



City of Hamilton

EMERGENCY & COMMUNITY SERVICES COMMITTEE ADDENDUM

Meeting #: 22-014
Date: December 1, 2022
Time: 1:30 p.m.
Location: Council Chambers
Hamilton City Hall
71 Main Street West

Tamara Bates, Legislative Coordinator (905) 546-2424 ext. 4102

6. DELEGATION REQUESTS

6.2 Request for capital as well as operational funding spread over 3-years for Tiny Homes Project, a program to provide tiny, warm cabins for those experiencing homelessness in our city (for today's meeting)

- *e. Brenda Duke, Gibson and Landsdale Area (GALA) Community Planning Team
- *f. Scott Gervais
- *g. Madeleine "Mandi" Ann Lowthian Smith, We Are Ward Three Too!
- *h. Michael Pasquali
- *i. Marianne McNanny
- *j. Amber Ross
- *k. Tanya Clemente

*6.3 Jean L. Fair, putting so many social services in Ward 3 when the problems are spread throughout the city to varying degrees (for today's meeting)

8. PRESENTATIONS / STAFF PRESENTATIONS

*8.2 Housing Sustainability and Investment Roadmap Update
(HSC22053/FCS22087/PED22212) (City Wide)

*8.3 Hamilton Veterans Committee - 2022 Annual Report

11. DISCUSSION ITEMS

*11.4 Hamilton Alliance for Tiny Shelters Proposal (HSC22015(a)) (City Wide)

*11.5 Hamilton Veterans Committee 2023 Budget Submission (PED22210) (City Wide)

15. PRIVATE AND CONFIDENTIAL

Bates, Tamara

Subject: FW: Webform submission from: Request to Speak to a Committee of Council

Submitted on Thu, 11/24/2022 - 08:11

Submitted by: Anonymous

Submitted values are:

Committee Requested

Committee
Emergency & Community Services Committee

Will you be delegating in-person or virtually?
In-person

Will you be delegating via a pre-recorded video?
No

Requestor Information

Requestor Information
Brenda Duke
Gibson and Landsdale Area (GALA) Community Planning Team
Hamilton, Ontario

Preferred Pronoun
she/her

Reason(s) for delegation request
To speak to the committee regarding The Hamilton Alliance for Tiny Shelters (HATS) on December 1, 2022

Will you be requesting funds from the City?
No

Will you be submitting a formal presentation?
No

Bates, Tamara

Subject: FW: Webform submission from: Request to Speak to a Committee of Council

Submitted on Sun, 11/27/2022 - 14:49

Submitted by: Anonymous

Submitted values are:

Committee Requested

Committee
Emergency & Community Services Committee

Will you be delegating in-person or virtually?
In-person

Will you be delegating via a pre-recorded video?
No

Requestor Information

Requestor Information
Scott Gervais
Hamilton, Ontario

Preferred Pronoun
he/him

Reason(s) for delegation request
Would like to speak regarding the HATS application

Will you be requesting funds from the City?
No

Will you be submitting a formal presentation?
No

Bates, Tamara

Subject: FW: Webform submission from: Request to Speak to a Committee of Council

Submitted on Mon, 11/28/2022 - 13:45

Submitted by: Anonymous

Submitted values are:

Committee Requested

Committee
Emergency & Community Services Committee

Will you be delegating in-person or virtually?
In-person

Will you be delegating via a pre-recorded video?
No

Requestor Information

Requestor Information
Madeleine "Mandi" Ann Lowthian Smith
We Are Ward 3 Too!
Hamilton , On.

Preferred Pronoun
she/her

Reason(s) for delegation request
~~Speaker/part of the presentation scheduled for Dec 1/22~~ **Hamilton Alliance for Tiny Shelters Initiative**

Will you be requesting funds from the City?
No

Will you be submitting a formal presentation?
Yes

Bates, Tamara

Subject: FW: Webform submission from: Request to Speak to a Committee of Council

Submitted on Mon, 11/28/2022 - 21:09

Submitted by: Anonymous

Submitted values are:

Committee Requested

Committee
Emergency & Community Services Committee

Will you be delegating in-person or virtually?
In-person

Will you be delegating via a pre-recorded video?
No

Requestor Information

Requestor Information
Michael Pasquali
Hamilton , Ontario

Preferred Pronoun
he/him

Reason(s) for delegation request
I would like to have a voice in the ***Hamilton Alliance for Tiny Shelters*** funding decisions made in our ward.

Will you be requesting funds from the City?
No

Will you be submitting a formal presentation?
No

Bates, Tamara

Subject: FW: Webform submission from: Request to Speak to a Committee of Council

Submitted on Mon, 11/28/2022 - 20:07

Submitted by: Anonymous

Submitted values are:

Committee Requested

Committee
Emergency & Community Services Committee

Will you be delegating in-person or virtually?
In-person

Will you be delegating via a pre-recorded video?
No

Requestor Information

Requestor Information
Marianne McNanny
Private citizen and homeowner of Ward 3
Hamilton , Ontario

Preferred Pronoun
she/her

Reason(s) for delegation request
I would like to talk about the proposed safe and stable shelters which the Hamilton Alliance of Tiny Shelters (HATS) would like to see come to fruition at 647 Barton Street East.

Will you be requesting funds from the City?
No

Will you be submitting a formal presentation?
No

Bates, Tamara

Subject: FW: Webform submission from: Request to Speak to a Committee of Council

Submitted on Mon, 11/28/2022 - 19:33

Submitted by: Anonymous

Submitted values are:

Committee Requested

Committee
Emergency & Community Services Committee

Will you be delegating in-person or virtually?
In-person

Will you be delegating via a pre-recorded video?
No

Requestor Information

Requestor Information
Amber Ross
Hamilton, Ontario

Preferred Pronoun
she/her

Reason(s) for delegation request
In support of the Hamilton Alliance for Tiny Shelters program.

Will you be requesting funds from the City?
No

Will you be submitting a formal presentation?
No

Bates, Tamara

Subject: FW: Webform submission from: Request to Speak to a Committee of Council

Submitted on Tue, 11/29/2022 - 16:04

Submitted by: Anonymous

Submitted values are:

Committee Requested

Committee
Emergency & Community Services Committee

Will you be delegating in-person or virtually?
In-person

Will you be delegating via a pre-recorded video?
No

Requestor Information

Requestor Information
Tanya Clemente
Hamilton , Ontario

Preferred Pronoun
she/her

Reason(s) for delegation request
HATS

Will you be requesting funds from the City?
No

Will you be submitting a formal presentation?
No

Bates, Tamara

Subject: FW: Webform submission from: Request to Speak to a Committee of Council

Submitted on Mon, 11/28/2022 - 17:42

Submitted by: Anonymous

Submitted values are:

Committee Requested

Committee
Emergency & Community Services Committee

Will you be delegating in-person or virtually?
In-person

Will you be delegating via a pre-recorded video?
No

Requestor Information

Requestor Information
Jean L. Fair
Hamilton, Ontario

Reason(s) for delegation request
The totally selfish act of putting so many social services in Ward 3 when the problems are spread throughout the city to varying degrees. I speak about Mission Services and our community; we deserve much better treatment from city hall and the rest of this city.

Will you be requesting funds from the City?
No

Will you be submitting a formal presentation?
No



Hamilton

INFORMATION REPORT

TO:	Chair and Members Emergency and Community Services Committee
COMMITTEE DATE:	December 1, 2022
SUBJECT/REPORT NO:	Housing Sustainability and Investment Roadmap Update (HSC22053/FCS22087/PED22212) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Patrick Byrne (905) 546-2424 Ext. 2903 James O'Brien (905) 546-2424 Ext. 3728
SUBMITTED BY:	Angie Burden General Manager Healthy and Safe Communities Department
SIGNATURE:	
SUBMITTED BY:	Jason Thorne General Manager Planning and Economic Development Department
SIGNATURE:	
SUBMITTED BY:	Mike Zegarac General Manager Finance and Corporate Services Department
SIGNATURE:	

COUNCIL DIRECTION

Emergency and Community Services Committee at its meeting of August 11, 2022 approved the recommendation report "Housing Sustainability and Investment Plan" (HSC22042) which endorsed the initiative and included the direction to report quarterly on prioritized actions underway and overall plan progress.

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OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

**SUBJECT: Housing Sustainability and Investment Roadmap Update
(HSC22053/FCS22087/PED22212) (City Wide) - Page 2 of 6**

INFORMATION**Executive Summary**

This report provides an update on the progress of the Housing Sustainability and Investment Roadmap (HSIR)¹. The Roadmap is a “whole of community, whole of City government” approach designed to respond to new and growing pressures along the housing continuum to deliver best possible affordable housing outcomes for Hamiltonians. The work builds on the Housing and Homelessness Action Plan and recognizes the urgent need for a prioritization framework and change in how the City and community partners work together to identify and deliver on shared affordable housing goals. The roadmap will focus on four pillars of affordable housing: acquisition, new development, maintaining current supply of existing units and supports to keep people housed. Since Council endorsement of the concept in August 2022, the HSIR project charter has been completed and an executive summary is attached as appendix A. City divisions are working to identify and prioritize actions for the roadmap and through Hamilton’s CityLAB fall Semester in Residence program, students are engaging stakeholders from various sectors as a first phase of understanding challenges, opportunities, and initiatives underway in the community. The City has engaged the Canadian Housing Evidence Collaborative (CHEC) for advice and consultant expertise on the HSIR development. Development of the roadmap and the implementation of prioritized near-term actions will continue through Q1 2023. The final roadmap will be brought to Council for endorsement. Implementation will continue and progress reported throughout 2023 and 2024.

Background

Following strategic discussions in May and June 2022 among the City’s Senior Leadership Team, and several city division focus groups and conversations with key stakeholders from Hamilton Anchor Institutions, Hamilton is Home (not-for-profit affordable housing coalition) and the Coalition of Hamilton Indigenous Leaders, (HSC22042) City Council gave direction to initiate a whole of community, corporation-wide, community stakeholder approach to develop a Housing Sustainability and Investment Roadmap (HSIR) in response to the current housing crisis.

The Project Charter and work on the roadmap to date has been developed by a core team across city divisions that represent Planning and Economic Development, Finance and Corporate Services, and Healthy and Safe Communities departments, with advice and input from the Canadian Housing Evidence Collaborative and their academic team, as well as the Hamilton Community Foundation and CityLAB to ensure community

¹ Note the change of language from ‘Plan’ to ‘Roadmap’ in this report. The change reflects the intention of an action-oriented tactical roadmap that will deliver specific and quantifiable outcomes.

**SUBJECT: Housing Sustainability and Investment Roadmap Update
(HSC22053/FCS22087/PED22212) (City Wide) - Page 3 of 6**

perspective in this early phase of development. We have sought input on the approach from a wide variety of stakeholders, including a number of anchor institutions across sectors. The City already participated – with the support of a number of anchor institutions – on a proposal regarding needs for High Acuity Several Supportive Housing. For HSIR, we have again engaged the CEO-level leaders of a number of anchor institutions, and several have already indicated to us that they are willing to participate cross-sectoral action and collaboration on a broader set of affordable housing actions with the City. We expect to garner more support, especially as we work with community partners to finalize specific actions that will be prioritized in the HSIR.

Through the CityLAB Hamilton Fall 2022 Semester in Residence program, students are contributing to the development of the roadmap and are engaging with community sector stakeholders to identify and explore key issues related to affordable housing in support of the whole of community approach.

Canadian Housing Evidence Collaborative (CHEC)

The mission of the Canadian Housing Evidence Collaborative (CHEC – www.chec-ccrl.ca) is to accelerate evidence-based solutions that advance Canada’s National Housing Strategy to ensure every Canadian has “housing that meets their needs and that they can afford”. Housed at McMaster University, CHEC acts as a key liaison between the leading network of housing researchers in Canada and the Canada Mortgage and Housing Corporation, and a trusted, independent voice for evidence-informed housing policy in Canada. CHEC brings together a network of more than 30 academics from across Canada and beyond who are engaged in independent, in-depth research exploring connections between housing and other policies, community organization and government action, and the full diversity of households and people in Canada. Partners include more than 50 organizations representing some 2,000 policymakers, housing providers and equity-seeking groups committed to growing Canada’s supply of safe, adequate, accessible and affordable housing. Led by its Director, Dr. Jim Dunn, an expert in housing, inequality and health, and Steve Pomeroy, Executive Advisor to CHEC, CHEC acts as a research hub focused on knowledge mobilization and capacity building for all areas of housing research in Canada. CHEC brings innovative concepts, rigorous data and research, and practical co-production of knowledge to bear on the most challenging housing problems Canada faces.

CityLAB Hamilton

CityLAB Hamilton is a partnership between the City, McMaster University, Mohawk College, and Redeemer University that builds relationships and matches projects between City staff, students, and faculty to help meet the City’s Strategic Priorities. The CityLAB Semester in Residence is a level 4, 15-unit course designed for passionate, motivated, and enthusiastic students from McMaster and Redeemer that

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leverages challenges faced by the City and integrates them into the experiential learning coursework. With a focus on community engagement, the course offers support to facilitating dialogue related to complex problems and multi-stakeholder engagements.

Scope

The scope of the project is affordable housing, including rental housing with a focus on below-market, affordable, social, non-market, public and subsidized housing, whether units are purpose-built rental or secondary use. The scope also includes below-market priced ownership housing (including mortgage-assisted, income-restricted, in both the public and non-market sectors). Excluded is luxury above-market rental housing and non affordable ownership housing.

The broadest definition of affordable housing is being used to scope the HSIR as per the August 8th report to Council (HSC22051 / PED22183) will include housing forms and tenures that are within the parameters of that report.

The roadmap will be focused on four areas:

1. New development of affordable housing
2. Acquisition of affordable housing
3. Maintaining the supply of currently affordable housing
4. Supports to keep people housed.

The HSIR requires commitment to action by both the City and Community to engage about the different levers that impact affordable housing and the 4 areas of focus for the roadmap. As informed by internal and external stakeholders, and through the work of the core team, city policies and processes will be reviewed and opportunities identified and implemented. As the work broadens and deepens to include a “whole of community approach”, potential levers available to Community stakeholders will be identified and community sectors will be provided opportunity to participate in a shared vision and commit to actionable changes to create more affordable housing and maintain the current supply in the Hamilton community.

