



EMERGENCY & COMMUNITY SERVICES COMMITTEE REPORT 15-006

1:30 p.m.
Monday, June 22, 2015
Council Chambers
Hamilton City Hall
71 Main Street West

Present: Councillor T. Whitehead, Chair
Councillor M. Green, Vice-Chair
Councillors A. Johnson, S. Merulla, J. Partridge, J. Farr and
S. Duvall

Also Present: Councillor A. VanderBeek

Regrets: Councillor T. Jackson - Personal

THE EMERGENCY & COMMUNITY SERVICES COMMITTEE PRESENTS REPORT 15-006 AND RESPECTFULLY RECOMMENDS:

1. 20,000 Homes Campaign (CES15012(a)) (City Wide) (Item 5.4)

That Report CES15012(a) respecting the 20,000 Homes Campaign, be received.

2. Expenditures from the Social Housing Reserve Fund (Account #122248) (CS13004(b)) (Ward 3) (Item 5.5)

That the General Manager, Community & Emergency Services Department, be authorized and directed to amend the existing Funding Agreement with McGivney Community Homes Inc., previously approved from the Social Housing Reserve Fund (#122248), to re-allocate \$82,761 for repairs and renovations from 204 Wentworth Street North, Hamilton, Ontario to 61 Arthur Street North, Hamilton, Ontario.

**3. Renewal of Ontario's Long-Term Affordable Housing Strategy (CES15032)
(City Wide) (Item 5.6)**

- (a) That the City of Hamilton's submission, as outlined in Appendix "A" attached to E&CS Report 15-006 regarding the renewal of the Provincial Long Term Affordable Housing Strategy, be endorsed; and,
- (b) That the Mayor correspond with the Honourable Ted McMeekin, Minister of Municipal Affairs and Housing to request that the Ministry of Municipal Affairs and Housing take full consideration of the City of Hamilton's position on renewal of the Provincial Long Term Affordable Housing Strategy.

**4. National Slo-Pitch Athletics Enterprises of Canada (CES15031) (Ward 7)
(Item 5.7)**

- (a) That the City of Hamilton enter into a five (5) year Contribution Agreement with the National Slo-Pitch Athletics Enterprises of Canada (NSA Canada) that will result in NSA Canada hosting three national championships per year in the City of Hamilton for the next five years;
- (b) That the City of Hamilton provide reduced field rental fees to NSA Canada over the five-year Agreement totalling an estimated \$82,750, which will result in an additional pressure on the Recreation Division's budget from 2015 to 2019. The reduced field rates will be contingent on the following:
 - (i) NSA Canada will reinvest a total of \$64,000 from the \$82,750 in fee reductions to offset costs associated with capital upgrades at eight ball diamonds in Turner Park, and,
 - (ii) NSA Canada will receive a 10% reduction from the total field permit fees paid over the five-year Agreement, estimated at \$18,750;
- (c) That the proposed 2015 fee reduction in the amount of \$19,750 be funded from Community Services departmental surplus;
- (d) That the proposed fee reductions in the amount of \$63,000 total for years 2016 to 2019 be incorporated into the Recreation Division Operating Budget;

- (e) That the Mayor and City Clerk be authorized and directed to execute a Contribution Agreement between the City of Hamilton and NSA Canada in a form satisfactory to the City Solicitor; and
- (f) That the General Manager of Community and Emergency Services or her designate be granted the delegated authority to approve any changes to the Contribution Agreement between the City of Hamilton and NSA Canada and to execute any related or ancillary documentation as may be required to give effect thereto, in a form satisfactory to the City Solicitor.

5. Housing and Homelessness Action Plan – 2014 Report to the Community (CES15033) (City Wide) (Item 7.1)

That Report CES15033 and Appendix “B” to E&CS Report 15-006, respecting Housing and Homelessness Action Plan – 2014 Report to the Community, be received.

