

2014 Strategy Progress Update

The 10 Year Housing & Homelessness Action Plan sets out a total of 54 strategies designed to achieve the five Outcomes. The following pages in this Appendix provide a progress update on each strategy, together with 2014 highlights and next steps.

Strategies deemed to be a *Critical Investment Strategy* are marked with an asterisk*. Critical Investment Strategies are those strategies that, if successfully implemented, will result in the greatest impact on achieving the Outcomes and Targets.

Progress Legend:

Rating	Description
Not Started	To be added to future years' work plans <i>or</i> is built upon another strategy
Initiated	Work is being done which incidentally or indirectly supports the strategy
In Progress	Housing Services and/or community partners are actively working on strategy implementation through concerted efforts
In Progress (and ongoing)	Concerted implementation efforts are underway but will require long term or ongoing work
Complete	Intent of the strategy has been met. Results may inform future work plans.

Summary of Strategy Progress:

Progress	Number of Strategies
Not Started	11
Initiated	11
In Progress	17
In Progress (and ongoing)	12
Complete	3

Strategy	Progress	Achievements	Next steps
Outcome 1: There is more affordable rental and ownership housing in Hamilton to help meet the need and demand			
1.1*	Advocate for the creation of a National Housing Strategy and advocate to provincial and federal levels of government to adequately fund new affordable housing development	<p>Tour with the Honourable Ted McMeekin, Minister of Municipal Affairs and Housing (MMAH): In November, 2013, Housing Services staff conducted a tour of various social housing facilities, shelters, residential care facilities and other potential and completed housing developments with Minister.</p> <p>Tour with Deputy Minister Laurie LeBlanc and Assistant Deputy Minister Janet Hope of MMAH: In April, 2014, Housing Services staff again toured various facilities with staff from MMAH.</p> <p>Meetings with local area MPs and MPPs: Housing Services staff has been meeting with local area MPs and MPPs to communicate the need for increased funding for affordable housing and homeless prevention initiatives, national housing strategy and re-investment in social housing. Staff is currently providing comprehensive responses to the various requests for information and materials made by the MPs and MPPs (e.g. further briefing notes, data).</p> <p>Housing Advocacy Conference: Staff took part in a national conference to develop common messages and techniques in</p>	<p>Work with Communications and Government Relations Division: Housing Services staff will meet to review and develop next phase of government relations work which will include meeting with the Mayor's office, individual Councillors and the Minister of Municipal Affairs and Housing.</p>

			advance of a federal election.	
1.2*	Explore potential for new incentive and funding programs and expand and promote more broadly existing City incentive programs to increase the supply of affordable housing (e.g., capital grants/loans, tax deferrals, waived development and other charges, etc.)	In progress (and ongoing)	<p>Housing-Planning Liaison: A Housing-Planning Liaison Group (HPLG) has been convened to review issues that impact both Departments, including potential opportunities for new or expanded incentive programs that encourage development of affordable housing.</p> <p>Investment in Affordable Housing (IAH): The recently announced 2014-2019 allocations will include a new rental construction component which can be combined with Development Charge reserves that are exclusively for affordable housing.</p>	<p>Review Incentives through the Downtown Renewal Community Improvement Plan: Housing Services will participate in a review of the incentive programs to investigate practical ways to incorporate opportunities to encourage affordable housing development.</p> <p>Homeownership Down Payment Assistance Program: Housing Services Division is launching the fourth version of the Down Payment Assistance Program which assists rental households in purchasing a first home. In addition to helping to create wealth through property ownership, it also frees up the stock of rental housing in primary and secondary markets.</p> <p>Issue Request for Proposals for new rental construction: A Request for Proposals will be issued for financial assistance from the new rental construction component of the IAH funding once final allocations are determined.</p>
1.3	Facilitate land use planning approvals for affordable housing developments by: <ul style="list-style-type: none"> • City of Hamilton Housing Services Division staff work collaboratively with the Business Facilitators in 	Not started		<p>Environmental Scan: Staff will conduct an environmental scan in 2015 to determine best and innovative practices from other jurisdictions.</p> <p>Review options for facilitated planning</p>

	<p>the Planning and Economic Development Department to ensure all affordable housing developers are provided with the most up-to-date information to guide affordable housing developments through land use planning approvals and building permit application processes.</p> <ul style="list-style-type: none"> • The City’s Planning and Economic Development Department implement a system of flagging development applications that meet criteria of affordable housing and expedite the processing of those applications. • Exploring funding opportunities (e.g. CMHC SEED funding) to facilitate housing development project management expertise for affordable housing proponents where necessary. 			<p>approvals for affordable housing developments: A review of current practices, together with best practices from the environmental scan, will be examined by the Housing Planning Liaison Group (HPLG) in 2015.</p>
1.4	<p>Explore the feasibility of inclusionary zoning (i.e., zoning that requires/mandates a certain component of larger developments to be affordable housing) and seek necessary provincial legislative changes that would facilitate the implementation of inclusionary zoning in Hamilton.</p>	Initiated	<p>Private Member’s Bill: Legislative changes were tabled in a Private Member’s Bill in June, 2014 that would enable municipalities to utilize Inclusionary Zoning requirements as a tool to encourage the development of affordable housing. The Private Member’s Bill has received first reading.</p> <p>Community Support: There is growing community support for inclusionary</p>	<p>Monitor and Track: Continue to monitor the status of the legislative changes and work with the HPLG to review the feasibility and suitability for Hamilton.</p> <p>Prepare information background: Housing Services staff to prepare a summary document in 2015 regarding the legislative changes being sought and highlight the advantages and challenges.</p>