Project Objectives

The roadmap will address the following five objectives:

1. Create an evidence-based assessment and gap analysis of the best options and the best mix of action for supporting the creation of new affordable housing,

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(HSC22053/FCS22087/PED22212) (City Wide) - Page 5 of 6**

acquiring and retaining existing affordable housing, and delivering appropriate supports. This approach will involve urgent action within the City and with external partners, and account for the multiple, complex pressures on housing affordability (e.g., financialization, gentrification, etc).

2. Initiate, strengthen, and modify City processes to maximize opportunities, remove barriers, improve responsiveness and timeliness, within and across divisions related to affordable housing construction, acquisition, and retention.
3. Identify levers available to community sectors, and encourage contributions and commitments where appropriate and possible to ensure best possible outcomes, including the alignment of community and City initiatives and efforts to ensure best possible outcomes along the continuum to maximize impact.
4. Develop tools and frameworks to help funders and investors understand where to invest their resources for maximum impact. This includes City investment, and investment by other sectors, including private and philanthropic.
5. Develop and strengthen coordination of efforts and relationships between City and Community and upper levels of government.

Governance

Critical to a successful whole of community, whole of city government approach, will be a governance model that effectively aligns existing work in the community and in City government. A governance model for implementation is under development through the advice of CHEC and community stakeholders and will be presented as a deliverable in the final roadmap. Central to the new governance model, a Housing Secretariat will be established, comprised of city and community representatives. Recruitment for a temporary Director of Housing Secretariat will be underway in December 2022, responsible for the mandate to lead this work through a “whole of city, whole of community approach”. This director will lead the final development of the roadmap and implementation of the HSIR. A broad community advisory is also required, and planning is underway regarding how to best convene a representative membership and terms of reference that would ensure success.

Community Sectors

Community sectors identified as influencers of affordable housing and engaged as critical partners as part of the whole of community approach include development sector and private industry, education (boards of education and higher education/academic institutions), landlords, including the Federation of Rental Housing Providers in Ontario,

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Philanthropy, Healthcare, non-profit housing providers and operators, housing advocates, upper levels of government and individuals with lived experience.

CityLAB Hamilton – Semester in Residence Fall 2022 Progress Update

Over the Course of the 2022 Fall Semester, CityLAB Hamilton’s Semester in Residence Program has worked in close collaboration with the project core team to conduct public engagement and explore key issues along the housing continuum. The program’s 30 students and 3 instructors have completed 4290 hours in direct support of the development of the HSIR. The below contributions from CityLAB will help to inform the creation of the HSIR as it moves into the next phase:

- **surfaced and summarized user-identified challenges or barriers** with a particular focus on equity deserving groups and residents most impacted by the housing crisis. Students reviewed data and demographics of specific populations and produced journey maps for how each would navigate the housing system including possible solutions to the challenges they face.
- **identified innovative approaches to policy, process, or service models for housing** that both reflect Hamilton-based challenges and innovative municipal models provincially, federally, and globally
- **provided opportunity for City staff and community leaders to share their knowledge, learn from and with each other, and co-design possible models for future collaboration** in pursuit of shared goals. Each of six teams planned and facilitated a dialogue conversation with a different groups of stakeholders.
- **provided rapid research to identify short- medium- and long-term actions to complex problems** identified within the City’s internal asset mapping process over summer 2022 that reflect insights from both community leaders and residents with lived experience.
- **hosted drop-in Lunch and Learns** including a screening of the TVO documentary “Priced Out: Canada’s Rental Crisis”

This work included a final report, infographic, 3 minute video presentation and a transition report, which will feed into and inform the development of the HSIR. Results will be shared with the HSIR core team and Secretariat. CityLAB will foster continuation of the work through other course projects as appropriate in the Winter 2023 semester.

APPENDICES AND SCHEDULES ATTACHED

Appendix “A” to Report HSC22053/FCS22087/PED22212 - Executive Project Charter



Project Charter

1. General Information			
Project Name	Housing Sustainability and Investment Roadmap Executive Charter		
Location of Project	City-Wide		
Project Type	City Initiative/Whole of Community Approach	Ward(s)	All
Project Start Date	Initiated August (HSC22042)	Acct/Project ID	N/A
Charter Prepared by	James O'Brien	Date (YYYY/MM/DD)	Nov 7th, 2022

1.0 Project Background

The conditions of the housing market in Hamilton have changed markedly over the past decade. These changes have included significant price increases in new and resale homes, and similar cost increases in average rents across the region. Hamilton has even been identified as the third *least affordable city* in Canada in which to live. Of particular concern is housing (ownership and rental) for people with moderate and low incomes, and resulting movement of individuals into emergency and shelter systems as unaffordability continues across the housing continuum. To response to this changed and changing landscape, the City's strategic plans for affordable housing issues (e.g. Keys to the Home, Housing and Homelessness Action Plan) require additional detail, concrete tactics, bold new ideas and ready-to-implement strategies to address the current reality and the resulting pressure on Hamilton's citizens.

Following strategic discussions among the City's Senior Leadership Team, and staff-initiated conversations with City division focus groups, key community stakeholders from Hamilton anchor institutions across sectors, Hamilton is Home (not-for-profit housing umbrella group) and the Coalition of Hamilton Indigenous Leaders, (HSC22042) City Council gave direction to initiate a City-wide and whole of community, approach to develop a Housing Sustainability and Investment Roadmap (HSIR) in response to the current housing crisis, with the goal of positioning Hamilton in the best way possible to deliver on affordable housing outcomes.

2.0 Project Description

This initiative will focus on the urgent action needed to accelerate and coordinate current activities related to construction, acquisition, and retention of affordable housing units, as well as the increased provision of housing-based supports to ensure successful tenancies in affordable housing. Actions will focus both on opportunities within the City and with community organizations working in sectors whose contributions and commitments are required for successful housing outcomes.

3.0 Scope of Project

The scope of HSIR will include affordable housing forms and tenures that meet the definitions in the August 8th report to GIC¹ and the August 11th communication update to Council provided by the City's Chief Planner.

4.0 Guiding Principles

¹ [GIC report](#)



Project Charter

- We acknowledge and respect that the City and each community sector has a different role and opportunities to contribute to improved outcomes related to affordable housing.
- We will be action-oriented and focus on immediate and near-term actions while at the same time building a short- to long-term roadmap that enables us to quantify deliverables to measure our success.
- We will use this initiative to better leverage our collective efforts in order to optimize resources, investments and outcomes.
- The Project plan will include ways to better integrate and execute work that is underway and planned, and also bold new ideas.
- We will hold each other accountable to working differently, have honest conversations and be courageous about change that is needed.
- Each sector may need to make decisions that others do not agree with. While we will strive for shared vision, appropriate contributions and commitments, this is not work by consensus. –Leaders and governing bodies hold ultimate decision-making for their own organizations.
- We will use this process to build capacity in individuals and teams so we have increased expertise in the various components and functions required to create and maintain affordable housing.
- This initiative is not intended to create additional workload for teams, but will focus on prioritizing actions, and changing way we do our work.

Project Objectives

1. Create an evidence-based assessment and gap analysis of the best options and the best mix of action for supporting the creation of new affordable housing, acquiring and retaining existing affordable housing, and delivering appropriate supports. This approach will involve urgent action within the City and with external partners, and account for the multiple, complex pressures on housing affordability (e.g., financialization, gentrification, etc).
2. Initiate, strengthen, and modify City processes to maximize opportunities, remove barriers, improve responsiveness and timeliness, within and across divisions related to affordable housing construction, acquisition, and retention.
3. Identify levers available to community sectors, and encourage contributions and commitments where appropriate and possible to ensure best possible outcomes, including the alignment of community and City initiatives and efforts to ensure best possible outcomes along the continuum to maximize impact.
4. Develop tools and frameworks to help funders and investors understand where to invest their resources for maximum impact. This includes City investment, and investment by other sectors, including private and philanthropic.
5. Develop and strengthen coordination of efforts and relationships between City and Community and include actions to influence upper levels of government.

5.0 Project Deliverables



Project Charter

Development of a shared understanding and vision for how affordable housing supply can be influenced and change implemented among sector leaders.

Major Deliverable	Description & Products or Deliverables
<p>1. Report findings of the housing “eco-system” in Hamilton.</p>	<p>Brief research and analysis aimed at understanding the housing crisis in Hamilton including challenges and opportunities for the demand and supply and the levers each sector has to impact the continuum.</p> <p>1.1 Inventory existing social and community housing units.</p> <p>1.2 Profile of existing affordable units within the private market and affordability of new units being produced by private market.</p> <p>1.3 Comparison of current and future demand against supply and identification of gaps/needs</p> <p>1.4 Inventory of existing municipal tools that support housing development and a complete environmental scan to identify what other jurisdictions are doing that might be relevant to Hamilton</p> <p>1.5 Financial analysis of the impact on the Housing eco-system of changing economic conditions including fluctuations in interest rates, inflation and supply chain challenges and resulting considerations and recommendations for maximizing investment and co-investment from municipalities and other sectors.</p>
<p>2. Housing Sustainability and Investment Roadmap</p>	<p>A Roadmap that centres on an evidence-based assessment of the best options and the best mix of action for supporting the creation of new affordable housing, acquiring and retaining existing affordable housing, and delivering appropriate supports: This will include:</p> <ol style="list-style-type: none"> a. Decision-making framework including values, prioritization, and an opportunity cost lens. b. Specific details on how many new units need to be created for different groups within the population c. Community Housing Retention Strategy – including costing and program tools d. Affordable private market retention strategy – including costing and program tools e. Strategy for development of new community housing

Project Charter

	<ul style="list-style-type: none"> f. Including statement of number of units, tenure, unit size, location including costing and program tools: g. Municipal Finance strategy h. Non-financial impacts to housing development analysis i. Identification of levers by sector, potential contributions and commitments that will create a whole of community approach and maximize outcomes along Hamilton's affordable housing continuum
3. Communication and Engagement Plan	Create a communication and engagement plan that informs the development and implementation of the HSIR. This work includes public launch, will ensure transparency of process and content, regular reports to Committee and Council, engage the partners identified by sector, upper levels of government, people with lived experience, and the broader community.
4. Governance model for implementation of roadmap	<p>4.1 Creation of City division and Community Governance structure, including Affordable Housing Secretariat and Secretariat Director and appropriate team that spans City government and community sectors</p> <p>4.2 terms of reference for decision making and levels of influence for each area.</p> <p>Governance model should outline interaction of city staff tables with external sector groups. Roles and responsibilities document highlights areas of decision making and vision roles for secretariat, advisory think tank, and other created groups as well as structures to ensure integration of efforts across City divisions and encourage alignment across community stakeholders with respect to initiatives underway, new opportunities identified and implemented.</p>

6.0 Assumptions, dependencies, Drivers, Constraints, and/or Risks**Key Driver:**

- Urgency about the current housing crisis in Hamilton
- Need for a systematic approach towards creating and maintaining affordable housing that is responsive to new and changing landscape.
- Need for quantifiable tactics to ensure that we have a way to measure our progress towards visionary and aspirational documents
- Scarcity of city/municipal resources - Need to ensure all resources that are invested efficiently in affordable housing – used to best possible outcomes

Project Charter

- Housing is a high priority for many sectors – the City and many community partners are asking how they can best use their resources (time, money, assets, etc.) to support affordable housing in Hamilton.
- Need for integrated and aligned efforts to solve complex challenges

Key Assumptions:

- That Housing will be a Term of Council Priority for the newly elected Council.
- That Council will prioritise Investing in Affordable Housing for the social, political and economic benefits that it brings for City residents
- That senior leadership within City Government and community sectors are in support of efforts to address Hamilton's housing crisis through the development and implementation of a Housing Sustainability and Investment Roadmap
- That the required resources will be made available for implementation of tactics associated with the Roadmap
- That through consultations with the community stakeholders, sufficient information will be received to support the development of the roadmap and updates
- That developing a whole of community approach will facilitate better conversations with upper levels of government related to Hamilton's need and assistance required at the provincial and federal level
- That partnerships and collaboration with local, provincial and federal stakeholders will be strengthened through this process.

Risks:

- Discussions and comments from stakeholders may exceed the relatively narrow scope of the Roadmap.
- The current housing market volatility including high interest rates and inflation may overly influence responses during the profile development
- HSIR leadership is not successful in engaging stakeholders to embrace the Roadmap as a shared vision

Constraints:

- There is a short timeline for completing the project, and constraints on staff capacity
- Financial constraints



HOUSING SUSTAINABILITY AND INVESTMENT ROADMAP

Emergency and Community Services

December 1, 2022

James O'Brien, Manager – Housing Sustainability and Investment Roadmap, Housing Services

Lucas Holler – McMaster University, Student

Rhea Saini – McMaster University, Student

Hamilton's Housing Crisis

2016 to 2021 Rental price increase **41%**

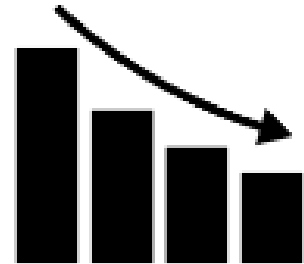


22% increase in incomes



2016: renter needed \$25,600 annual income to afford average 1-bedroom unit
2021: renter needed \$48,000 annual income to afford average 1-bedroom unit

Rising rents, stagnating flow through housing continuum due to Unattainable homeownership increases demand/pressure on affordable rental housing market



Hamilton's Housing Crisis

As a service manager the City of Hamilton has a decreasing return on the dollars invested and dollars leveraged from other levels of government into the local housing system due to inflationary impacts including substantial rise in building, real state costs, and construction costs. In addition to ongoing increasing maintenance of current system.

Between 2019 and 2022 \$605M invested Hamilton's housing and homelessness system. Municipal investment funding almost half of the budget at nearly \$264 (Provincial \$193M; Federal contribution \$148M). Municipal investment increased by 45% since 2019

**Over \$500 million is needed to protect current social housing by 2032
Additional and improved investments, tools and initiatives, and
innovations are required**



Housing Roadmap

“The Roadmap will focus on short term strategies, tactics and concrete actions that can be undertaken immediately, while working towards mid-to long-term strategies... as well as current and new investments...”