6. Co-ordinated Access System for Social Housing (CES14052(a)) (City Wide) (Item 8.1)

- (a) That the transfer of the Access to Housing (ATH) social housing waitlist service from a third-party delivery agent to direct service delivery by Housing Services Division effective April 1, 2016 be approved in principle;
- (b) That Housing Services Division staff be directed to report back to the Emergency and Community Services Committee in October 2015 with a detailed implementation plan including costs for such a transition for consideration; and,
- (c) That Procurement Policy 11 be approved for a single source contract with Del Management Solutions Inc. (DMS) for the administration of the centralized waitlist for social housing applicants in the annual amount of \$335,198, effective to March 31, 2016 to be charged to Dept. ID and account 625010-571010.

7. Recreation Concessions at City-Operated Facilities (CES14014(b)) (Wards 5, 7, 12) (Item 8.2)

That Report CES14014(b)), respecting Recreation Concessions at City-Operated Facilities, be received.

8. Guiding Principles for Recreation User Fees (CES15029) (City Wide) (Item 8.3)

That the Recreation User Fee Guiding Principles as detailed in Appendix "C" attached to E&CS Report 15-006, be approved as the basis for harmonizing user fees and maintained for establishing new user fees in future within the Recreation Division.

9. Social Assistance Management System (SAMS) Update (CES15020) (City Wide) (Item 8.4)

- (a) That the Mayor forward a copy of Report CES15020 to the Premier of Ontario, the Minister of Community and Social Services, the Executive Director of the Ontario Municipal Social Services Association (OMSSA) and the Executive Director of the Association of Municipalities Ontario (AMO) to apprise said parties of the impacts of the Social Assistance Management System (SAMS) implementation in the City of Hamilton; and,
- (c) That the transfer of existing budgeted staff between the Employment & Income Support and the Benefit Eligibility Divisions to accommodate the implementation of a transition plan that increases focus on case management, be approved.

10. Province Wide, Person-Centered Residential Pilot Program Supporting Persons with Disabilities (Item 10.1)

- (a) That the Mayor, on behalf of Council, be directed to write a letter of support to the Premier of Ontario, respecting that individuals with disabilities have the right to live where, with whom and how they wish, and that families be given options, choices, and supports for housing;
- (b) That should the Province of Ontario be willing to provide a pilot program respecting the above, the City of Hamilton be ready and willing to host a Program such as the Dundas Living Centre; and
- (c) That copies of the letter, respecting that individuals with disabilities have the right to live where, with whom and how they wish, and that families be given options, choices, and supports for housing, be sent to the

Honourable Helena Jaczek, Minister of Community and Social Services, AMO, and local area MPPs.

11. Zac Rinaldo “Fight for a Cause” Ball Hockey Tournament – Floor Rental Rates (Item 10.2)

That the floor rental at the Chedoke Twin Pad arena be given a 50% discount for the floor rental space associated with the Zac Rinaldo “Fight for a Cause” Ball Hockey tournament in 2015, and for as long as the tournament continues to be held in municipally operated arenas in Hamilton.

FOR THE INFORMATION OF COUNCIL:

(a) CHANGES TO THE AGENDA (Item 1)

The Clerk indicated that there were four changes to the agenda:

- (i) Added as Item 5.8 – Seniors Advisory Committee Minutes, dated May 1, 2015.
- (ii) Added as Item 10.1 – Notice of Motion respecting Zac Rinaldo “Fight for a Cause” Ball Hockey Tournament – Floor Rental Rates.
- (iii) Item 6.2 – Delegation from Alfredine Plourde, Protecting Canadian Children was deferred to a future E&CS Committee meeting.
- (iv) Item 7.2 – Presentation from Deputy Chief Russell Crocker, Hamilton Paramedic Service was deferred to a future E&CS Committee meeting.

The Agenda for the June 22, 2015 meeting of the Emergency & Community Services Committee was approved, as amended.

(b) DECLARATIONS OF INTEREST (Item 2)

There were no declarations of interest.