			zoning in Hamilton (e.g. Social Planning & Research Council, Hamilton Community Foundation, and Hamilton Community Land Trust). This is bringing awareness to the potential of this non-financial tool.	Community partnership opportunities: Engage in community discussions regarding research and feasibility study opportunities. Feasibility of introducing inclusionary zoning in Hamilton, if the legislative changes are passed, will be reviewed with the HPLG with appropriate recommendations presented for Council's consideration.
1.5	Explore the feasibility and further promote opportunities that exist in the City's new Urban Hamilton Official Plan for density bonusing (i.e., developers gain some benefit such as higher density, greater height, incentives, tax breaks, etc. in exchange for including affordable housing in developments).	Not started.		Full review of options: Work with the HPLG to review data and options around density bonusing in exchange for affordable housing development – including review of literature and possible environmental scan.
1.6*	As part of the City's new Comprehensive Zoning By-law, explore the potential for pre-zoning (i.e. pre-established approvals) appropriate areas/land parcels to permit higher density multi-residential development, converting non-residential space to residential and adding apartments in housing and ground-related dwellings.	In progress	Comprehensive Zoning By-law – Commercial Mixed-use: Residential uses are permitted within mixed-use commercial zones which allows for the conversion of non-residential space to residential, as well as facilitating including and encouraging affordable housing development in various incentive programs.	Participate in discussions with HPLG: In conjunction with Strategy 1.5, Housing Services staff will participate in discussions around encouraging opportunities for pre-zoning in the Residential zoning provisions.
1.7	Inventory and map affordable housing development opportunities including: <ul style="list-style-type: none"> • Underutilized commercial space that can be converted to residential • Vacant residential space in buildings 	Not started		Identify and review existing inventories and databases: With assistance from Real Estate Services and Planning any existing inventories and databases (e.g. Geowarehouse, Teranet, MLS) and evaluate possibility of creating an “affordable housing land inventory” and

	<ul style="list-style-type: none"> Vacant government land that is viable/suitable for affordable housing development/redevelopment 			potentially link to 1.6 for pre-zoning initiatives.
1.8	Advocate for changes to the City's and senior governments' surplus land policy to make surplus land available for affordable housing development at discounted or no cost.	Not started		<p>Review and evaluate existing policies: Several policies, legislation and informal rules exist with all levels of government and their respective agencies which address the manner in which surplus lands are disposed. Determine recommendations for changes, such as land banking in conjunction with an affordable housing deficiency index that will encourage making lands available for affordable housing development. This is scheduled for the 2016-2018 work plan.</p> <p>Incorporate into future Government Relations strategies: Messages around availing surplus lands for affordable housing can be incorporated into a future phase of the government relations strategy.</p>
1.9	Investigate the feasibility of transitioning rental units that currently do not meet by-laws/standards to become in compliance with necessary by-laws/standards, as well as incentives to bring the units up to standard.	In progress (and ongoing)	<p>Working with Municipal Law Enforcement: Housing Services staff has been meeting with Municipal Law Enforcement staff to discuss the impact and process of property standards by-law enforcement, as well as to discuss available incentive programs.</p> <p>Existing Programs: Programs such as Ontario Renovates, Neighbourhood Home</p>	<p>Continue to assist Municipal Law Enforcement staff: Provide materials to Municipal Law Enforcement regarding available programs that can be shared and discussed with property owners as part of overall enforcement strategy.</p> <p>Zoning By-law Changes: Changes to the commercial and residential zoning by-laws will assist in bringing some illegal units</p>

			<p>Improvement Program (through the Threshold School of Building and the Neighbourhood Action Strategy) and the emergency home repair grant program can be used as incentives to assist owners to bring properties up to standards.</p> <p>Comprehensive Zoning By-law – Mixed Use Zones: Changes that permit residential uses will assist in bringing some illegal units in commercial zones into conformity.</p>	<p>into conformity with by-laws. Explore the potential for an amnesty program to encourage property owners to seek zoning compliance, which enables use of incentive programs to address building code and property standards violations.</p>
1.10	<p>Provide learning opportunities to community leaders, decision makers and the general public around good urban planning principles in order to support their role as facilitators of affordable housing development.</p>	Not started.		<p>Community Planning 101: There are plans for initiatives that will be reviewed by the HPLG with the sole purpose of sharing best practices and good urban planning principles.</p> <p>Partnering Opportunities: The Hamilton Community Land Trust is planning initiatives that will provide education opportunities around innovative planning ideas based on good urban planning principles.</p>
1.11*	<p>Explore opportunities for social housing providers to leverage their existing capital assets in order to develop additional affordable housing units (e.g. many social housing providers have equity in their existing social housing projects that can be used to finance new housing).</p>	In progress (and ongoing)	<p>Ministry of Municipal Affairs and Housing: Informational resources are available to assist social housing providers with redeveloping, revitalizing and refinancing social housing projects.</p> <p>Ontario Non-Profit Housing Association: Provides industry related research, advocacy, professional development and</p>	<p>Research: Conduct an environmental scan of best practices among social housing providers, work with existing social housing providers to determine opportunities within their existing capital asset portfolio and consider creating Hamilton-centric manual for pursuing redevelop, including development application processes.</p>