BASED ON 4 PILLARS:

New construction

Acquisition

Preservation/Maintaining Existing

Provision of housing-based supports

Draft Emerging Governance

Canadian Housing Evidence Collaborative

- Implementation Research
- Thought Leadership
- Best Practice Innovation
- Rapid Evidence Reviews
- Locally Adapted Solutions

Community Partnership Table

Affordable Housing Secretariat

Municipal Commitments / Direction:

- City Council

Executive Leadership:

- City Manager, 3 GMs

City Core Team:

- Directors & Managers: Housing Services, Planning, Real Estate, Finance, Comms,

Indigenous Community Leadership

Community Sector Leaders:
 Anchor Institutions;
 Private and Affordable Housing Developers;
 Social Housing Providers; Education;
 Philanthropy;

Housing Sustainability and Investment Roadmap

WHOLE OF CITY and COMMUNITY APPROACH

Housing Sustainability and Investment Roadmap

Approach: A whole of City-Community Approach that aligns existing and future work of City government and community sectors to

- Quantify the gap between supply and demand across the continuum
- Develop a tactical road map to prioritize and guide actions and investments to maximize affordable housing outcomes

Guiding Principles:

- Action based, nimble and responsive
- Systemic focus – short term and long term actions
- Building on past work
- Collective Accountability
- Working in new and innovative ways

Housing Roadmap – Objectives

1. Create an evidence-based assessment and gap analysis
2. Initiate, strengthen, and modify city processes
3. Identify levers and potential contributions and encourage commitments across all sectors whose actions influence the health of the housing continuum.
4. Develop tools and frameworks to enable stakeholders to maximize investment impact.
5. Develop and strengthen coordination and relationships between City and Community stakeholders.



CityLAB Overview

- **Social Innovation Hub** seeking to create a healthy, sustainable, and equitable Hamilton
- **CityLAB Semester In Residence Program (SIR)** is comprised of 30 students across faculties
- Focused on investigating the **Housing Crisis in Hamilton**



In less than **5** years,

2,405 students

68 faculty members

88 City staff

have created **145** projects & contributed
52,992+ student hours



Our Process

Meeting with City of Hamilton Staff

- 7 meetings with 15 staff across several departments from September – December 2022



Stakeholders Conversations & Dialogue

- 44 stakeholders, including:
 - Non-Profit Organizations
 - Community Leaders
 - Developers & Landlords



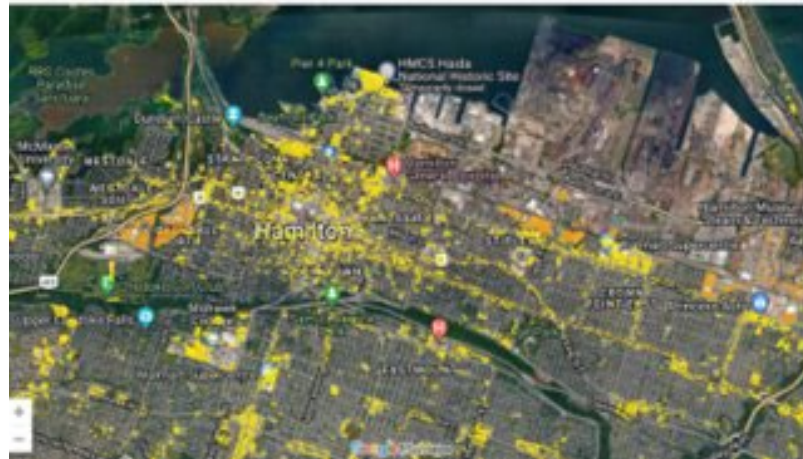
Hamilton



Best Practice Exemplars

New Westminster, Vancouver, Quebec City





1) **Maintain & Preserve Existing Stock**

- Policies
- Incentives
- By-Laws & Enforcement

2) **Utilizing Land Leases** to maintain municipal land as an asset

3) **Consolidating City Resources &** creation of an endowment fund

Housing Roadmap - Timeline and Implementation

Jan 2023 – March 2023 Creation of Affordable Housing Secretariat and finalize roadmap

Director and Community Lead Positions Start

Council report with gap analysis



March 2023 – March 2025 Implementation

Focus on 3-4 new items that can be actioned quarterly

October – December 2022 Develop Roadmap



Hamilton

Hamilton Veterans Committee

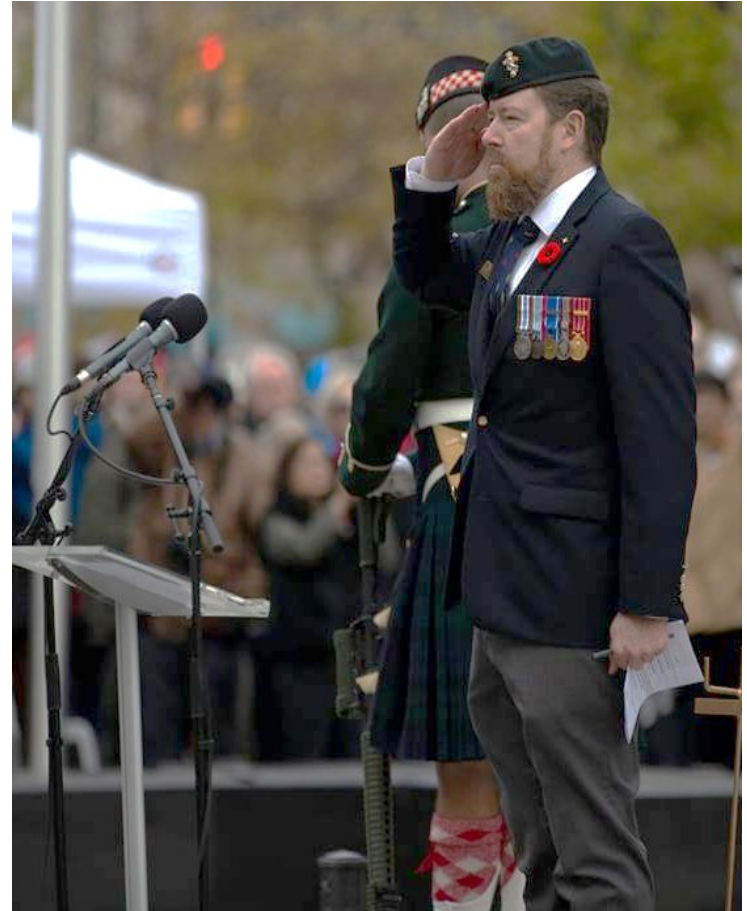


Hamilton

Hamilton Veterans Committee

Mandate

- Reporting to Council, the Hamilton Veterans Committee oversees the planning and delivery of military remembrance and commemoration activities on behalf of the City of Hamilton.
- Provide input on projects and issues that are of concern to Hamilton Veterans.
- Maximize the Engagement of Youth in Remembrance activities.





Hamilton

Hamilton Veterans Committee



Remembrance Day & Memorial Services

- Provide direction, coordination and funding for Hamilton Remembrance Day and Decoration Day Parades and Memorial Services.
- Services have become inclusive of Hamilton's changing demographics.
- Advise the City on protocol in dealing with military traditions (i.e. why we have two official downtown services).
- The HVC is the only veterans committee in Canada that advises a municipal Council.



Hamilton

Digital Community Programming



Hamilton Veterans Committee

Previous and Ongoing Projects

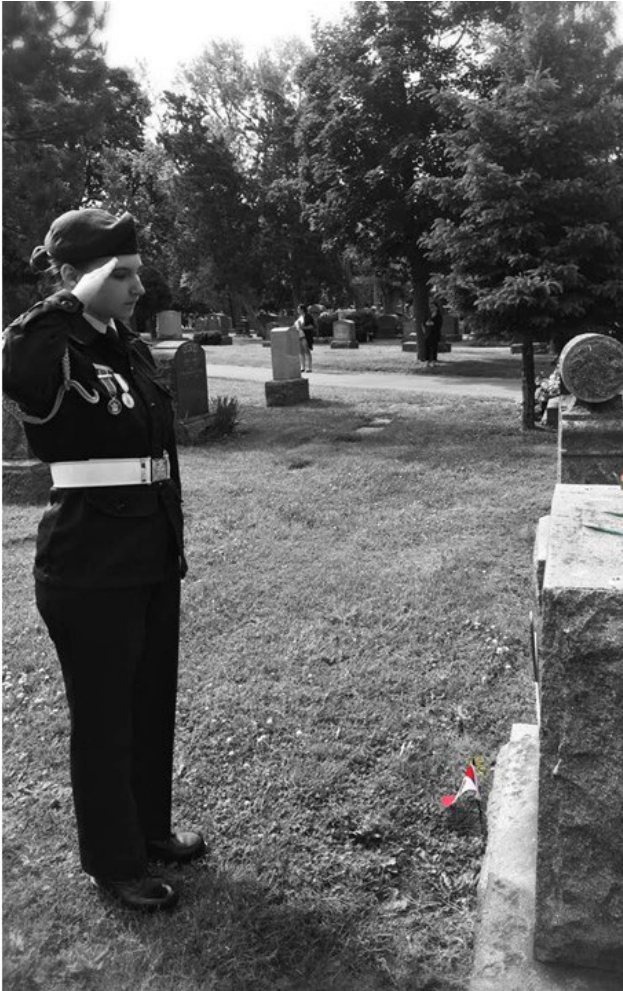
- Addition of video screens at services to make ceremonies accessible.
- Broadcast live video coverage through community television.
- Commemorated James Street North & South as “Veterans Way of Remembrance”.
- Hamilton Wreath Project
- Cadet units now lead Decoration Day services to ensure passing on of traditions to youth.





Hamilton

Hamilton Veterans Committee



Future Goals

To continue to work with Veterans organizations across the City to establish one collective voice for all Veterans at the City of Hamilton.

- Outreach through existing Veterans network
- Adding resource members to committee

To expand engagement and education of youth in our city on the sacrifices made by Veterans in order to preserve their legacy.

- Re-focusing administrative commitments
- Introducing youth engagement initiatives at the community level

To ensure Veterans young and old from every branch of service are recognized in Hamilton.



Hamilton Veterans Committee

Would Like to Thank

The Hamilton City Council.



- For the approval of the changes this committee requested to expand youth engagement as part of our mandate.
- For it's HSR waiver for buses chartered for HVC hosted events.
- For it's continuous support of Veterans related issues.



Hamilton

Hamilton Veterans Committee



Thank You



CITY OF HAMILTON
HEALTHY AND SAFE COMMUNITIES DEPARTMENT
Housing Services Division

TO:	Chair and Members Emergency and Community Services Committee
COMMITTEE DATE:	December 1, 2022
SUBJECT/REPORT NO:	Hamilton Alliance for Tiny Shelters Proposal (HSC22015(a)) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Nadia Zelisko (905) 546-2424 Ext. 2548 Greg Tedesco (905) 546-2424 Ext. 7168 Rob Mastroianni (905) 546-2424 Ext. 8035
SUBMITTED BY:	Michelle Baird Director, Housing Services Division Healthy and Safe Communities Department
SIGNATURE:	

RECOMMENDATION(S)

- (a) That respecting the request for a City of Hamilton contribution to the Hamilton Alliance for Tiny Shelters (HATS) Council approve an immediate contribution of \$100 K for the year ended December 31, 2022 to be funded from the projected 2022 Housing Services Division surplus or the Tax Stabilization Reserve #110046, if the division surplus is not realized;
- (i) That funding as approved in recommendation (a) be based on the following conditions:
- (1) That staff be directed to work with HATS to identify and outline standards around performance metrics and outcomes as a condition of funding including, but not limited to: eligibility and entry criteria, gender-specific considerations including specific supports for women, trans-feminine, trans-masculine and non-binary individuals, identification of formalized community partnerships with health- and social service sectors, equity and inclusion, and demonstrated exits into safe permanent housing; and agreed upon by HATS for first year of operations;

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SUBJECT: Hamilton Alliance for Tiny Shelters Proposal (HSC22015(a)) (City Wide)
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- (2) Confirmation that matching funds have been received or committed to; and,
 - (3) That a detailed exit strategy has been created and agreed to should HATS not be able to ensure site safety and adequate operational funding.
- (b) That consideration of a contribution up to a maximum of \$100 K annually to HATS toward the establishment and operation of temporary tiny cabins for the 2-year period of January 2023 to December 2024, be referred to the 2023 Council Operating budget deliberations to be funded from the Operating Levy over the next 2 years:
 - (i) That staff be directed to work with HATS to identify and outline standards around performance metrics and outcomes as a condition of funding including, but not limited to: eligibility and entry criteria, gender-specific considerations including specific supports for women, trans-feminine, trans-masculine and non-binary individuals, identification of formalized community partnerships with health- and social service sectors, equity and inclusion, and demonstrated exits into safe permanent housing;
 - (ii) That funding as approved in recommendation (b) be cash flowed in 6 month increments upon the following conditions:
 - (1) Confirmation that performance metrics have been achieved as outlined in recommendation (b)(i);
 - (2) Confirmation that matching funds have been received or committed to; and,
 - (3) That a detailed exit strategy has been created and agreed to should HATS not be able to ensure site safety and adequate operational funding.
- (c) That staff be directed to evaluate and assess program outcomes and efficacy and report back to the Emergency and Community Services Committee at the 6- and 12-month marks;
- (d) In the event that the initial proposed site for HATS at 647 Barton St. East is at any point deemed not viable to proceed, that staff be directed to return to Council with a report identifying how these funds may be redirected in alignment with Council approved strategies such as the Housing and Homelessness Action Plan

SUBJECT: Hamilton Alliance for Tiny Shelters Proposal (HSC22015(a)) (City Wide)
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and Coming Together to End Homelessness: Hamilton's System Planning Framework;

- (e) That the General Manager of the Healthy and Safe Communities Department or their designate be directed and authorized, on behalf of the City of Hamilton, to enter into, execute and administer all agreements and documents necessary to implement the grant outlined above on terms and conditions satisfactory to the General Manager of the Healthy and Safe Communities Department or their designate and in a form satisfactory to the City Solicitor

EXECUTIVE SUMMARY

The proposal put forward by HATS demonstrates a willingness and desire by community to contribute to solutions for chronically unsheltered residents in Hamilton. There remain distinct challenges and concerns around the operationalizing of such an intervention, including concerns around the health and safety of HATS residents and the potential for specific efforts and investment in 'tiny cabins' to divert resources from permanent solutions for people experiencing chronic homelessness.