(c) APPROVAL OF MINUTES OF PREVIOUS MEETING (Item 3)

(i) May 22, 2015 (Item 3.1)

The Minutes of the May 22, 2015 meeting were approved, as presented.

(d) DELEGATION REQUESTS (Item 4)

(i) Request from Martha Fox, Dundas Living Centre and Unshippable.ca, respecting the efforts of Dundas Living Centre Board and Families of Individuals with Developmental Disabilities (Item 4.1)

The delegation request from Martha Fox, Dundas Living Centre and Unshippable.ca, respecting the efforts of Dundas Living Centre Board and families of individuals with developmental disabilities was approved for today's meeting.

(ii) Request from Mary Sinclair, respecting the Need for Accessible, Affordable, and Assisted Housing in the City of Hamilton (Item 4.2)

The delegation request from Mary Sinclair, respecting the need for accessible, affordable, and assisted housing in the City of Hamilton was approved for today's meeting.

(e) CONSENT ITEMS (Item 5)

(i) Minutes of the Hamilton Youth Advisory Committee (Item 5.1 (a) - (d))

The March 17, April 21, May 5, and June 16, 2015 Minutes of the Hamilton Youth Advisory Committee, were received.

(ii) Minutes of the Hamilton Veterans Committee (Item 5.2 (a) - (c))

The February 10, March 10, and April 14, 2015 Minutes of the Hamilton Veterans Committee, were received.

(iii) Feasibility of Mohawk 4Ice Centre Expansion (CES15017) (Ward 6) (Item 5.3)

Staff was directed to investigate and report back to Emergency & Community Services Committee on the feasibility of constructing and operating indoor recreation facilities at the Mohawk 4Ice Centre to accommodate the sports of basketball, volleyball and floor ball and the kind, with a that the goal of any future development is to have no or little impact upon the municipal tax levy.

(iv) National Slo-Pitch Athletics Enterprises of Canada (CES15031) (Ward 7) (Item 5.7)

The outstanding business item identified as National Slo-Pitch Athletics Enterprises of Canada was removed from the Outstanding Business List.

(v) Minutes of the Seniors Advisory Committee (Item 5.8)

The May 1, 2015 Minutes of the Seniors Advisory Committee, were received.

(f) PUBLIC HEARINGS/DELEGATIONS (Item 6)

(i) Delegation from Joseph DiFrancesco, respecting Suicide Awareness (Item 6.1)

Mr. Joseph DiFrancesco was not in attendance to speak.

(ii) Delegation Request from Martha Fox, Dundas Living Centre and Unshippable.ca, respecting the efforts of Dundas Living Centre Board and families of individuals with developmental disabilities (Added as Item 6.3)

Ms. Martha Fox, Dundas Living Centre and Unshippable.ca, addressed the Committee respecting the efforts of Dundas Living Centre Board and Families of Individuals with Developmental Disabilities.

Ms. Fox's comments included, but were not limited to, the following:

- Introduction of the work being done by The Dundas Living Centre and Unshippable.ca
- Public policy and legislative change required that should be in alignment with Canada's commitment, through its support of the UN Convention on the Rights of Persons with Disabilities, that individuals with disabilities have the right to live where, with whom and how they wish, as do others without disabilities.
- Seeking option of having direct, individualized funding for residential options for adults with developmental disabilities; change from vacancy-filling housing system to a Province-wide person-centred planning and individual choice system.
- Opportunities and support models that are built upon public/private and community partnerships.
- The Dundas Living Centre is an innovative, cost-effective residential model borne of grass-roots, family and community need. Like Elmira, the City of Hamilton can become a leader in piloting creative, inclusive and cost-effective residential models for adults with developmental disabilities.

The Presentation from Martha Fox, Dundas Living Centre and Unshippable.ca, respecting the efforts of Dundas Living Centre Board and families of individuals with developmental disabilities, was received.

(iv) Delegation from Mary Sinclair, respecting the Need for Accessible, Affordable, and Assisted Housing in the City of Hamilton (Added as Item 6.4)

Ms. Mary Sinclair addressed the Committee respecting the need for accessible, affordable, and assisted housing in the City of Hamilton, with the aid of notes. A copy of the notes have been retained for the official record.