			<p>member support activities aid in several areas, including redevelopment of existing capital assets.</p> <p>Building on Work of Existing Social Housing Providers: Social Housing Providers are getting creative in the use of their capital assets. One good example is Victoria Park Community Homes which was able to leverage the equity in one property to finance capital improvements and rehabilitation in another.</p>	
1.12	Explore the feasibility of establishing a Housing Trust fund to help finance affordable housing development.	Initiated	<p>Work by Community Partners: The Hamilton Community Land Trust (HCLT) has applied for Articles of Incorporation as a Not-for-profit corporation and is in the process of developing a business model. The proposed model will establish an inventory of land and financing abilities to hold and reinvest land to preserve affordability across the City for housing and neighbourhood development purposes.</p>	<p>Explore and Review Opportunities: Housing Services will continue to explore and consider opportunities to link with the HCLT.</p> <p>Development Corporations - Environmental Scan: Housing Services staff will conduct a review of existing housing development corporations (e.g. City of London) and look for best practices and opportunities for new models in Hamilton.</p>
Outcome 2: Increase people's housing affordability, stability and choice				
2.1*	<p>Encourage mixed housing and mixed income development in all neighbourhoods by:</p> <ul style="list-style-type: none"> Increasing opportunities for rental, social and affordable housing in areas that currently offer limited opportunities Ensuring all social housing 	In progress (and ongoing)	<p>Mixed use zoning: New mixed use and residential zoning will provide opportunities for higher density and in-fill development housing forms which are more likely to be rented and integrated into existing communities. Sometimes higher density housing forms can be more affordable. In particular, this zoning work</p>	<p>Tracking and Monitoring: Housing Services will continue to monitor applications and other indicators of in-fill developments and secondary dwelling units.</p> <p>Work with Social Housing Providers: Engage social housing providers, possibly</p>

	<p>communities have a market housing component</p> <ul style="list-style-type: none"> • Exploring opportunities for social housing communities to redevelop to include a mix of new housing options 		will include broad permissions for secondary dwelling units.	in conjunction with Strategy 1.11, to consider different housing options that encourage mixed use and market rate rental components.
2.2	Develop a policy and strategy to ensure that the low and moderate income households in neighbourhoods experiencing economic growth and transformation are not displaced or negatively impacted by gentrification (this should include research on any potential negative impacts).	Initiated	<p>Existing Programs: The City has an existing program to defer property tax increases for low income seniors and persons with disabilities, which allows people to remain in their homes longer and not be displaced by the impacts of increasing property assessments.</p> <p>Work by Community Partners: The Hamilton Community Land Trust is working on a land trust model that will aim to preserve affordability in areas across the City, particularly in areas where affordability is eroding due to the impacts of gentrification.</p>	<p>Program Opportunities: The Housing Services and Neighbourhood and Community Initiatives Divisions are looking at program models for improving and rehabilitating housing stock and enabling low income rental households to purchase properties at affordable prices.</p> <p>Research Opportunities: Housing Services staff met with representatives from McMaster University School of Geography and Earth Sciences to discuss research opportunities around affordable housing from a spatial theory perspective, which could include studies on gentrification.</p> <p>New Program Development: Meet with staff from the City's Taxation Division to investigate other opportunities for deferral programs, including expanding to all low-income households and incorporating possible property tax increase caps.</p>
2.3	Increase homeownership opportunities for renters – including social housing tenants (e.g. down payment assistance programs, rent-to-own initiatives and	In progress (and ongoing)	<p>Homeownership Down Payment Assistance Program: Through the former Canada-Ontario Affordable Housing Program, which was rebranded in 2011 as</p>	<p>Program Opportunities: The Housing Services and Neighbourhood and Community Initiatives Divisions are looking at program models for improving</p>

	education on purchase process, etc.)		<p>the Investment in Affordable Housing Program, the City of Hamilton has administered three iterations of a Down Payment Assistance Program which provided forgivable loans to approximately 271 low-income rental households to be used as a down payment for a home purchase. Periodic early and voluntary repayment of loans has resulted in a reserve of funds that is currently being re-investment to assist approximately 25 additional renter households transition to homeownership.</p> <p>Information Sessions: Information sessions were held to help educate and inform potential first time homeowners about the various stages of homeownership – from the purchasing experience to credit management and energy efficiency.</p>	<p>and rehabilitating housing stock and enabling low income rental households to purchase properties at affordable prices.</p> <p>Research: Review feasibility of supporting rent-to-own initiatives, such as allowing tenants of condo conversions to take advantage of right-of-first refusal.</p> <p>Partnership Opportunities: Explore opportunities to promote or revamp the Home Ownership Affordability Partnership (HOAP), the affordable housing solution partnership between the City, the Realtors’ Association of Hamilton-Burlington and Scotiabank.</p> <p>Ongoing Program Administration and Evaluation: Continue ongoing program maintenance for current down payment assistance programs to ensure early repayments are reinvested to assist further rental households. Evaluate and recommend program changes, where appropriate.</p>
2.4*	Expand portable and in situ rent subsidy programs (i.e. rent supplements and/or housing allowance that go with the tenant and are not tied to a particular unit).	In progress	<p>Investment in Affordable Housing (IAH): As part of the IAH funding, there will an allocation made for housing allowances. The City is entering into agreement for shared delivery of portable housing allowances with the Minister of Municipal Affairs and Housing and the Minister of Finance. The City will continue direct</p>	<p>Government Relations: Sufficient expansion of the rent supplements/housing allowances to meet Hamilton’s need requires additional funds, beyond current funding levels and should be incorporated into ongoing government relations messages.</p>