Given the ongoing challenges surrounding unsheltered homelessness, providing HATS immediately with \$100 K contribution will provide them opportunity to raise additional funding required to begin operations. Providing conditional support to HATS for up to an additional 2-years, with evaluation and assessment of program outcomes to be brought back to Committee and Council at 6- and 12-months, and annually thereafter, may provide the City of Hamilton a unique opportunity to pilot this approach on a temporary basis and assess if or how it may fit within Hamilton's system of care. An overview of the updated HATS proposal, reviewed by Housing Services staff in preparation of this report, is included in Appendix "A" to Report HSC22015(a).

The HATS group should be commended for organizing and building collective action through their proposal. Housing Services recognizes that this intervention is reflective of ongoing systemic challenges and inequities across Canada as it relates to housing and homelessness. This is demonstrated by the rise in, and visibility of, unsheltered homelessness and encampments throughout many Canadian cities during COVID-19. While HATS has mobilized to address a gap further intensified during COVID-19, this initiative should serve as further impetus for the City of Hamilton, as well as community partners and other levels of government, to rapidly prioritize and invest in deeply affordable permanent housing solutions. This report seeks to inform council of the risk and opportunities to invest in 'tiny cabins' at the identified site, as well as other investments in line with a Housing First philosophy and a rights-based approach to housing that can have positive impact in homelessness as they deliberate this decision.

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Housing Services remains committed to seeking out and supporting innovative solutions to address homelessness in Hamilton. As a temporary emergency response, this intervention should not take away from our core focus on prioritizing investment and resource allocation in permanent housing that is safe, suitable and affordable to the individual. Housing Services remains committed to adapting the emergency system to enable flexibility to meet ongoing needs where possible, while also enhancing prevention, diversion and permanent housing placement supports. These efforts are strengthened through collaborative work with local Indigenous leadership, as well as a commitment to include and learn from the perspective of people with lived expertise. Through this, it remains critical that we continue to invest in and enhance a diversity of housing-focused interventions, grounded in a Housing First philosophy and a rights-based approach to housing, in order to shift from emergency response to long-term approaches to ending homelessness.

Alternatives for Consideration – See Page 10

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial:

As noted in recommendation (a), an immediate funding source is required, and therefore the initial contribution will be funded by the 2022 Housing Services Division Surplus, or the Tax Stabilization Reserve #110046, if the division surplus is not realized, and is subject to meeting the conditions outlined in recommendation (a)(i).

In addition, as noted in recommendation (b), a funding source is required to support the conditional funding for up to 2 years. Therefore, the HATS request will be referred to the 2023 Council Operating Budget deliberations to be funded from the Operating Levy in 2023 and 2024.

Should the conditions set out for HATS in recommendation (a) and/or (b) not be met, Housing Services Division will bring a report forward to Council with a recommendation for the use of the remaining levy base available. As noted in recommendation (d), the remaining levy base will be allocated to support prevention and housing placement support services in alignment with Council approved strategies such as the Housing and Homelessness Action Plan and Coming Together to End Homelessness: Hamilton's System Planning Framework

Staffing: N/A

Legal: N/A

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HISTORICAL BACKGROUND

On February 17, 2022, the Emergency and Community Services Committee approved Report HSC22015 Proposal by Hamilton Alliance for Tiny Shelters, which directed staff to share information gathered in the report with HATS to inform their planning for a potential site in Hamilton. This report included a full breakdown and analysis of considerations related to planning and development approvals for the HATS proposal.

On August 11, 2022, the Emergency and Community Services Committee approved Report (HSC20020(f)) Adaptation and Transformation of Services Update 6. This report outlined an interim plan for homelessness emergency system service levels for additional pressures in 2022 and to the end of March 2023. Up to the end of 2022, this included: a conditional grant to Mission Services for capital improvements to a new men's emergency shelter location; and ancillary costs associated with the rental of hotel rooms for expanded temporary emergency shelter for single men and women. From January to March 2023, approved recommendations included: interim capacity of up to 100 additional beds in the women's emergency shelter system as needed; maintaining increased interim emergency shelter capacity of up to 24 beds in the men's system; and continuation of enhanced drop-in services including but not limited to Living Rock, Mission Services, Wesley and the YWCA.

On November 21, 2022, General Issues Committee (Budget) approved the following motion: That the General Manager of the Healthy & Safe Communities Department be directed to meet with the Hamilton Alliance for Tiny Shelters (HATS) and report to the Emergency & Community Services Committee meeting of December 1, 2022; with respect to the proposal put forward by HATS at the November 21, 2022 General Issues Committee, with regard to policy and responsibility within the duty of the Healthy & Safe Communities Department.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

The Housing Services Division is the designated Community Entity (CE) responsible for local implementation of the federal Reaching Home strategy and the Service Manager for the provincial Homelessness Prevention Program (HPP) and related investments. Housing Services works in partnership with the CE for the Reaching Home Indigenous funding stream, the Coalition of Hamilton Indigenous Leadership (CHIL). Under the Reaching Home directives, the City is mandated to achieve core requirements that help strengthen an evidence-based and integrated approach across the homelessness sector. Similarly, HPP requirements include a set of performance indicators have been developed to monitor and track progress on the achievement outcomes, including the goal of measuring a reduction in homelessness and chronic homelessness.

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Housing Services Division remains guided by and grounded in existing Council approved strategies, such as the Housing and Homelessness Action Plan and Coming Together to End Homelessness: Hamilton's System Planning Framework. These strategies are deeply aligned with Reaching Home and HPP requirements and represent evidence-based community strategies towards ending homelessness that build on a foundation established through many years of collaboration. This includes a rights-based approach and a Housing First philosophy underpinned by the following principles:

- rapid housing placement with supports and no readiness requirements;
- participant choice and self-determination;
- recovery orientation separating housing provision from treatment services;
- individualized and client-driven supports; and,
- social and community integration.

From a policy perspective, as currently constituted the proposal by HATS does not fit within the typical housing continuum, as it is neither emergency shelter or permanent housing. The proposed intervention continues to reflect a broader, long-term failure of public policy at all levels to ensure that all individuals have access to adequate housing and supports. Framed as a new solution for those who may face barriers accessing existing homeless serving system supports, the proposed intervention is more reflective of a 'managed encampment' site. Should this proposal be implemented, it is critical that it should be time-limited to ensure this does not become embedded as a permanent intervention. At the same time, collective efforts to rapidly prioritize and invest in deeply affordable permanent housing solutions should be prioritized, in alignment with Federal and Provincial housing and homelessness commitments.

As Service Manager Hamilton will continue to seek out perspectives and learnings from similar initiatives in Ontario municipalities / regions including but not limited to: 'sleeping cabins' in Kingston; outdoor shelter model development in Waterloo Region; A Better Tent City in Kitchener; and, temporary outdoor shelters in London.

RELEVANT CONSULTATION

Staff from Hamilton Fire Department, including the Chief Fire Prevention Officer, previously met with representatives from HATS with the primary goal of understanding the parameters of the project, and how Hamilton Fire could be of assistance. Discussion included the possibility of a site visit to visualize the space and to provide template documents and supporting information that would allow HATS to make informed decisions regarding structure placement and access controls for emergency response. Hamilton Fire also indicated that they would advise on how to create a fire safety plan for the premises, and possible considerations for fire safety awareness training for any employees or property managers that may work at the site. If the project moves ahead,

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the property/location would be subject to emergency police / fire / paramedic response for persons or property anywhere within City boundaries.

The City of Hamilton Paramedic Service met with HATS representatives in October 2022 and reviewed their planned implementation plan. At this time, Hamilton Paramedic Service have no concerns with their proposal as there are no resource implications for the paramedic service; HPS response would be through usual service levels such as social navigator program and 911 response if/as needed.

Staff from Housing Services communicated with Hamilton Police Services (HPS) in November 2022, and HPS confirmed that with regards to the Rapid Intervention Support Team (RIST) and HATS, there will be no additional police resources dedicated to HATS. HPS indicated that if RIST is supporting clients at the site, they will continue to support them and that there may be proactive visits in a supportive role, however nothing enforcement related.

ANALYSIS AND RATIONALE FOR RECOMMENDATION

The interim response actions proposed by the HATS group represent a strong community desire to explore practical solutions to support the ongoing needs of unhoused residents living encamped in Hamilton. As Housing Services implements key actions to support implementation of a phased transition plan for the homeless serving system, including emergency supports, the HATS project has the potential to provide an additional base layer of support over a temporary period to unsheltered populations who may face barriers to accessing the current interventions within this system.

Critical to the recommendation to provisionally support the HATS proposal for the period between 2022 to 2024, pending a review of efficacy at 6- and 12-months, is the expectation that staff work with HATS to identify and outline specific measurable performance metrics, standards and outcomes as a condition of temporary funding. At minimum, quantitative and qualitative approaches should examine safety and well-being for unsheltered residents, progress toward as well as consistent exits into safe permanent housing. People with lived expertise of unsheltered homelessness should be the key focus of evaluation efforts and should continue to inform further adaptations and interventions in housing and homelessness services and identified solutions should be evidence-based and informed by intersectional, culturally safe and trauma-informed approaches.

Additional practical items to consider and address immediately and throughout the design and implementation of the HATS proposal should it go forward include:

- clear identification of admission and selection criteria, with a prioritization of chronically unsheltered individuals who face barriers to accessing the current homeless serving system;

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- a recognition of the systemic over-representation of Indigenous persons experiencing homelessness and the need to prioritize autonomy and self-determination, with connections to housing and supports that are culturally appropriate, rooted in the spirit and actions of reconciliation;
- gender based analysis to inform accessibility, safety and supports for women, trans-feminine, trans-masculine and non-binary adults;
- identification of an overall safety and well-being site plan for HATS residents, staff (on- and off site) and the neighbouring community, including but not limited to an assessment of risk and safety factors linked to human trafficking, weapons and fire;
- explicit reference of and commitment to addressing diversity and inclusion considerations and implications on support structure, implementation and operation as to consistently explore who may be impacted (i.e. considerations around gender, gender identity and expression, race, ability, sexual orientation, immigration status, socioeconomic status, etc.), how they are impacted and why.

As outlined above, the intervention proposed by HATS should remain time limited, prompting collective action to seek out and implement permanent housing solutions through a whole-of-community approach to support person-centred solutions for unsheltered residents.

Lastly, it is important to recognize that in the long-term, emergency based ‘tiny cabins’ should not be viewed as a permanent solution to addressing issues related to permanent housing. If resources are disproportionately directed at emergency interventions over time without additional investment in and focus on permanent housing solutions, temporary emergency responses may become more permanently entrenched within our system. As such it is critical that we continue to practically pursue housing-focused interventions, grounded in a Housing First philosophy and a rights-based approach to housing.

Alignment with Housing Services Strategic Priorities

Housing Services will continue to engage with HATS to gather important information and context related to the proposed project to address practical considerations and concerns related to health and safety, equity and inclusion, alignment with a Housing First philosophy, and connections to permanent housing solutions. Recommendations and decisions proposed by Housing Services continue to be rooted in the goal of ensuring safe, dignified and secure permanent housing solutions for all Hamiltonians, and as such, temporary and conditional support for the HATS initiative allows for an assessment period to practically explore a clear demonstration of connectivity with departmental goals and strategies.

We remain committed to adapting the emergency system to enable flexibility to meet ongoing needs where possible, while also enhancing prevention, diversion and

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permanent housing placement supports. Ongoing policy and planning considerations related to conditional support of HATS will be assessed through an analysis of alignment with Divisional responsibilities and commitments through agreements such as the Federal Reaching Home Program and the Provincial Homelessness Prevention Program, as well as Hamilton's Housing and Homelessness Action Plan (HHAP) and Coming Together to End Homelessness: Systems Planning Framework.

The HHAP, updated in 2020 following extensive community consultation and review, identified shared core values that guide Housing Services and will assist in determining strategic policy alignment through the implementation of the HATS proposal, including:

- rights based and anti-discrimination: efforts must acknowledge inequalities related to racism, oppression and discrimination and intentionally work to eliminate them;
- person-centred supports: people are supported in ways that make sense for their unique circumstances and their economic, cultural and gendered realities;
- risk and protective factors: successful community responses to homelessness and housing insecurity work to increase the protective factors and decrease the risk factors in people's lives;
- evidence based, measurable and impact-driven: people in our community deserve housing and homelessness responses that are based on intentional planning and good evidence and that have measurable positive impacts and outcomes;
- efficient and effective use of community resources: human and financial resources spent to address housing and homelessness are investments in our community that reduce public costs in other areas;
- integrated and comprehensive community planning: to ensure integrated planning is authentic, transparency and communication must be at the core of our work; and,
- place and neighbourhoods: place matters. People will exercise choice over where they live. A full range of quality housing options contributes to neighbourhoods that are healthier and more dynamic. Healthy neighbourhoods are also a place where community and less formal supports can flourish and support people to feel connected and included in all elements of civic life.

Additional considerations for continuation of funding or support throughout the proposed period between 2022 to 2024 should continue to be assessed through the lens of the core values listed above, as well as through accountability and business processes in line with Divisional benchmarking that outline clear and transparent evaluation metrics aligned with achieving measurable outcomes in reducing homelessness.

Next Steps

Housing Services Division is currently in the process of updating Standards for the Emergency Shelter System, working closely with shelter operators and people with lived expertise. Consultations are ongoing until the end of 2022, with updated Standards expected in February 2023. Also, as a part of this process is a review of the size of the emergency system, including analysis of shelter built-form and related best-practice.

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Emergency sheltering remains one component of a well-functioning, integrated system of care for people experiencing homelessness, and investments in housing placement support would ideally occur in a 4:1 ratio alongside investment in emergency shelter. Hamilton's current emergency shelter system remains a vital resource for unhoused residents in Hamilton (from October 2021 through October 2022, 3044 unique individuals accessed the shelter system) and offers extensive support for meeting basic needs, case management supports to build and work towards housing goals, and connections to a range of health and community services.