Ms. Sinclair's comments included, but were not limited to, the following:

- Alternative arrangements that are often sought as a result of a change in medical needs, and an increased need in affordable housing for those persons with accessibility issues.

- Requests that the City of Hamilton investigate partnership opportunities with Hamilton Health Sciences or the Hamilton Community Foundation, respecting utilization of current buildings at the Chedoke site to provide affordable housing for people with special needs.
- Importance of this opportunity to meet the needs of people who require alternative levels of care to maintain their independence.

The delegation from Mary Sinclair, respecting the need for accessible, affordable, and assisted housing in the City of Hamilton, was received.

(g) NOTICES OF MOTION (Item 10)

Councillor M. Green introduced the following Notice of Motion:

(i) Province Wide, Person-Centered Residential Pilot Program Supporting Persons with Disabilities (Item 10.1)

- (a) That the Mayor, on behalf of Council, be directed to write a letter of support to the Premier of Ontario, respecting that individuals with disabilities have the right to live where, with whom and how they wish, and that families be given options, choices, and supports for housing;
- (b) That should the Province of Ontario be willing to provide an pilot program respecting the above, the City of Hamilton be ready and willing to host a Program such as the Dundas Living Centre; and
- (c) That copies of the letter be sent to the Honourable Helena Jaczek, Minister of Community and Social Services, AMO, and local area MPPs.

The Rules of Order were waived to allow for the introduction of a motion respecting Province Wide, Person-Centered Residential Pilot Program Supporting Persons with Disabilities.

The main motion CARRIED unanimously, by all in attendance, on the following Standing Recorded Vote:

Yeas: Whitehead, Duvall, Merulla, Green, Farr, A. Johnson, Partridge
Total: 7
Absent: Jackson
Total: 1

For disposition of this matter, refer to Item 10.

Councillor S. Merulla introduced the following Notice of Motion:

(ii) Zac Rinaldo “Fight for a Cause” Ball Hockey Tournament – Floor Rental Rates (Item 10.2)

WHEREAS, the Zac Rinaldo “Fight for a Cause” Ball Hockey Tournament was founded in 2013 by the National Hockey League player, Zac Rinaldo and now consists of many volunteers from the City of Hamilton and surrounding areas and attracts large corporate sponsorships each year; and

WHEREAS, the ball hockey tournament was founded for the specific purpose of fundraising for the Juravinski Cancer Centre and the McMaster Children’s Centre; and

WHEREAS, the tournament freely registers over 300 children ranging from 4 to 14 years of age to participate in the 3v3 tournament; and

WHEREAS, the ball hockey tournament donated over \$20,000 to Juravinski Cancer Centre and McMaster Children’s Centre from the 2014 tournament;

THEREFORE BE IT RESOLVED:

That the floor rental at the Chedoke Twin Pad arena be given a 50% discount for the floor rental space associated with the Zac Rinaldo “Fight for a Cause” Ball Hockey tournament in 2015 and for as long as the tournament continues to be held in municipally operated arenas in Hamilton.

The Rules of Order were waived to allow for the introduction of a motion respecting Zac Rinaldo “Fight for a Cause” Ball Hockey Tournament – Floor Rental Rates

For disposition of this matter, refer to Item 11.

(h) ADJOURNMENT (Item 13)

There being no further business, the Emergency & Community Services Committee, the meeting adjourned at 2:52 p.m.

Respectfully submitted,

T. Whitehead, Chair
Emergency & Community Services Committee

Denis Farr
Legislative Coordinator
Office of the City Clerk

City of Hamilton Submission for Renewal of the Long Term Affordable Housing Strategy

The City of Hamilton’s 10 Year Housing and Homelessness Action Plan (“Action Plan”) should be considered part of the City’s submission for the renewal of the Long Term Affordable Housing Strategy (LTAHS). The Action Plan sets out 5 outcomes (supply, affordability, supports, quality and equity), a number of specific and measurable targets with 54 supporting strategies which if implemented, will result in achieving the outcomes. Various strategies are referenced as footnotes to this submission.

