 8 (with the possibility of revision to April 22) - Tenant lease arrangements in October, with notice to qualifying (senior) former tenants - Cost impacts of site discoveries continues to be in review between PM team and Contractor - Progress continues on site with 75% completion of mechanical, 35% of electrical, 60% of plumbing, 20% of interior finishes, 70% of recladding - New site and building signage being developed by Communications Funding: <ul style="list-style-type: none"> - CMHC funding terms and agreement are under review by CMHC staff - FCM advanced disbursement underway - City Loan agreement complete, funds accessed - CMHC considering funding a study via U of T 	Spring 2021
Jamesville	Townhouse	Redevelopment Partnership	91	-	46	45 ₁	46+45 ₁	Negotiation	<ul style="list-style-type: none"> Planning: <ul style="list-style-type: none"> - Feedback through Formal Consultation received and site plan being revised including modelling options in response to the possible property boundary changes for the Bay Strachan parcel established with Planning and Real Estate Design: <ul style="list-style-type: none"> - Schematic design of CHH building underway including with additional units being modelled Negotiation: <ul style="list-style-type: none"> - Terms of Reference nearing completion ahead of the Master Development Agreement being prepared and taken to the Board for review and execution (targeting October 27) 	TBD
Roxborough	Townhouse	Redevelopment Partnership	107	-	103	-4	103	Construction	<ul style="list-style-type: none"> Relocation: <ul style="list-style-type: none"> - Active transfers ahead of demolition complete, with residents from one additional building needed for storm water management on track for relocation by September 30 Design: <ul style="list-style-type: none"> - Detailed design nearing completion Construction: <ul style="list-style-type: none"> - Following demolition of 41 Reid the second phase of demolition is underway Planning: <ul style="list-style-type: none"> - 2/2 pre-development severances complete (two severances remaining for at completion of the CHH building) - Awaiting comments on CHH building, ahead of Building Permit approval (anticipated for November) Funding: <ul style="list-style-type: none"> - City Construction Loan agreement finalized and pending signatures - CMHC application in-process 	Spring 2022
Bay-Cannon Phase 1	Parking lot	New Development	0	-	45	10	55	Schematic Design	<ul style="list-style-type: none"> Planning: <ul style="list-style-type: none"> - Site and building revisions being made in response to Formal Consultation comments - Remediation options being evaluated Design: <ul style="list-style-type: none"> - Schematic design near completion - Costing update underway with full details coming at the Sept 29 Board meeting 	Fall 2023
Queenston Phase 1	Empty lot	New Development	0	-	41	-	41	Schematic Design	<ul style="list-style-type: none"> Planning: <ul style="list-style-type: none"> - Site and building revisions being made in response to Formal Consultation comments - Remediation options being evaluated Design: <ul style="list-style-type: none"> - Schematic design near completion - Costing update underway with full details coming at the Sept 29 Board meeting 	Spring 2023
Macassa	Greenfield	New Development	0	-	45	20	65	Schematic Design	<ul style="list-style-type: none"> Planning: <ul style="list-style-type: none"> - Site severance on hold as revisions to site plan are being contemplated in response to further detail on plans for the Macassa Lodge extension Design: <ul style="list-style-type: none"> - Schematic design near completion, with revision to be proposed to the Lodge 	Spring 2024
Wellington-King William	Parking lot	New Development	0	-	14	6	20	Feasibility	<ul style="list-style-type: none"> Planning: <ul style="list-style-type: none"> - Updates underway to Feasibility Study 	Spring 2024
Riverdale	Greenfield	New Development	0	-	-	44	44	Feasibility	<ul style="list-style-type: none"> Negotiation <ul style="list-style-type: none"> - In negotiation on land agreement/acquisition 	TBD
Sold Units	Single and Semi-detached	Sale	100	-	-	-	-	Sale	<ul style="list-style-type: none"> Continually being listed for sale 	N/A
			444	146	294	121	565			

Note: 1 - TBD through the competitive RFP process.

Subject: **CEO Information written Update**
Date: **Sept. 29, 2020**



Tom Hunter

Tom Hunter
Chief Executive Officer/Secretary