Recognizing the impacts of trauma on individuals, families and communities and the complex mental health, addictions, and system involvement background of many individuals at risk of or experiencing homelessness, there remains a critical and persistent need to support those experiencing chronic homelessness with complex needs through a permanent supportive housing intervention, combining housing, intensive case management and clinical health services. Staff continue to explore strategies and actions to address persistent mental health and addictions issues for those seeking emergency shelter and housing supports, while also continuing to advocate for additional investments from other levels of government to adequately support those with complex needs in our community.

ALTERNATIVES FOR CONSIDERATION –

Should Council wish to invest in Hamilton's homelessness serving system in other ways, alternative interventions for a similar annual investment of \$100 K could include one of:

- housing loss prevention and housing placement support, including: first or last month's rent, rental or utility arrears for approximately 90 singles, 55 families or 25 couples at risk of, or experiencing homelessness, including Indigenous community members supported directly by Indigenous service providers. These households may otherwise need emergency shelter;
- portable housing allowances of \$350/month for approximately 23 households to secure permanent housing, with support from existing Intensive Case Management and Rapid Re-housing programs to maintain their tenancy; or,
- continued funding to support access to health, mental health or addictions support essential to maintain housing for a minimum of 15-20 clients of Intensive Case Management and Rapid Re-housing programs.

ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN

Healthy and Safe Communities

Hamilton is a safe and supportive City where people are active, healthy, and have a high quality of life.

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Built Environment and Infrastructure

Hamilton is supported by state-of-the-art infrastructure, transportation options, buildings and public spaces that create a dynamic City.

APPENDICES AND SCHEDULES ATTACHED

Appendix "A" to Report HSC22015(a): Updated HATS Report to City of Hamilton



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PURPOSE OF THIS DOCUMENT & OVERVIEW

This report responds to questions asked of the Hamilton Alliance for Tiny Shelters (HATS) organization by City Council and staff.

It also serves as a follow-up document to the several requests made to the City to secure approval for foundational and subsequent annual funding for our Hamilton Tiny Shelters program.

ORGANIZATIONAL DETAILS & GOVERNANCE

HATS is an incorporated non-profit organization (1379127-1) and the Social Planning and Research Council of Hamilton acts as our charitable partner and financial administrator of our funds.

Our Program:

- Provides an effective, rapid and low-cost crisis response to the homelessness crisis
- Moves unsheltered people from dangerous conditions on the streets into a safer and more supportive place
- Offers protection from the environment, adequate access to hygiene and sanitation facilities, their own space, and a connection to services and healthcare that helps them along a path to stable housing.

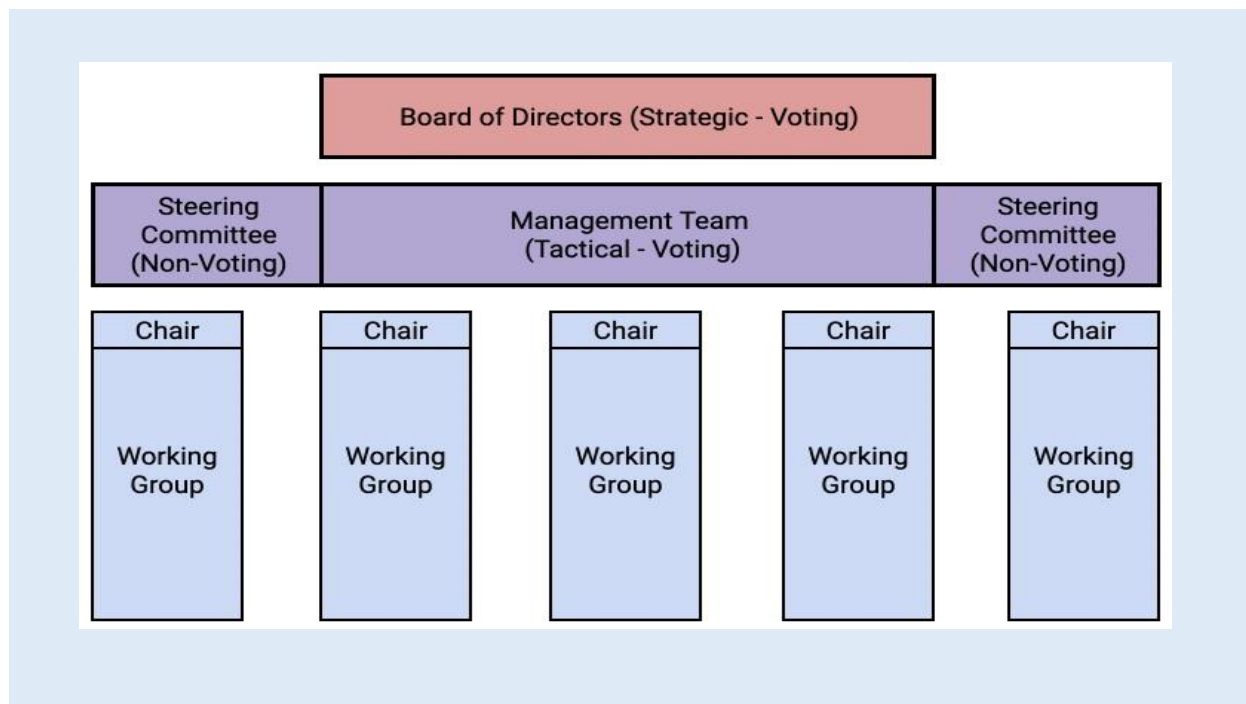
Our Organization’s Board members are:

Julia Kollek (President); Tom Cooper (Secretary); and Dan Bednis (Treasurer).

Our Governance structure in relation to decision-making, strategic planning, and tactical execution is as follows:



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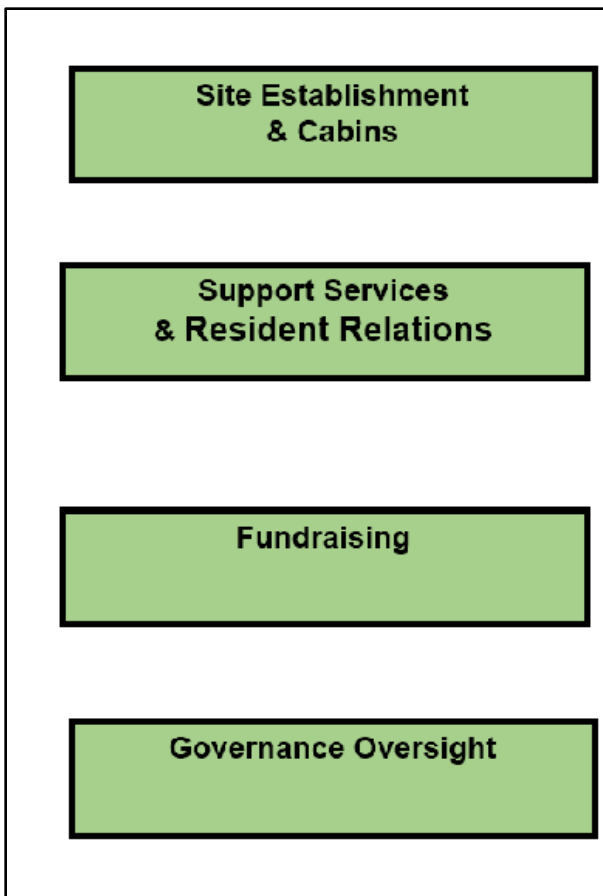
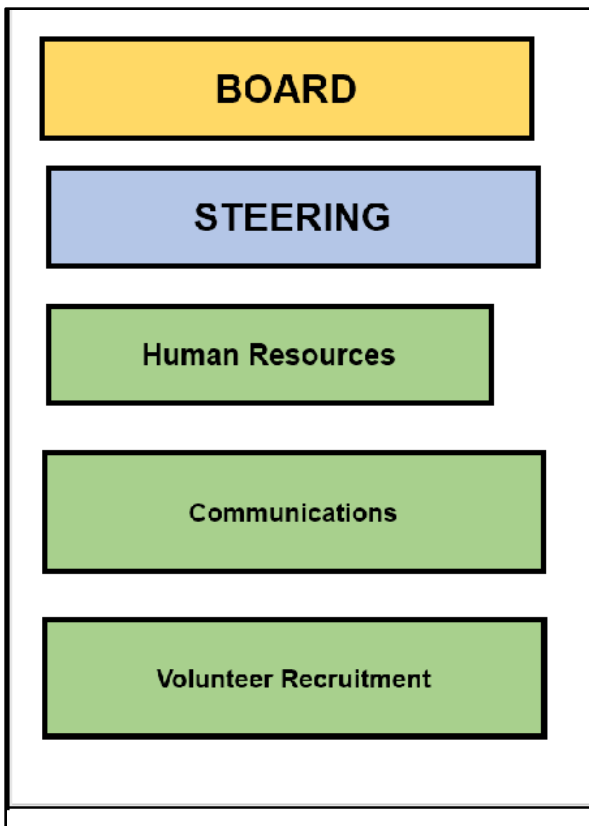


Committees within our leadership teams are responsible for the various aspects of this project, that cover a range of complex and inter-related components necessary to meet the program’s responsibilities – and to ensure the smooth running of the program once up and running.

Our Leadership Team works within the parameters of the following overall governmental structure:



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Members of our Leadership Team are as follows:

Bev Bednis, BA and M.Ed: HATS Volunteer Co-ordinator: Retired elementary school teacher of 35 years: Chair of Flamborough food bank.

Dan Bednis, Chair HATS Governance Committee: Electronics technologist: 24 years in senior management at BELL: 15 years in Management Consulting: 11 years in Real Estate: Member of Carlisle Optimist Club for youth initiatives.

Tom Cooper – Treasurer, HATS: Director, Hamilton Roundtable for Poverty Reduction: former columnist, Hamilton Spectator.

Stephanie Cox - Lawyer, Hamilton Community Legal Clinic

Tony D'Amato Stortz - - Consultant to HATS: Site Superintendent at KW's Better Tent City: founder of BetterStreet, working with communities to improve the lives of those experiencing homelessness.

Ed Fothergill – President, Fothergill Planning & Development Inc: former President, Hamilton Chamber of Commerce: elder at Chedoke Presbyterian Church.

Sheryl Green - Program Manager for the Housing & Homelessness Supports and Services Department at the Hamilton Regional Indian Centre (HRIC).

Bill Johnston – Affordable Housing Team, First Unitarian Church of Hamilton: a former City hall reporter and an editor at the Hamilton Spectator.

Julia Kollek – President, HATS: Academic Editor: Community Activist, and Organizer: founder, Kehila Heschel School.

Kim Martin – Executive Director, Social Planning and Research Council of Hamilton.

Wade Poziomka - Human Rights and Employment Lawyer, Ross & McBride: Past Chair of the Ontario Bar Association's Constitutional, Civil Liberties and Human Rights Section and sits on the executive of the Canadian Bar Association's Constitutional and Human Rights Section.

Art Samson – former school Principal, teacher and football coach: Catholic school board trustee, Town of Dundas Councillor, Hamilton City Councillor: supporter of



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Routes Youth Centre and the Dundas Junior Hockey Club.

Don Seymour - Executive Director, Wesley Urban Ministries

Ted Van Egdome: Chair HATS Fundraising Committee: Senior Vice President Operations, EcoSynthetix Inc: Member, Capital Campaign Board, Youth Unlimited GTA.

SITE LOCATION

HATS has secured the use of a privately-owned lot, located at 647 Barton St East in Hamilton. We have consulted on several occasions with Ward 3 Councillor Nann, and conducted the following neighbourhood outreach events:

1) Mon/Tues Nov 14th & Nov 15th

Letter drop to neighbours within 240m of the site
(double the radius generally used for planning proposals)

2) Mon/Tues Nov 14th & Nov 15th

In-person meeting with key community members (incl BIA & nearby businesses)

3) Thurs Nov 17th

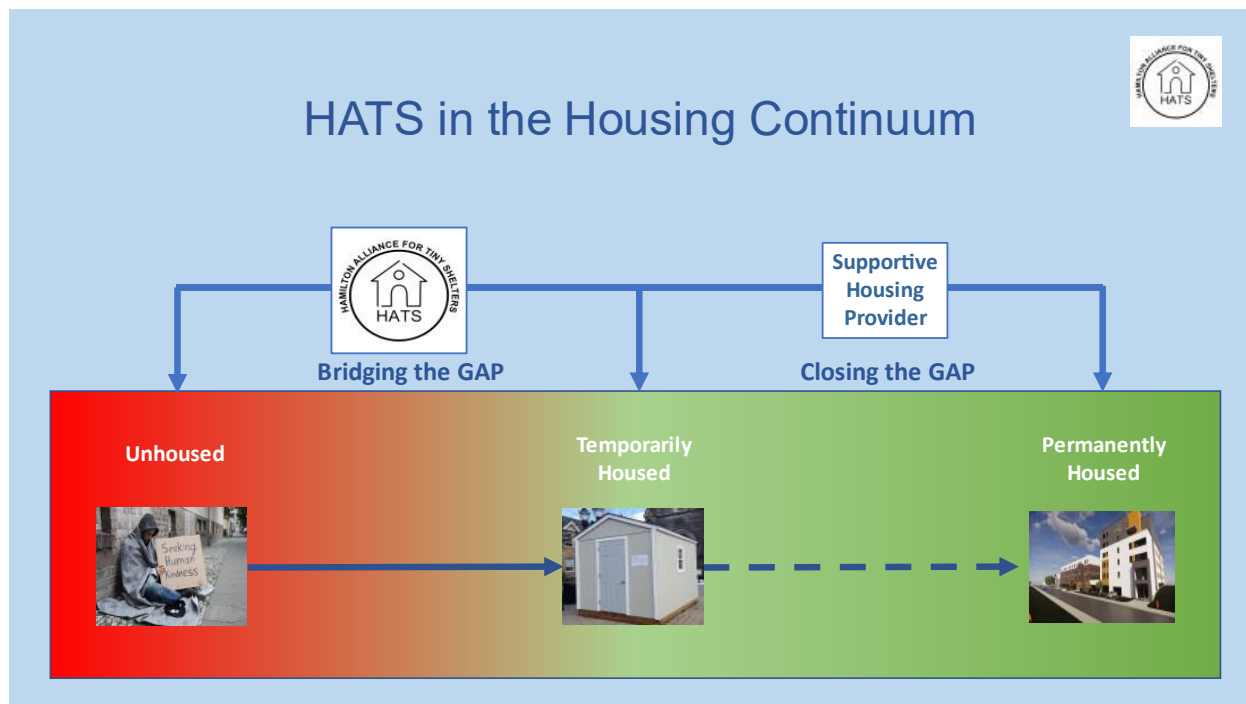
Two community meetings (sessions in the afternoon & evening) with our presentation also available on our website

4) Friday Nov 18th - Media Conference with Launch Announcement

WHERE DOES HATS FIT IN THE CITY OF HAMILTON’S HOUSING & HOMELESSNESS ACTION PLAN?