The City of Hamilton’s submission for renewal of the LTAHS focuses on three primary themes:

- Need for more funding;
- Improved coordination of services; and,
- Provincial policy and regulatory changes.

The three themes were featured most prevalently in the City’s consultations for the LTAHS renewal, but also during the extensive consultation process in the development of the Action Plan.

Need for more funding

Every municipality was required to develop a 10-year housing and homelessness plan as a requirement of the *Housing Services Act, 2011*. In order to meet the current and future housing needs of Hamilton residents, significant financial investment is required from the senior levels of government. Available funding is markedly less than is needed for the full and effective implementation of Hamilton’s Action Plan. For example, the cost to meet the targets for new rental housing units is \$300 million over the 10-year life of the Action Plan. Additional targets for 2,100 new housing allowances and rehabilitating 3,500 private housing for low-moderate income households would cost approximately \$31.5 million and \$70 million respectively, pushing the cost of implementing the Action Plan to well over \$400 million over its 10-year lifespan.¹

Responsibility for the social housing stock was downloaded to municipalities in 2001 without adequate and sustainable funding to support future capital repair needs. Utilizing the estimated costs of capital repairs for 10 of the 43 social housing providers in Hamilton that have completed building condition assessments and reserve fund studies since 2009, it is projected that the cost to all of Hamilton’s social housing stock

¹ *City of Hamilton, Housing and Homelessness Action Plan. Hamilton, Ontario, 2013.*

will be \$500 to \$600 million over the next twenty years.² There are also a number of social housing units that remain vacant due to the lack of funding for major repairs while the number of households waiting for social housing continues to be high. As an example, one large social housing provider has 21 units in a single building left vacant due to a lack of funds for major repairs. The situation will only worsen without an infusion of funding for Service Managers to manage the social housing stock or alternatively for the province to upload the social housing programs and associated costs back to the provincial level.

Investing in affordable housing is smart economic policy. In the Poverty Reduction Strategy, the Province acknowledges that housing investments yield long-term savings in healthcare and help people find and keep jobs. Long-term funding helps to build healthy communities, and stimulates economic growth.

Improved coordination of services

The Action Plan sets out many strategies and targets for improving the system of individualized supports related to obtaining and maintaining housing. One such strategy calls for better integration and improved relationships between the various ministries that work with the populations most in need of housing related supports such as the Ministry of Health and Long-Term Care.³ Although the Province is taking positive steps in this regard, continued progress with a more integrated approach to service would enable the City, its partners, and the various Ministries to better understand and support mutual objectives and achieve more significant and meaningful collective results. This topic was raised consistently throughout the City consultation on the LTAHS renewal.

Provincial Regulatory and Policy Changes

A number of strategies in the Action Plan do not require significant financial investment to support the development of affordable housing but rather require legislative, regulatory or policy changes at the provincial level. These include policy changes related to land use planning and the process for divesting surplus provincial and school board lands.

LTAHS Consultation Guide

The Ministry of Municipal Affairs and Housing provided a consultation guide to assist in preparing a response to the LTAHS review. The consultation guide is divided into four themes:

- (i) Supply;

² Item 4, Emergency & Community Services Committee Report 14-005 (Staff Report CES14020), endorsed by Council for the City of Hamilton on September 10, 2014.

³ Strategies 3.2/3.3/3.5, *City of Hamilton, Housing and Homelessness Action Plan*.

- (ii) Housing assistance;
- (iii) Co-ordinated, accessible support services; and,
- (iv) Evidence and best practices.

Each theme contains four broad questions. The City response is structured according to the consultation guide and provides context specific to Hamilton where appropriate.