			<p>delivery of some housing allowances to allow flexibility in applying the Housing First model.</p> <p>Government Relations: Housing Services staff has been meeting with local area MPs and MPPs to communicate the need for increased funding for affordable housing and homeless prevention initiatives, including the rent supplements and housing allowances.</p>	
2.5	Investigate the feasibility of development an emergency housing subsidy to help tenants and homeowners bridge temporary financial crisis situations.	In progress	<p>Emergency Home Repair Grant Program: In 2015, the City is introducing a new emergency home repair grant program for ODSP/OW (Ontario Disability Support Program/Ontario Works) homeowners, which will be available for repairs for deficiencies that would render a home uninhabitable.</p>	<p>Program Administration and Evaluation: Program administration will include measured evaluation to inform future recommendations and program changes, where appropriate.</p>
2.6	<p>Reduce the burden of growing utility costs on low income tenants and homeowners through:</p> <ul style="list-style-type: none"> • Strengthening relationships with local utility corporations to limit the impact of arrears on households • Explore options to increase energy efficiency of homes • Advocate for removal of HST • Advocate for removal of deposit requirements 	In progress	<p>Information Sharing: Local utility providers have been working with local social housing providers and private landlords (through the Hamilton and District Apartment Association) to educate and provide information on arrears programs and other incentive programs aimed at increasing energy efficiency.</p>	<p>Advocacy: Develop strategy and approach for effectively advocating for the removal of the HST from utility bills and deposit requirements for new accounts.</p>
2.7	Reduce the burden of last month's rent on tenants through:	Not started		<p>Research: Conduct environmental scan and literature review to inform research</p>

	<ul style="list-style-type: none"> • Reviewing and more broadly recommending practices of social housing landlords that allow tenants to pay last month's rent over an extended period of time • Investigate the effectiveness of eliminating the need for last month rent (look to other jurisdictions, e.g., Montreal) 			and recommendations.
2.8	Explore options that ensure social housing applicants have as much choice as possible (e.g. increase in the number of times they can refuse an offer to be housed; choice-based letting).	Complete	Research Completed: Housing Services staff completed research on choice-based letting and increasing the number of permitting refusals based on environmental scans and literature reviews. Options to increase choice will be rolled into the enhancements to the administration of the social housing waitlist.	Monitor and Support: Through the enhancements to the administration of the social housing waitlist, ensure that sufficient information is available for case managers to assist applicants with decisions.
2.9*	Advocate for changes to income policies including: <ul style="list-style-type: none"> • Increased social assistance rates so shelter allowance components meet average market rent levels • Adoption of a Living Wage policy • Guaranteed Annual Income Supplement is automatically allocated based on income tax information • Advocate for changes to the Ontario Disability Support Program system so that benefits are not provided at the end of the month for the preceding month 	In progress	Work by Community Partners: Many community partners, including the City of Hamilton and other private sector for-profit employers, in Hamilton are actively adopting Living Wage policies in recognition of the positive impact that a living wage has on the entire community as a whole.	Government Relations: Building on the messaging that community partners are delivering, incorporate into future messaging within Government Relations strategy.

Outcome 3: People have the individualized supports they need to help them obtain and maintain housing				
3.1*	Expand housing with support options, including: <ul style="list-style-type: none"> • Mobile supports • On-site supports and • Transitional housing 	In progress	Housing with Supports Working Group: A Housing with Supports Working Group (HWSG) comprised of City staff and community partners has been established to review and lead the implementation of strategies relating to housing with appropriate supports.	Strategic Work Planning: In 2015, the HWSG will develop a work plan and will report back regularly through the Housing and Homelessness Planning Group.
3.2*	Develop a formalized working relationship with the Ministry of Health and Long-Term Care/Local Health Integration Network to increase access to health services including: <ul style="list-style-type: none"> • Addictions services • Housing with support services for seniors, people living with mental health, acquired brain injury and/or physical disabilities • Hospital discharge planning and after care • Assisted living programs 	In progress (and ongoing)	Work with Community Partners: Housing Services Staff have been actively working and consulting with representatives from the Hamilton Niagara Haldimand Brantford Local Health Integration Network (HNHC LHIN) and Community Care Access Centre (CCAC) around issues of hospital discharge planning and post-discharge accommodation. In collaboration with St. Joseph's Home Care and the CCAC, the HNHB LHIN established the Transitional Bed Program which provides beds for people who are unable to return home but do not require long term care. Representatives from these sectors are participating on or have been invited to participate on the Housing with Supports Working Group.	Continue to Build Relationships: Establishing good successful relationships will ensure that representatives from these sectors are participating in the housing with supports systems in an effective and coordinated manner.
3.3*	Work with the federal and provincial corrections systems in order to increase the support to individuals being discharged into the community.	Not started		Reach out: Solicit representatives from these sectors to participate on participate on the Housing with Supports Working Group.
3.4*	Work with the Ministry of Youth and	Not started		Reach out: Solicit representatives from