HATS offers a practical, rights-based solution to bridge the gap in the continuum towards permanent housing; the program aligns with the City’s Systems Planning Framework and roadmap to end chronic homelessness by 2025.

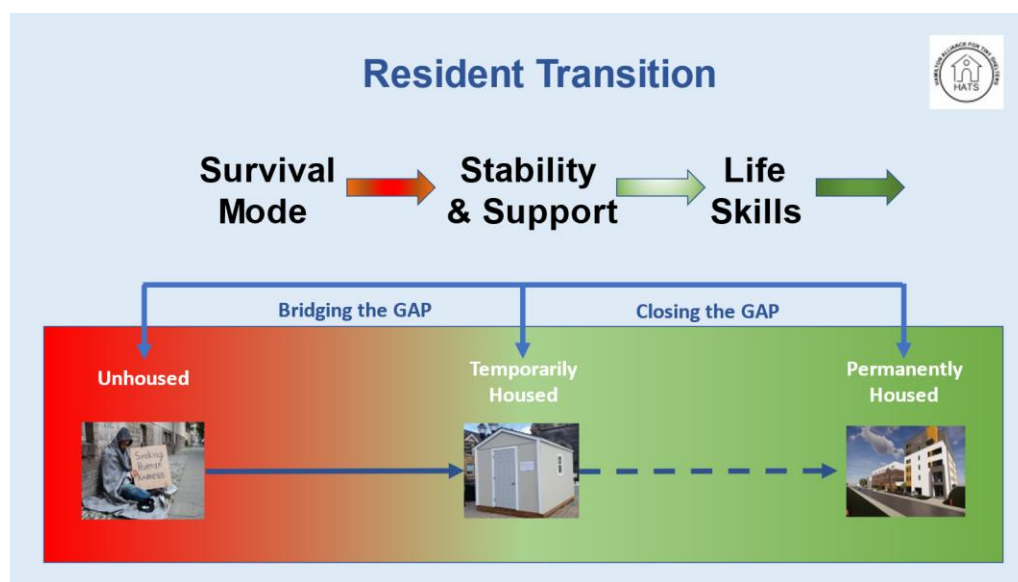
Our Leadership Team has worked extensively to set a path to success by consulting with those experiencing homelessness, as well as bringing together essential and diverse social support organizations.



DESIRED OUTCOMES

The goal of our program is to provide safety, health support and stability to help prepare those living unsheltered or in encampments to be housing-ready. The program acts as a stepping stone that increases the odds of successfully transitioning HATS residents to permanent housing.

Supportive housing organizations attest that taking someone straight from life on the street into a communal housing setting presents a difficult transition for the resident – as well as challenges for staff. We provide the additional opportunity for residents to access educational programs, as well as to revisit their work skills.





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MEASURES OF SUCCESS:

These are our preliminary measures of success, subject to change, and following further consultation (including those with lived experience):

1. Residents are protected from the elements, and from the risk of weather-related injuries
2. Residents have the stability in being in a fixed, known, approved location, allowing the maintenance of supports which is currently disrupted when people are constantly on the move
3. Residents have less stress and worry about where’s a safe place to stay every night
4. Residents have some privacy in “place of their own”
5. Residents have regular access to healthcare
6. Residents are assisted to move, at their own pace, toward more permanent housing
7. Residents have respect and dignity, safety, and a reduced feeling of isolation
8. Residents have the opportunity to develop leadership and life skills
9. Residents indicate satisfaction with HATS program
10. Residents have opportunities to enhance their work-ready skills
11. Residents feel a greater sense of personal autonomy

FINANCES

DESCRIBE THE COMMUNITY’S CONTRIBUTION OF DONATIONS RECEIVED

Hats began fundraising in earnest in May of this year, and to date, has raised more than \$130,000. These funds are composed of donations from:

The United Way of Hamilton-Halton
 Family funds held by the Hamilton Community Foundation
 Fund held by the Oakville Community Foundation
 Unions
 Downtown Hamilton Rotary Club
 Faith organizations
 Local companies
 Individuals
 Fundraisers organized by our volunteers



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CITY FUNDS & RESOURCES

Transitional housing programs such as ours have been established across North America. Here is the extent to which those in Ccanada are funded by their municipalities:

Canadian Communities Funded By Their Municipalities

City	City Population	# Tiny Homes	Land City owned/arranged	Municipal Funding	% Contribution
ON - London York & Elizabeth sites	422,000	30+30	Yes	\$2,300,000	100%
ON - London Fanshawe & Parkwood sites		29+28	Yes	\$1,190,000	100%
ON - Kingston	132,000	20	Yes	\$407,000	40%
ON - Kitchener	576,000	42	Yes	\$337,000	55% Cap./22% Oper
BC - Duncan St. Julien	5,000	12	Yes	Majority	Majority
BC - Duncan The Mound	“	24	Yes	Majority	Majority
BC - Duncan Trunk Rd.	“	34	Yes	\$2,500,000	100%
BC - Alberni	18,259	30	Yes	\$140,000	Budget N/A
BC - Victoria	92,000	30	Yes	\$526,500	Budget N/A
BC - Vancouver	662,000	10	Yes	\$1,500,000	100%

We have currently raised more than \$130,000 from the community, and our request is for \$300,000 (\$100,000 spread over 3 years), beginning in 2022-2023.

Our Budget Summary is as follows:



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3 Year Budget

November 21, 2022

	YEAR 1 10 Homes	YEAR 2	YEAR 3 20 Homes New Site	3-YR CUMULATIVE
REVENUE (incl. City funds)	\$358,000	\$253,000	\$353,000	\$964,000
EXPENSES	\$395,000	\$267,000	\$362,000	\$1,024,000
TOTAL (- DEFICIT)	-\$37,000	-\$14,000	-\$8,000	
CITY FUNDS REQUEST	\$100,000	\$100,000	\$100,000	\$300,000
REVENUE TO DATE	\$138,926			

REVENUE: United Way, Community Foundation Funds, Rotary Clubs, Unions, Private & Corporate Donors

In-Kind Donations: Extensive hours by Volunteers, Board Members, Leadership Team & Support Partners

EXPENSES include: 24/7 Staffing, Homes, Communal Units, Security Measures, Site Setup & Maintenance

1) What will City funding, if provided, be used for?

One key strategy of the Housing and Homelessness Action Plan is:

“To provide funding to non-profit organizations and social housing providers to support feasibility and pre-development work for affordable rental projects, enabling them to qualify for the CMHC Co-Investment Fund and other available Federal or Provincial funding.”

As a non-profit organization - with a mission to provide temporary supportive housing to those experiencing homelessness - HATS falls under the category mentioned above.

Council’s portion would go towards the cost of operationalizing the site, including staffing, neighbourhood safety measures and protocols, that are required to ensure a safe environment for all.

2) Who will be Managing the Operations of the Program?

a) HATS will be hiring 2 site managers and security personnel to ensure 24/7 site coverage



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b) Don Seymour, Executive Director of Wesley Urban Ministries heads our Operations Advisory and HR Committee. Wesley has committed its operational expertise including:

- 2 Staff (a Case Manager & Recreational Therapist)
- Provision of meals daily to residents on the site
- All staff will be following Wesley’s policies and protocols

c) Social Planning and Research Council of Hamilton (SPRC) is providing governance over our finances.

d) The Hamilton Community Legal Clinic provides legal advice to ensure that practices and policies adhere to the Ontario Human Rights Code, amongst other laws.

e) In addition, the Fire, EMS, Police departments, and the range of Social Navigator programs have offered their services in a supportive role to the management of operations.

3) How can council be sure that once that City money is spent, there's a plan for the funds to continue the operation?

Whenever we meet with prospective premiere donors and granting organizations, they always ask if the City is a committed partner that’s prepared to provide significant financial support for our initiative.

There is the acknowledgement that the City of Hamilton has an important interest in finding creative and humanitarian solutions to deal with the growing crisis of people living rough on our streets.

Our hope is for our program to be only a 2-3 year venture. This is determined, in large part, by the level of available affordable and supported housing, and assuming the City fulfills its Homelessness Ending Strategy, which is set to eradicate homelessness by 2025.

Our program saves lives. It is humanistic and provides economic value. We request that the City provide funding for this evidence-based intervention to keep a number of vulnerable Hamiltonians in a healthier, safer and more secure environment.

4) Are there ways City staff will be involved? Are you asking for City Staff to be involved in any way? Do you need support or partnership from any of the City divisions? This is important



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As a program, we’re looking to engage in a partnership that works towards the common goal of finding safe, warm shelter for those sleeping on our streets, until more permanent accommodation becomes available.

In terms of our Residents, they will be accessing City services like any other citizen, with the same social services required as if they were unsheltered, but in a far more efficient manner.

City Services Likely Requiring Access

- Social Services – through case worker
- Police Services
- Fire Services – collaboration
- Ambulance – EMS paramedic
- Arts and Culture – a grant would be welcomed!
- Electric Utilities – hookup
- Library Services
- Public Transit – transit passes would be welcomed

Homelessness is expensive and a significant burden on taxpayers and municipalities.

In conversation with front-line services (Police, Fire and EMS), we understand that an inordinate amount of their time is currently spent with incidents involving those who are unhoused. This has put a great strain on both their financial and staffing resources.

SITE SAFETY

What are the security arrangements?

Now that our Neighbourhood Outreach Plan has taken place, and the location of our site publicly announced, Staff Sgt David McKenzie will conduct a site-specific Crime Prevention Through Environment Design plan for us.

During business hours it is anticipated that Social Navigator Staff would be regular visitors to the site. The Police department has supported the plan to have a security guard at the site during the evening. The site will also be of special attention for the beat



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officer, and officers would patrol the area when they have time available. The site is located on a corner of Barton Street that is regularly travelled by police officers during their tour of duty.

At our meeting with the Hamilton Police Department’s Rapid Intervention Support Team (RIST), the following recommendations were made and adopted by HATS:

- Install mesh-like fencing around the entire property in order to allow for clear visibility by officers who would be on regular community patrol;
- Install strategically-placed lighting;
- Install strategically-placed video cameras:
 - 2 on building West side
 - 1 on north side on washroom trailer
 - 1 at the SE corner

In addition to daytime staffing, HATS plans to hire non-uniformed security guards who will be on-site every evening from 6pm to 6am.

If Residents need support, individuals trained in outreach and de-escalation techniques would handle the situation. Our team has been present at The Hub where a guest became upset and experienced an episode. The situation was quickly and successfully diffused.

The Hub confirmed they have two trained mediators with expertise in Restorative Justice who will be available to the HATS community for conflict resolution. We also intend to build leadership capacity among the Residents.

In the event of an extreme crisis incident, the police services, EMS and the fire services acknowledge we’ll be calling 911, like any other citizen.

POLICE SERVICES SUPPORT

If the police approved a dedicated Social Navigator (SN) for this site, that would be helpful (in satisfying council concerns).

In our meeting with Sgt. Pete Wiesner and Staff Sgt Dave McKenzie, we learned that a range of units (aside from SNs) have been set up and are available to our site. The units are as follows:

Social Navigator –This unit has 5 officers assigned, in part, to help clients navigate the myriad of social support services available to those in need. These officers are



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accompanied by a nurse or mental health worker. These teams cover the entire City, and it would not be feasible nor necessary for them to dedicate their resources to the 10 Residents on our site.

COAST – Crisis Outreach and Support Team: This has 2 non-uniformed police officers assigned to it, working with our mutual clients in a *pro-active* manner for generally non-life-threatening situations.

MRRT – Mobile Rapid Response Team: This unit has 8 officers assigned. They generally respond to serious, often life-threatening situations. It is viewed as more of a *reactive* service as compared to COAST.

Crisis Response Unit – This is basically the coming together of the **COAST**, **MRRT** and **Social Navigator** units to better serve those experiencing a mental health crisis, whether immediate or long term.

In addition to the above, the Police Service has stepped up by establishing the **Rapid Intervention Support Team (RIST)**. This has brought together many other essential support organizations involving a total of approximately 18 resources (excluding supervisory personnel) as follows:

HRIC – Hamilton Regional Indian Centre serving the needs of the indigenous community has provided 1 resource;

Interval House – serving the emergency needs of woman has provided 1 resource;

YMCA –focused on the youth has 1 representative at the table;

Wesley – has provided 2 resources;

John Howard Society – has provided 1 resource pertaining to guidance on court/legal matters;

St. Joseph Hospital – has 1 medical staff person focusing primarily on providing addiction services;

CAMH – has 1 staff member providing mental health support services;

EMS – have 4 paramedics assigned.

FIRE SAFETY

1. Is there adequate access for the Fire Department and EMS?

The Fire Department is creating a site-specific Fire Safety Plan for us, and noted that the lot has a fire hydrant at its south-east corner.



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The Chiefs of Police, Fire Department and EMS have told us they have adequate access from Barton Street and Earl Street, and personnel would access the site on foot, not by vehicle. This is no different an approach than that used when accessing a typical building-sized lot, which is a very small, measuring only 52’ by 132’.

2. What separation between cabins is required by the fire department?

Pete deBoer, Chief Fire Prevention Officer, is working with us to prepare a custom Site Safety Plan, which includes consulting with the City’s Building Department on the required separation between the cabins.