	Children’s Services in order to increase the support to youth being discharged out of the Child Welfare System to live independently in the community.			these sectors to participate on participate on the Housing with Supports Working Group.
3.5	Increase and formalize information sharing and partnership between landlords/housing providers (both public and private market) and social support networks.	In progress (and ongoing)	<p>Existing Networks: There are existing networks that encourage sharing information such as representation from the private rental market on the HHPG and on other associated working groups (e.g. Bed Bug Action Group).</p> <p>Social Housing Providers: In addition to representation on the Housing and Homelessness Planning Group, regular meetings of Social Housing Providers are important opportunities to share information.</p> <p>Community Partners: The Housing Help Centre plays an important role in bridging communications between landlords and housing providers. Public Health Services has a Bed Bug Navigator to help with community awareness, particularly as between landlords and tenants.</p>	<p>Continued and Ongoing Efforts: Opportunities and challenges in expanding formalized information sharing will be regularly reviewed encouraged by the Housing with Supports Working Group, Housing Services staff and Community Partners.</p>
3.6*	Implement an assessment and support process in the coordinated access to social housing system that will more immediately address the needs of social housing applicants.	In progress	<p>Enhanced Model for Social Housing Waitlist Administration: Enhancements to the administration of the Access-to-Housing waitlist include case management to assess and direct social housing applicants to appropriate support systems.</p>	<p>Develop Tools and Resources: Ensure that the enhancements are supported with appropriate tools and resources, as well as evidence informed research as needed.</p>
3.7*	Encourage the development and	Complete	Eviction Prevention Policies: Policies	Monitor: Ongoing monitoring and

	implementation of enhanced eviction prevention policies in the social housing system.		based on preventing evictions for financial reasons were developed by Housing Services staff using best practices models with resources for tenants available in several languages. Social Housing providers have been given the resources and necessary training to encourage the application of the policies.	consulting social housing providers on the use of the Eviction Prevention Policies and amend, as may be determined necessary. Future Opportunities: Environmental scan of prevention measures to address evictions based on behavioural grounds (non-financial) and determine need for policy development.
3.8*	Make available high-quality, trauma-informed supports for individuals and families in homelessness and/or insecure housing situations.	In progress	Homelessness Partnering Strategy (HPS) & Community Homelessness Prevention Initiative (CHPI): Funding from the Federal HPS and the Provincial CHPI is being directed, through a Call for Applications issued to the City’s community partners, to focus on programs that support Housing First and Homelessness Prevention. Community partners such as Housing Help Centre, St. Matthew’s House, City of Hamilton Public Health Services, Aboriginal Health Centre and many others, deliver a system of supports which address homelessness and unstable housing situations.	Ongoing Review: The Housing with Supports Working Group will review the systems of trauma-informed supports available through the City and its partners to identify gaps and possible overlaps to determine if there are any efficiencies or opportunities for strategic partnering, etc.
3.9	Advocate for an increase to the Ontario Works and Ontario Disability Support Program personal needs allowance.	Initiated	Work of Community Partners: Several community partners, such as the Hamilton Roundtable for Poverty Reduction, the Social Planning and Research Council, Hamilton Community Fund. Domiciliary Hostel Review: Housing Services Division conducted the	Government Relations: Building on the messaging that community partners are delivering, incorporate into future messaging within Government Relations strategy.

			Domiciliary Hostel Program Review based on concerns raised by the Residential Care Facility operators, residents and stakeholders. Recommendations included, among other things, increasing the amount of the monthly personal needs allowance paid through social assistance to the residents.	
3.10	Support the implementation of current and emergent local housing and homelessness systems plans that address housing with supports.	In progress	<p>Homelessness Partnering Strategy (HPS) & Community Homelessness Prevention Initiative (CHPI): Funding from the HPS and CHPI is being directed to support programs such as Supporting Our Sisters (Good Shepherd), Transitions to Homes (Wesley Urban Ministries), Housing First for Youth (Catholic Children’s Aid Society) which support the transition of chronically and episodically homeless women, men and youth into permanent and stable housing using the Housing First model. The Housing First model starts on the premise that stable housing is the primary need and individualized case management supports can be arranged and provided once housing is secured.</p> <p>Existing Work: There are a number of collaborative efforts which have, as their main function, a variety of support systems and plans that are essential to obtaining and maintaining housing. These would include strategic planning and work being done by Hamilton</p>	<p>Ongoing Support: The Housing with Supports Working Group will continue to monitor and provide support for current and future systems plans.</p>

			Immigration Partnership Council, Street Youth Planning Collaborative, Hamilton Emergency Shelter Integration and Coordination Committee, Aboriginal Health Centre, Housing and Homelessness Planning Group, Local Health Integration Network, the Neighbourhood and Community Initiatives Division and many others.	
Outcome 4: People live in housing that is good quality, safe and suitable to their needs.				
4.1*	<p>Explore the potential for new funding programs and expand and promote more broadly existing programs for rehabilitating the housing stock, including:</p> <ul style="list-style-type: none"> • Ontario Renovates • Grassroots, neighbourhood or community-based quality-improvement initiatives 	In progress	<p>Investment in Affordable Housing (IAH): Housing Services continues to administer the Ontario Renovates program under the IAH program in the form of forgivable loans to complete major repairs such as structure, electrical, plumbing, heating and fire safety. It can also be accessed by persons with disabilities who require special modifications to improve accessibility to their residence.</p> <p>Emergency Home Repair Grant Program: The City will be introducing a new Emergency Home Repair Grant Program for ODSP/OW homeowners, which will be available for repairs for deficiencies that would render a home uninhabitable.</p> <p>Neighbourhood Home Improvement Program: The Neighbourhood and Community Initiatives Division through collaboration with the Threshold School of Building, the Hamilton Community</p>	<p>Ongoing Monitoring: Continue to monitor and review existing programs for administrative efficiencies.</p> <p>Government Relations: Advocate for further funding to ensure that the existing housing stock is rehabilitated and maintained in a suitable and safe manner. Messaging about the importance of housing stock preservation can be incorporated into future messages within the larger Government Relations strategy.</p>

			<p>Foundation and the Ministry of Training, Colleges and Universities delivered the Neighbourhood Home Improvement Program which completed more than 40 exterior home projects.</p> <p>Hamilton Tool Library: The Hamilton Tool Library established its operations which lends tools free of charge (with an annual membership fee) and offers free workshops, and use of a wood and metal shop and a 3D Printer.</p>	
4.2	Review the impacts of continued proactive enforcement of property standards on the supply of affordable rental properties.	In progress (and ongoing)	<p>Working with Municipal Law Enforcement/Planning Staff: There have been initial discussions about tracking lost units as they may become aware of them as a means to determine the extent of impact on the supply of affordable rental properties.</p>	Develop Formalized Approach: A formalized approach to obtaining useable data needs to be developed.
4.3	Continue proactive enforcement of property standards of affordable rental housing.	In progress (and ongoing)	<p>Existing Council Direction: Municipal Law Enforcement is implementing a permanent Proactive Enforcement Program, with four additional Municipal Law Enforcement Officers dedicated to this program with advice and consultation with a Rental Housing Sub-Committee.</p>	Monitor and Support: Housing Services staff will monitor and support this program on an ongoing basis.
4.4	Develop a communication strategy to landlords about maintenance responsibilities and available programs to rehabilitate the housing stock.	Initiated	<p>Work by Community Partners: There are some informal communications being delivered through the Hamilton and District Apartment Association (HDAA). Housing Services has developed a good relationship with the HDAA and can update this organization regularly about</p>	Continue Supporting Community Partners: Monitor, support and contribute to opportunities to share information and create learning opportunities. Attend and participate in Hamilton & District Apartment Association Annual Trade Show.

			<p>new programs or changes to existing programs.</p> <p>Neighbourhood Action Strategy: Riverdale Tenant Pilot is actively working to address maintenance issues and improve communications between landlords and tenants.</p>	
4.5*	Develop and implement a proactive and coordinated strategy to address bed bugs.	In progress	<p>Environmental Scan and Community Consultation: The development of the Community Bed Bug Strategy (the Strategy) is currently underway with the first draft expected in July 2015. The Strategy will incorporate information obtained from consultations with key stakeholders and from an environmental scan to identify issues and define the problem; establish service needs; identify hotspots, relevant legislation, and best practices.</p>	<p>Release First Draft for review: Complete first draft of the Community Bed Bug Strategy for review by Community Partners and stakeholders.</p>
4.6	Increase the number of rental housing units that meet the needs of larger families.	In Progress	<p>Over housing Policies: Policies are being developed to create strategies to address over housed social housing clients who, through changes in household composition, can be accommodated within smaller units. It is expected that this will aid in making larger units available.</p> <p>Supplement/Housing Allowance Reserve: As per Council direction (Item 6, Emergency & Community Services Committee Report 14-004),</p>	<p>Continued monitoring: Regularly review policies and procedures to ensure that over housing remains a consideration in social housing and requests for transfers from social housing tenants between buildings and units.</p>

			<p>Supplement/Housing Allowance Reserves are being targeted, in part, to assist in transitioning social housing tenants who are deemed to be over housed.</p> <p><i>Halam Park Housing Co-operative:</i> The Co-operative is developing an additional eight units on unused land to accommodate the needs of larger families.</p>	
4.7	Support and monitor housing providers in the implementation of the <i>Accessibility for Ontarians with Disabilities Act (AODA)</i> on the Built Environment.	Initiated	<p><i>Community Partners:</i> Citizen Advisory groups, such as Seniors’ Advisory Group and the Persons with Disabilities Advisory Group, are doing important work in raising awareness about issues of accessibility, stewarding the implementation of the provisions of AODA, and providing advice to City staff and other stakeholders in implementation.</p> <p><i>Existing Training Underway:</i> Training has been made available to social housing providers through the City and the Ontario Non-Profit Housing Association.</p> <p><i>Legislative Changes:</i> The Ontario Building Code has been amended, effective January 1, 2015, to include requirements that substantially enhance accessibility in newly constructed buildings and existing buildings that are to be extensively renovated. Accessibility requirements will</p>	<p><i>Continued monitoring:</i> Include this item for future discussion with the Housing-Planning Liaison to gain information about how Building Services is incorporating this requirement into the building permit conditions.</p> <p><i>Increased Information Sharing:</i> Engage subject matters experts, including staff from the Building Services’ Division, to present at future meetings of the social housing providers.</p>