3. Are there fire department rules about the ways stored things could interfere with fighting a fire?

Fire Chief Cunliffe recommended metal, lockable storage bins be situated at the rear of each home for Residents to store their belongings. This will also help to curtail hoarding. We have incorporated the bins in our current site design (see blue bins in site plan below).

SITE MANAGEMENT

INSURANCE

HATS has secured the following insurance coverage

- Directors & Officers Liability
- Property & General Liability
- Accident
- Liability
- Cyber Guard.

PROGRAM ROLLOUT

Describe how you will be providing for showers, toilets, kitchen, cooking etc.

We have secured a washroom trailer and our budget includes a kitchen and communal meeting room trailer (see site plan below).



How frequently will the sewage be removed from the site? That could be a concern for residential neighbours.

Sewage will be removed on a weekly schedule or as required by the system capacity. Residents will be responsible on a daily basis for keeping the washrooms clean.

What Timeline Are You Planning For?

Rollout Schedule

	Initiate Controlled Rollout Dec. 9 2022	Secure Equipment & Resources Jan 4 2023	Operationalize Site Jan 11 2023
CONSTRUCTION	<ul style="list-style-type: none"> - Secure sufficient funding 	<ul style="list-style-type: none"> - Place orders for Homes - Place orders for Communal Units 	<ul style="list-style-type: none"> - Place fully equipped Homes & hook up technical services - Place Communal Units & hook up technical services
SITE MANAGEMENT	<ul style="list-style-type: none"> - Secure Site Managers - Secure Security personnel - Social Support Services readied 	<ul style="list-style-type: none"> - Site Managers Orientation - Security personnel Orientation - Social Support Services Orientation 	<p>Staff On-site</p>
RESIDENT OCCUPANCY	<ul style="list-style-type: none"> - Applicants apply for Home 	<ul style="list-style-type: none"> - Interview & select applicants - Residents Orientation 	<ul style="list-style-type: none"> - Residents occupy Homes



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What will the expectations and rules be for the site?

Rules will be co-created with the Residents and support services representatives.

The responsibilities of the site community will include:

- a. Compliance with contractual agreement between Residents and HATS (Commitment Statements)

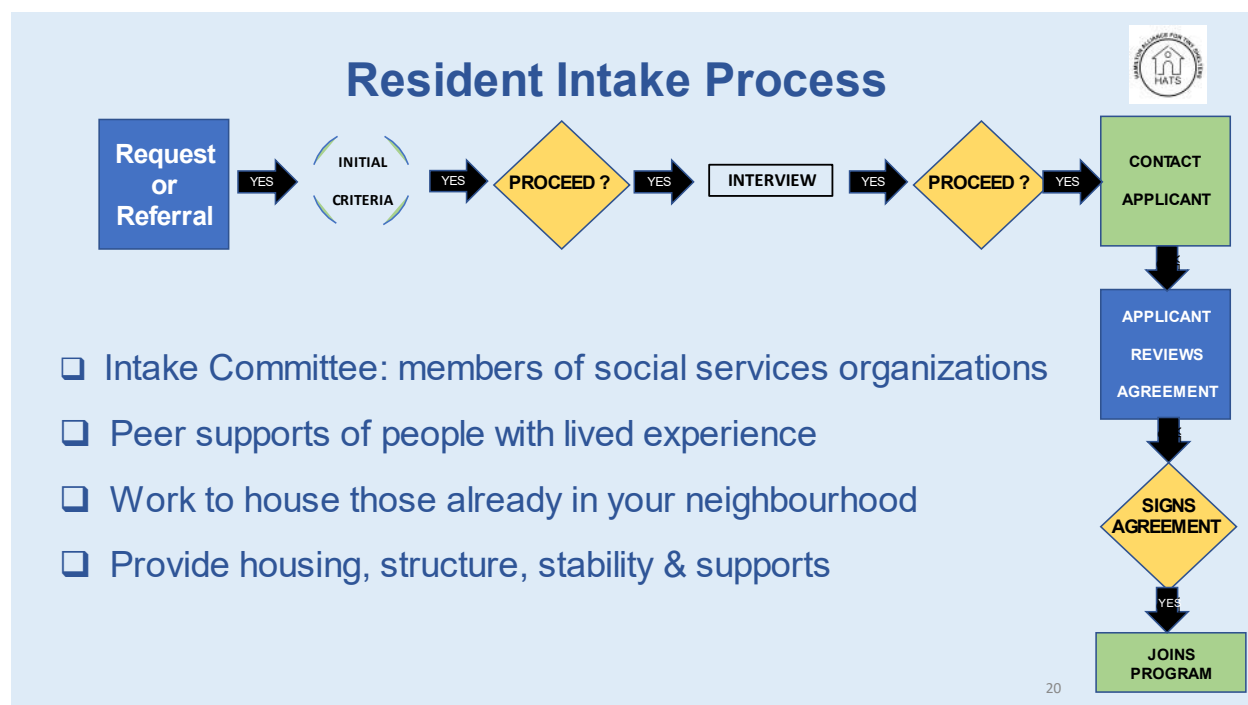
Note* The agreement to occupy a home meets the exemptions outlined in the Residential Tenancies Act, meaning that this Act does not apply. Residents sign a statement that clearly acknowledges that the RTA does not apply.

- b. That they will direct their Ontario Works or Ontario Disability Support Program shelter allowance portion to HATS.
- c. Our program is focused on building on the dignity of the individual, their belonging to a community and understanding their real needs.
- d. Residents are responsible for their own well-being, dignity and autonomy; HATS encourages values around being independent as well as being a part of a community.
- e. As full partners in our program, they understand there are rules and will sign an agreement before moving in.

See Appendix A for the Draft Agreement (which is subject to Resident input).

How will you be selecting the Residents?

See intake process below.



The program intake process and the decision on who will be a good fit for our program will be in consultation with front line service providers, who include:

RIST, the Hamilton Regional Indian Centre, The Hub, Wesley and The Shelter Health Network.

Prospective residents will need to meet the following eligibility:

- Unhoused, and not already living in one of the City's shelters.
- A proven inability to access the traditional shelter system, and
- One on one meeting with partnering support services to discuss and assess suitability.

How many Residents? 10 Residents

How long do we have the site? 18-24 months as the owner will be developing a structure on the site subject to approved City permit applications.

How long with Residents stay there?

As long as they respect the rules and guidelines, they can stay until permanent housing is available to them.



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How will we ensure the portable toilets and showers are for the Residents and that others are not using them?

Site and security staff will ensure only the community Residents use the washroom facilities. [The ideal situation would be for the City to set up public washrooms nearby.]

How do we ensure there are no tents on-site?

The entire site will be monitored by video cameras, enveloped with a safety fence that has only one entry point to the site. In addition, the site owner will obtain a Blanket No Trespass order. A No Trespassing Sign will be put up on the property. Police officers will be called in the event of any trespassers.

What happens if there is a complaint by neighbours?

Our core principles are:

- We want to have an open, transparent process
- We want to engage the neighbourhood
- We want to be good neighbours

Our Neighbourhood Outreach Plan and response protocol include:

- a) Steering Committee and volunteers will be trained on how to handle any difficult conversations that may arise, either at the doorstep when delivering flyers to announce our site, and subsequently, when the site is established.
- b) Letters given to the Residents and neighbourhood establishments will include an invitation to a community meeting, a HATS email, and a phone number for inquiries.
- c) A HATS hotline number on a separate phone will be set up as part of our Neighbourhood Outreach Plan. Neighbours will be able to text or call in any concerns to this hotline or to get additional information.

What is the structure of HATS - who receives the call?

- Site Management staff will receive any hotline calls during the normal work-week hours
 - Security staff will manage the hotline on evenings and weekends
- Complaints are logged confidentially on a file kept on the HATS Drive, and issues are responded to immediately.



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What volunteers does HATS have - roles and who is responsible for what?

We currently have 90+ Volunteers. Our Volunteer Coordinator (VC) has connected with each one. All Volunteers must complete an intake form, undergo an orientation session, and are required to apply for Police Checks.

Those who plan to volunteer on-site will be taken through an additional training course, and a staff person will always be on-site with them.

Particular skills or areas of interest are listed in a skills bank that enables our VC to quickly and easily identify who can help with any particular task.

In addition, our Volunteers have been invited to join our Working Groups as outlined earlier.

STAFFING & WRAP-AROUND SERVICES

1) Is a staff member staying on-site?

There will be 24/7 coverage on-site (see Appendix B below).

2) Which staff are supporting the site and in what ways?

The HATS Operation Team consists of the following:

- Case managers help the Residents navigate support services;
- Recreational Therapist enriches the well-being of the Residents;
- Site Managers work on the ground with our Residents, the Case Manager, Recreational Therapist, and with our Board of Directors, volunteers, and other staff to ensure the success of this tiny home community.

The Team’s role is to:

- Build trust and relationships with Residents on-site;
- Determine their needs;
- Provide conflict resolution, de-escalation, and support services to Residents;
- Ensure a clean and stable site by engaging in basic construction, maintenance, cleaning, and site management;



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- Liaise with the HATS Board and community partners to ensure necessary services and policies are in place;
- Provide direction, supervision, and goal-setting for volunteer crews on site;
- Coordinate access for Residents to on-site as well as off-site programs and services;
- Act as a point-of-contact on-site for volunteers, community members, and partner agencies;
- Help protect Residents from exploitative and dangerous situations;
- Problem-solve, work with Residents, program and community resources.

3) Is there one Case Manager for all Residents?

Many of these individuals already have a Case Manager provided by another organization, in which case there would be no need to duplicate this service, or disrupt their current case management relationships.

Case Managers from Wesley will be available on-site to Residents who need help.

4) Who is providing the staff? And how are staff to be funded?

Wesley is providing and will pay for 1.5 full-time equivalent staff (an in-kind value of \$36K). In addition, Wesley will be donating the remaining 0.5FTE (\$24K) to HATS to be put towards our other staffing costs.

As per our budget, HATS will be providing 2FTE Site Managers and night-time security staff.

5) If staff don't show up, what happens?

We have budgeted for the cost of back-up measures by having a staff member on call/backup.

6) Which partners are contributing what? Who is actually committed to providing services, of what kind and how much of that service are they committed to?



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The following community partners are providing support:

Service	Agency	Mobile to site and/or off-site
<p>1. Case Managers – System Navigation and Support x 2</p> <ul style="list-style-type: none"> • System navigation: OW/ODSP/Housing referrals/coordinating and attending appointments/soft referrals to services required by HATS member • Lend support to respond issues as they arise • Overdose response trained 	<p>The Hub: “Our team works closely with physicians, social work, nurses, housing and shelter workers, police, public health officials, and community organizations to develop comprehensive housing and/or addictions plans for our clients”</p>	<p>On-site on a routine basis, responding to issues and concerns on an additional ad hoc basis 24 hours a day, with reasonable response time. On-site/mobile.</p>
<p>2. Assertive Outreach Intensive Case Manager x 2</p> <p>Description of role in Part B above</p>	<p>Wesley Urban Ministries & Hamilton Alliance for Tiny Shelters (HATS) Intervention and Support Team</p>	<p>Wesley has committed to hiring one staff person specifically to provide case management support, plus a 0.5FTE recreational therapist to the HATS community. They will be on-site & mobile.</p>
<p>3. Site Safety planning, Health checks, healthcare-focussed response</p>	<p>RIST & other SN Programs</p>	<p>On-site as needed</p>
<p>4. Medical outreach – basic medical care – overdose response</p>	<p>EMS</p>	<p>On-site as needed</p>
<p>5. Regular Health Checks</p>	<p>EMS</p>	<p>Regular Bi-weekly clinic held on-site</p>



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Service	Agency	Mobile to site and/or off-site
6. Medical outreach – Overdose response	The Shelter Health Network (SHN) & the Hub partnership	SHN operates out of the HUB and HATS Residents can attend the HUB to access the treating physicians, just as unhoused persons currently do. Mobile support to the site will be provided on a case-by-case basis.
7. Harm Reduction Supplies on-site	The Hub and Aids Network will deliver and maintain stock	Supplies delivered on-site
8. Indigenous Supports	Hamilton Regional Indian Centre (HRIC) Hamilton Community Legal Clinic	Scheduled visits by mobile outreach program, providing soup, hygiene products etc. for all on-site and cultural support for Indigenous Residents in particular Extension of services on-site and consultation
9. Daily Meal Delivery	Wesley Urban Ministries	Delivery to site
10. Mental Health Outreach	CMHA	Routine weekly site visits to be arranged



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Service	Agency	Mobile to site and/or off-site
11. Violence/Conflict	The Hub – Liz (licensed community mediator) On-site and as-needed basis Social Navigators/Police if needed Streamlined process to site on an as-needed basis	
12. Two On-site staff: Daily operations and logistics Resident relations Referrals and coordination with support services Emergency response Conflict response Enforcement of rules Working in collaboration with case managers from Wesley	HATS employees	On-site staff employed by HATS and/or partner(s)

APPENDIX A: DRAFT RESIDENTS’ AGREEMENT

Hamilton Alliance for Tiny Shelters (HATS) Makes These Commitments:

1. We provide a safe place for previously unsheltered people to be. It is our goal to help people transition to (permanent) housing.
2. We foster a community of people built on respect.
3. We provide a home for each Resident. Each home will be equipped with two locks; Residents are responsible for replacing locks should they be broken or lost.
4. We provide sanitation facilities.
5. We encourage community partners to provide food, health care including addictions and mental health counselling and treatment, as well as harm reduction support.
6. We encourage site community volunteers to support and improve the quality of life at HATS.
7. We will provide a stipend for extra chores completed.
8. Pets are allowed, but must not adversely affect other residences or the shared communal spaces.



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9. We will strive to continuously improve the conditions, environment and operations so that this program is the best it can be for its Residents.