			be included in building permit conditions for new constructions but will also be included for existing buildings which may result in significant capital investment for retrofitting existing buildings.	
4.8	Expand assistance programs to facilitate modifications for persons with disabilities living in private market housing (e.g. Ontario Renovates).	In progress (and ongoing)	<p>Investment in Affordable Housing (Ontario Renovates): The Ontario Renovates program has a disabilities stream for funding special modifications. The Investment in Affordable Housing in Ontario allocation for 2014-2019 will include funds to be utilized in this program.</p> <p>Neighbourhood Home Improvement Program: The Neighbourhood Home Improvement Program through the Threshold School of Building can help with exterior repairs, such as accessibility ramps, that facilitate persons living with disabilities to maintain housing.</p>	<p>Ongoing Monitoring: Ongoing monitoring of existing programs and work being done by Community Partners is important to ensure that resources are allocated in an effective and efficient manner.</p> <p>New Opportunities: Continue to look for new opportunities, partnerships and sources of funding for supporting private market housing modifications.</p>
4.9	Inventory, rate and increase the number of social housing units that meet the needs of persons with disabilities through existing and new housing opportunities	Initiated	<p>Current Research: Through responding to community concerns, staff is looking at options to improve the information and adequacy of existing social housing units that are modified to meet the needs of persons with disabilities.</p> <p>Building on work of Community Partners: Community partners such as Indwell and Good Shepherd are including accessible units in new construction activities. Indwell has created six accessible units at</p>	<p>Build on existing work: A partial inventory of accessible units was completed in 2006. This inventory needs to be reviewed for currency and a system developed for engaging social housing providers to self-report on accessible units and types of modifications.</p> <p>Engage Community Partners: Consulting with the experts within the community, such as the Advisory Group for Persons with Disabilities, is an essential</p>

			1430 Main Street East and Good Shepherd is building four accessible units at 120 Cannon Street East.	component to successful implementation of this strategy.
4.10*	Adequately fund capital reserves for social housing based on building condition assessments.	In progress	Government Relations: As part of the government relations meetings with local MPs and MPPs, Housing Services' staff have included messaging about the projected deficiency of reserve funds to fund social housing capital repairs over the next 20 years (which could reach as much as \$600M) and a request for adequate funding to preserve the existing stock of social housing. This is based on current completed building condition assessments with the balance of building condition assessments to be completed in 2015 to provide more accurate projections of required funding.	Complete Building Condition Assessments (BCAs): A request for proposals will be issued in spring, 2015 for a consultant to complete the balance of the BCAs. Review and Prioritize Results of BCAs: Creating a prioritization of the result of the BCAs will better inform strategic planning around capital funding and building life cycles going forward to minimize the potential loss of housing stock through deterioration.
4.11*	Encourage all social housing providers to ensure that tenant safety is ensured through capital and infrastructure audits and improvements (e.g. comprehensive lighting and building security systems).	Not started		Building on Building Condition Assessments (BCAs) (Strategy 4.10): Implementation of is strategy will build on the completion of the BCAs to allow for optimal prioritization of capital repair work planning. Additional audits may be needed. Engaging Community Partners: Engage Hamilton Police to attend social housing provider meeting for the purposes of sharing basic safe design elements and encourage social housing providers to have design audits completed to identify issues and formulate plans to address

				problem areas. Internal City divisions, such as Landscape Architecture, will be able to assist in design elements of outdoor spaces that allow for maximum safety and best uses.
4.12*	Plan and implement community building efforts that will develop a “sense of community” in all social housing (e.g. activities that will positively enhance neighbour relations).	In progress	Work of Community Partners: CityHousing Hamilton has a successful and award-winning tenant engagement strategy which been shared with other social housing providers and celebrated at the November, 2014 Ontario Not-Profit Housing Association conference. Other community partners, such as Indwell, have shared information about purposeful building occurring to encourage community integration and engagement.	Inventory Tenant Associations: Conduct an inventory of existing tenant associations and the manner in which they are being supported. Increase Information Sharing: Create opportunities for sharing successful community building initiatives between social housing providers and other community partners such as Community Development staff working with the Neighbourhood Action Strategy.
4.13	Streamline and provide supports in the process for transfers within social housing (e.g. over-housed or under-housed situations, domestic violence, acquired disability, etc.)	In Progress (and ongoing)	Enhanced Model for Social Housing Waitlist Administration: Enhancements to the administration of the Access-to-Housing waitlist include case management to assess and direct social housing applicants to appropriate support systems.	
4.14	Develop and implement person centred made-in-Hamilton occupancy standards for social housing	Complete	Occupancy Standards Policies: Policies have been completed that address issues of over-housing and occupancy standards.	Monitor and Assess: As policies are applied, continue to monitor, evaluate and recommend policy changes, as needed.
Outcome 5: People receive respectful, quality service within a “user-friendly” system and experience equity in housing				
5.1	Develop a system navigator role that is focused on supporting people in directly accessing appropriate housing supports.	In progress.	Work of Community Partners: Community partners are formally and informally acting as systems navigator to assist and support people to access appropriate, individualized supports to	Work of the Housing with Supports Working Group (HWSG): The work of the HWSG and its relationship to the Housing and Homelessness Planning Group will assist in developing effective networks

			obtain and maintain housing (e.g. Indwell, Housing Help Centre, Wesley Urban Ministries, Good Shepherd, others)	and strategies for systems navigation by community partners and the City.
5.2	Develop a practice of cross-sectored case conferencing to ensure optimal services for people.	Not started		<p>Work of the Housing with Supports Working Group (HWSG): This will be reviewed and explored by the HWSG as part of its work plan.</p> <p>Systems of Care Framework: Housing Services will be developing a System of Care framework as part of its 2015 work plan.</p>
5.3	Develop web and print based resources that comprehensively outline all housing options in Hamilton and relevant contact information in a variety of languages and forms.	Initiated	<p>Work of Community Partners: The Hamilton Immigration Partnership Council – Housing Working Group is in the process of broadening its print materials for application to all tenants, not just newcomers, and will include publication in several languages.</p>	<p>Inventory and Assess: Inventory and assess quality of access-to-information points and print material available (most widely accessed). Determine opportunities for consolidating information and sharing resources.</p>
5.4	Develop information and data sharing protocols across relevant housing, income and other support systems.	Not started		<p>Research: Conduct research of current data sharing protocols and gaps and deficiencies within these protocols. Internal discussion with Legal Services about privacy obligations and limitations of informed consent.</p>
5.5	Through training and cross-sectored collaboration, provide comprehensive and certification-based training on a number of service-improvement areas, such as: <ul style="list-style-type: none"> • Understanding the Housing System • Anti-oppressive and Anti-racist Service Provision 	Initiated	<p>Work of Community Partners: A main source of training is through the Core Collaborative Learning courses aimed at developing a set of core competencies for the Housing and Homelessness Sector workers, based on best practices.</p>	<p>Research: Inventory existing educations and training opportunities taking place in the City, look for opportunities to better allocate resources and encourage shared learning.</p>

5.6	Encourage organizations to engage in service and system planning.	Initiated	Homelessness Partnering Strategy (HPS)/Consolidated Homelessness Prevention Initiative (CHPI) Funding: The 2014 Call for Applications required detailed submissions around comprehensive service and system planning by applicants.	Work of the Housing with Supports Working Group (HWSG): This will be reviewed and explored by the HWSG as part of its work plan.
5.7*	Expand tenant and landlord outreach and mediation with a focus on tenants' rights and diversity	In progress	<p>Neighbourhood Action Strategy: Many of the Community Development workers involved with the Neighbourhood Action Plans have started actively working on this type of outreach and education.</p> <p>Riverdale Tenant Conference: The Hamilton Immigration Partnership Council - Housing Working Group and the Riverdale Tenant Collaborative hosted a successful tenant conference on October 6, 2014. This may become an annual event.</p> <p>Tenant Advisory Committee: The City's Tenant Advisory Committee acts as a resource to City Council on issues impacting tenants' rights.</p> <p>Landlord Relations Strategy: Through HPS and CHPI funding, the Housing Help Centre, together with Housing Services, has been approved to develop a Landlord Relations Strategy.</p>	<p>Landlord Relations Strategy: Commence collaboration with Housing Help Centre to develop Landlord Relations Strategy.</p> <p>Tenant Initiated Applications to the Landlord and Tenant Board: Continue to look at ways to reduce the financial burden for tenant initiated applications to the Landlord and Tenant Board, including working with Community Partners to encourage tenants to lead applications for issues such as maintenance obligations.</p>
5.8	Develop a general public awareness campaign regarding housing rights,	Initiated	Work of our Clients: Clients of Housing Services and Ontario Works have rallied	Explore Partnership Opportunities: Mohawk College's School of Business

	<p>anti-discrimination in housing and where to get housing (e.g. communications to the general public, tenants, young people, newcomers, Aboriginal people, seniors and landlords).</p>		<p>to engage in “positive” public protesting to demonstrate their appreciation for the services they receive.</p> <p>Work of our Community Partners: Several agencies have existing mandates which, directly or indirectly, support increased awareness about housing rights (e.g. Hamilton & District Apartment Association, Tenant Advisory Committee, Core Collaborative Training, Housing Help Centre, Hamilton Legal Clinic).</p> <p>20,000 Homes: Housing Services is taking part in the 20,000 Homes campaign, a national movement of communities working together to permanently house 20,000 of Canada’s most vulnerable homeless people by July 1, 2018.</p>	<p>Advertising and Marketing Students are a potential resource to deliver specific and general messages to bolster public awareness and support. In 2015, Housing Services staff will investigate the suitability of this partnership with Mohawk staff.</p>
5.9*	<p>Ensure that clients/participants/tenants are meaningfully engaged in planning and decision making in the areas that impact their lives. This includes:</p> <ul style="list-style-type: none"> • A framework for citizen engagement which will be applied to the Action Plan implementation phase and the work of the Housing Services Division • Including specific intentions for citizen engagement by community based agencies as part of their service agreements and funding 	<p style="text-align: center;">In progress</p>	<p>Neighbourhood and Community Initiatives (NCI) Division: The Hamilton Engagement Committee is a community group established to support the Community Vision + Strategic Planning Process. It will advise and guide the City on strategic and effective approaches by which all residents can be informed, engaged and involved in the decisions that affect quality of life in Hamilton. Through working groups, it is creating an Engagement Charter with tools & strategies that will be applied to Action Plan implementation and the work of the</p>	<p>Monitor and Support: Continue to support and monitor, including active participation where appropriate, the work of the Hamilton Engagement Committee to understand how its charter, tools and strategies will be applied to Housing Services and the implementation of the Action Plan.</p> <p>Review Existing Contractual Relationships: Inventory all community agencies with contractual relationships with the City (through Housing Services Division) and incorporate a requirement</p>

	<p>relationships with the Housing Services Division</p>	<p>Housing Services Division.</p> <p><i>Homelessness Partnering Strategy (HPS)/Consolidated Homelessness Prevention Initiative (CHPI) Funding:</i></p> <p>Client engagement strategies are incorporated into new contractual relationships with community based agencies delivering programs on behalf of the Housing Services Division. The 2014 Call for Applications for funding from HPS and CHPI required applicants to include specific strategies for engaging participants in program planning. These strategies formed a part of the overall evaluation to determine successful applicants.</p>	<p>for client engagement strategies and/or adoption of the City’s engagement strategy.</p>
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