As a Resident of HATS, I Make These Commitments:

10. I will respect the other Residents of HATS.
11. I will respect the buildings and property where we live.
12. I will respect the site coordinators, and support their efforts to maintain a safe and caring community.
13. I will respect the neighbouring properties and will not trespass.
14. I will work together with the other Residents to help to manage our community.
15. I understand that everyone has a role to play, to look after each other, and to keep the buildings and property clean and orderly. Appropriate volunteer roles (“core community support”) of approximately 3 hours per week will be assigned.
16. I will transfer my monthly OW or ODSP shelter allowance to support the operations of HATS. If I am not in receipt of OW or ODSP, I will initiate the OW application process within a week of arriving at HATS.
17. I agree to allow HATS to collect my personal information in regard to shelter allowance for this housing and disclose this information to other support organizations, as applicable. Personal information is collected in accordance with the Personal Information Protection & Electronic Documents Act. Only relevant information will be shared with other support organizations.
18. I understand that withdrawing my shelter allowance will require a conversation with myself, the Site Managers and OW/ODSP staff to confirm I have permanently left the property.
19. I understand that my information will be recorded in the Homeless Individuals and Families Information System (HIFIS) secure database. This database is used by Service Providers within the City of Hamilton system for the purpose of accessing services to help me find and keep a home.
20. I will not sub-let the home I have been assigned, nor will I let friends stay over for more than one week. Guests may not make HATS their primary residence without being approved and brought into the program and agreeing to all the terms outlined in this document.
21. I commit to staying safe and keeping other Residents and volunteers safe from COVID-19, by wearing a mask over my nose and mouth in all indoor shared spaces at all times during a pandemic outbreak, frequent hand washing, and staying 2 metres (6 feet) away from others.
22. I agree to dispose of any needles or sharps in a yellow Sharps Container.



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23. I agree that HATS, staff, and partner organizations are not responsible for damages to the tiny home in which I reside or property inside it during the move.
24. I acknowledge the use of drugs is not endorsed by HATS, however, if use is necessary, it will not be tolerated outside the home, i.e., in the communal areas.
25. Dealing of drugs will not be tolerated on-site.

Together the Residents and HATS Make These Commitments:

25. We will establish a Site Community Council.
26. All Residents will be expected to participate (in varying degrees) in a Site Community Council that will work to improve operations at HATS and to restore relationships should conflict arise.
27. Consequences for inappropriate behaviour will include:
- 1-hour (take a walk)
 - Written warning
 - 24-hour restriction from shared space
 - Eviction (in the event of an eviction the HATS will make its best efforts to connect the evicted person to supports that will assist in finding an appropriate alternative accommodation).
28. Theft of any kind will result in consequences. Theft from a neighbour of HATS will result in eviction.
29. Violence will not be tolerated.
30. Threatening or persistent disruptive behaviour will not be tolerated.
31. No weapons are permitted. Knives, within reason, are permitted; however, if the use of a knife causes trouble, this privilege will be revoked.

By signing this document, I agree to the above noted commitments.

Signed, this _____ day of _____ 2022

Name & Signature

HATS Contact Name & Signature



APPENDIX B: WEEKLY ON-SITE STAFFING SCHEDULE PROVIDING 24-HR COVERAGE

2 FTE Site Managers (HATS)

1 FTE Case Manager (Wesley)

1 0.5 FTE Recreational Therapist (Wesley)

2 Night Security Personnel

Note:

Day shifts run from 6am-6pm; realistic schedule for those transitioning from street living.

Night shifts run from 6pm-6am

The schedule is below:

HATS – Daytime - On-Site Staffing Schedule Providing 24-hr Coverage


	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
8:00 AM							
8:30 AM							
9:00 AM							
9:30 AM							
10:00 AM							
10:30 AM							
11:00 AM							
11:30 AM	Case Manager Site Manager	Case Manager Site Manager	Case Manager Site Manager	Case Manager Site Manager	Site Manager Case Manager	Site Manager	Site Manager
12:00 PM							
12:30 PM	Case Manager Rec Therapist	Site Manager Case Manager Rec Therapist	Site Manager Case Manager Rec Therapist	Site Manager Case Manager Rec Therapist	Site Manager Case Manager	Site Manager	Site Manager
1:00 PM							
1:30 PM							
2:00 PM							
2:30 PM							
3:00 PM							
3:30 PM							
4:00 PM							
4:30 PM							
5:00 PM	Case Manager Site Manager	Case Manager Site Manager	Case Manager Site Manager	Case Manager Site Manager	Case Manager Site Manager	Site Manager	Site Manager
5:30 PM							
6:00 PM							

HATS – Night Time On-Site Staffing Schedule Providing 24-hr Coverage

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
6:30 PM							
7:00 PM							
7:30 PM							
8:00 PM	Overnight Security / Staffing	Overnight Security / Staffing	Overnight Security / Staffing	Overnight Security / Staffing	Overnight Security / Staffing	Overnight Security / Staffing	Overnight Security / Staffing
8:30 PM							
9:00 PM							
9:30 PM							
10:00 PM							
10:30 PM							
11:00 PM							
11:30 PM							
12:00 AM							
12:30 AM							
1:00 AM							
1:30 AM							
2:00 AM	Overnight Security / Staffing	Overnight Security / Staffing	Overnight Security / Staffing	Overnight Security / Staffing	Overnight Security / Staffing	Overnight Security / Staffing	Overnight Security / Staffing
2:30 AM							
3:00 AM							
3:30 AM							
4:00 AM							
4:30AM							
5:00AM							
5:30AM							
6:00AM							



CITY OF HAMILTON
PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT
Tourism and Culture Division

TO:	Chair and Members Emergency and Community Services Committee
COMMITTEE DATE:	December 1, 2022
SUBJECT/REPORT NO:	Hamilton Veterans Committee 2023 Budget Submission (PED22210) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Christopher Redford (905) 546-2424 Ext. 4688
SUBMITTED BY:	Carrie Brooks-Joiner Director, Tourism and Culture Planning and Economic Development Department
SIGNATURE:	

RECOMMENDATION

- (a) That the Hamilton Veterans Committee 2023 base budget of \$43,000 be approved, attached as Appendix "A" to Report PED22210, and referred to the 2023 budget process for consideration.
- (b) That a one-time budget allocation for 2023 of \$12,000, funded by the Hamilton Veterans Committee Reserve, be approved and referred to the 2023 budget process for consideration.

EXECUTIVE SUMMARY

For 2023, the Hamilton Veterans Committee (HVC) is requesting \$55,000 to coordinate Veterans' commemorative services, events and programmes. These include but are not limited to: Remembrance Day memorials at six locations across the City, the annual Garrison Parade, Decoration Day ceremonies, annual Dieppe Memorial Service and new Youth Education initiatives. The base budget of \$43,000 is no longer sufficient to ensure that these events are inclusive, accessible and safe.

2019 was the last year in which all Veterans Services and events were mounted at full scale. 2020 and 2021 saw most events either cancelled or scaled back. Since 2019, expenses have increased for wreaths, printing, musicians, tents, chairs, technical equipment rentals, enhanced sound systems (up 20% over 2019 costs) and

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

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

**SUBJECT: Hamilton Veterans Committee 2023 Budget Submission (PED22210)
(City Wide) - Page 2 of 4**

programming elements such as heritage warplane flypasts. Some of the largest increases in cost are for security and road safety. Costs for Cable 14 media streaming, ASL translation and sponsored school fieldtrips as part of the Hamilton Veterans Committee's Wreath Project are new expenditures.

To cover these increases, the HVC is requesting that \$12,000 from the HVC Reserve be added to their base budget for 2023. If costs continue to rise a request for an increase in the base budget may be submitted for 2024.

Alternatives for Consideration - Not Applicable

FINANCIAL - STAFFING - LEGAL IMPLICATIONS

Financial: The Hamilton Veterans Committee is requesting their current annual budget of \$43,000 be increased in 2023 to \$55,000 by using \$12,000 from the HVC Reserve.

Staffing: N/A

Legal: N/A

HISTORICAL BACKGROUND

The Hamilton Veterans Committee was first appointed by the Council of The Corporation of the City of Hamilton in February 1972. At that time, the responsibility of the Committee was to:

- i) Act as liaison for the Veterans of the City of Hamilton and the Hamilton Parks Board (re: Cenotaph); and the Hamilton Cemetery Board (re: Field of Honour, Woodland Cemetery);
- ii) Co-ordinate all parades in the City involving Veterans; and
- iii) Deal with all other matters directly relating to or of concern to Veterans.

Since 2001, military remembrance and commemoration activities have included organizing the City of Hamilton Remembrance ceremonies in addition to assisting with the coordination of annual ceremonies in Ancaster, Dundas, Glanbrook, Stoney Creek and Waterdown. Other annual events include the Dieppe Memorial Ceremony and Decoration Day. The Committee and their staff liaison have most recently worked to include and promote the inclusion of youth in their events.

**SUBJECT: Hamilton Veterans Committee 2023 Budget Submission (PED22210)
(City Wide) - Page 3 of 4**

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

N/A

RELEVANT CONSULTATION

- Hamilton Veterans Committee
- Financial Coordinator, Financial Planning, Administration and Policy Division, Corporate Services Department
- Acting Manager, Finance and Administration, Financial Planning, Administration and Policy Division, Corporate Services Department

ANALYSIS AND RATIONALE FOR RECOMMENDATION

The rationale for the addition of \$12,000 drawn from the HVC Reserve is based on:

- Increased event and programming costs since 2019;
- Increased attendance numbers at Remembrance Day services resulting in additional costs; and
- Between 2022 to 2028, the Hamilton Veterans Committee will return to hosting two services of Remembrance at Gore Cenotaph, one on November 11 and one Garrison Parade on the Sunday nearest, in order to include active members of the Reserve forces who cannot attend if November 11 falls on a weekday.

ALTERNATIVES FOR CONSIDERATION

Not Applicable

ALIGNMENT TO THE 2016 - 2025 STRATEGIC PLAN

Community Engagement and Participation

Hamilton has an open, transparent and accessible approach to City government that engages with and empowers all citizens to be involved in their community.

Healthy and Safe Communities

Hamilton is a safe and supportive City where people are active, healthy, and have a high quality of life.

**SUBJECT: Hamilton Veterans Committee 2023 Budget Submission (PED22210)
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Culture and Diversity

Hamilton is a thriving, vibrant place for arts, culture, and heritage where diversity and inclusivity are embraced and celebrated.

Our People and Performance

Hamiltonians have a high level of trust and confidence in their City government.

APPENDICES AND SCHEDULES ATTACHED

Appendix "A" to Report PED22210 - 2023 Veterans Committee Budget Submission

CITY OF HAMILTON

2023

ADVISORY COMMITTEES

BUDGET SUBMISSION FORM

Hamilton Veterans Committee

PART A: General Information

ADVISORY COMMITTEE MEMBERS:

Mike Rehill, Chair	Steve Waldron
Don Jackson	
Rod Paddon	
Dave Baldry	
Robert Fyfe	
Ed Sculthorpe, Vice Chair	
Terry Ryan	

MANDATE:

Reporting to Council, the Hamilton Veterans Committee oversees the planning and delivery of military remembrance and commemoration activities on behalf of the City of Hamilton. When directed by Council, the Committee provides input on projects and issues that are of concern to Hamilton Veterans.

PART B: Strategic Planning

STRATEGIC OBJECTIVES:

Goals and objectives:

Act as a liaison for the veterans of the City of Hamilton on all matters that fall within Council's jurisdiction.

Coordinate Decoration Day, Remembrance Day Parades, community engagement pieces and Memorial Services in multiple wards.

Maximize the engagement of youth in the act of Remembrance through projects and events.

How will they be achieved:

Coordinate the remembrances for significant anniversaries such as Decoration Day, Remembrance Day, Garrison Parade and including but not limited to parades and memorial services.

Administer all other matters directly relating to or of concern to Hamilton Veterans that fall within Council's jurisdiction. Provide written letters of support for Veterans causes when requested and deemed appropriate.

Veteran's Committee advises on the use and care of cenotaphs in partnership with Heritage Resource Management.

Present opportunities for the engagement of youths in acts of Remembrance in the City of Hamilton through events and community projects

Who will benefit:

All citizens of the City of Hamilton as well as local veterans and active forces. Upward of 2,000 people attend the Remembrance Day services and parades coordinated by the Veterans Committee.

All residents of Hamilton will have the opportunity to show respect for Veterans service to our country.

The Youth of Hamilton will be given the opportunity to be engaged with Acts of Remembrance outside of the classroom setting through hands-on and digital platforms.

ALIGNMENT WITH CORPORATE GOALS:

Please check off which Council approved Strategic Commitments your Advisory Committee supports			
1) Community Engagement & Participation	X	2) Economic Prosperity & Growth	
3) Healthy & Safe Communities	X	4) Clean & Green	
5) Built Environment & Infrastructure		6) Culture & Diversity	X
7) Our People & Performance			

PART C: Budget Request

INCIDENTAL COSTS:

Meeting Costs: <ul style="list-style-type: none"> - postage, printing, parking - 7 general meetings, 4 event planning meetings & 1 meeting with all Veteran Organizations within the City of Hamilton - Name tags & arm bands 	\$500.00
SUB TOTAL	\$500.00

SPECIAL EVENT/PROJECT COSTS:

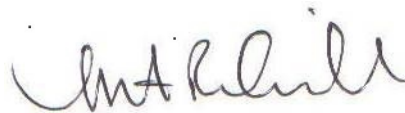
Ceremonies/Services: <ul style="list-style-type: none"> - Hamilton (Gore Park Cenotaph), 2 ceremonies and parades - Community Ceremonies (Ancaster, Glanbrook, Dundas, Stoney Creek, Waterdown) - Dieppe Veteran's Memorial Service - Decoration Day - 'We Remember' Wreath Project - Communications & Marketing 	\$36,000 \$6,000 \$4,000 \$4,000 \$3,500 \$1,000
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SUB TOTAL	\$55,000
TOTAL COSTS	\$55,000
Funding from Advisory Committee Reserve (only available to Advisory Committees with reserve balances)	\$12,000
TOTAL 2023 BUDGET REQUEST	\$55,000
PREVIOUS YEAR (2022) APPROVED BUDGET (2020 Request \$)	\$43,000

CERTIFICATION:

Please note that this document is a request for a Budget from the City of Hamilton Operating budget. The submission of this document does not guarantee the requested budget amount. Please have a representative sign and date the document below.

Representative's Name: Mike Rehill



Signature:

Date:

November 29, 2022

Telephone # :

905-546-2424 ext 4688 905-973-4005