Theme 1: A Sustainable Supply of Affordable Housing

Increasing the supply of new housing affordable to people with low to moderate incomes is critical to meeting the housing needs of Hamilton’s residents. Hamilton’s Access-to-Housing social housing waitlist is now at 5,700 households and 20% of all renters are paying more than 50% of their incomes in rent. The Canada Mortgage and Housing Corporation (CMHC) provided Hamilton with specific data that shows vacancy rates in private market rental buildings have decreased substantially from 3.9% in 2013 to 2.3% in 2014. This has resulted in increases to average market rents, a trend expected to continue. CMHC also expects that the trend of migration to Hamilton from the GTA will continue.

Hamilton’s Action Plan sets a target of 300 new affordable rental units annually to meet the needs of projected growth. This is in addition to the current unmet need. Hamilton is not meeting either the existing or the projected need. There are very few new purpose built rental units being constructed in Hamilton without public funds. Over the last 10 years, with the help of federal, provincial and municipal programs, 731 units of affordable rental housing have been constructed in Hamilton. This year, through the Investment in Affordable Housing Program and its extension, 82 new affordable rental units are under construction with approximately 100 additional units expected to be built over the next few years.

Another threat to the supply of affordable housing in Hamilton is the poor state of repair of the social housing stock. Currently there are units of social housing that cannot be refilled due to poor condition and the lack of funds to make the repairs. For example, there are 56 vacant units within CityHousing Hamilton’s portfolio that require extensive rehabilitation before they can be occupied again. There is limited financial flexibility for social housing providers for these capital repair pressures. Under provincial legislation and operating agreements, social housing providers are required to maintain their portfolios of rent-geared-to-income (RGI) units. This means that the costs of undergoing major repairs cannot be passed along to tenants. As a result, many social housing providers have deferred major capital repairs or investments. Hamilton is at risk of losing more of its social housing stock unless significant additional funds are committed to repair and maintenance.

A comprehensive approach is required to adequately increase the supply of affordable rental housing. This approach includes a strategic combination of new land use planning and regulatory tools, innovative new financial tools and incentives, and increased funding from the provincial and federal governments.

How can we encourage private investment in affordable housing through planning, financial, regulatory and other tools?

There are two important land use planning and regulatory tools that could encourage private investment in affordable housing:

- (i) inclusionary zoning; and,
- (ii) conditional zoning.

Inclusionary zoning would give municipalities the ability to pass by-laws that require developers to include a certain number of affordable units as part of a development, or, alternatively, provide cash in lieu of those units that can be used to develop affordable housing elsewhere. The affordability criteria and the number of units could be set out by by-law in response to the unique situation of each municipality. Inclusionary zoning requires an amendment to the *Planning Act*.⁴

With conditional zoning, under Section 34 of the *Planning Act* municipalities have the authority to impose conditions on a specific property owner when processing a zoning amendment. This authority permits "prescribed conditions" to be contractually imposed on an owner pursuant to an agreement. However, there is no current regulation which establishes the "prescribed conditions" so municipalities cannot use conditional zoning. One condition may be the provision of a certain number of affordable units. Municipalities would need a new regulation which establishes affordable housing as a "prescribed condition" to be issued by the Minister of Municipal Affairs and Housing.

Other potentially helpful provincial financing tools and options might include:

- Providing funds to municipalities to develop financial incentives for private owners to bring illegal and unsafe secondary dwelling units and units in houses into conformity with zoning, and Building and Fire Codes;⁵
- Providing funds to municipalities to create and administer a sustainable no-interest (or low-interest) repayable loan and revolving loan fund program specifically for affordable rental housing development by non-profit or private developers⁶;
- Providing tax incentives for the development of new affordable rental housing; and

⁴ Strategy 1.4, *City of Hamilton, Housing and Homelessness Action Plan*.

⁵ Strategy 1.9, *City of Hamilton, Housing and Homelessness Action Plan*.

⁶ Strategy 1.2, *City of Hamilton, Housing and Homelessness Action Plan*.

- Providing funds to developers for the costs associated with the pre-construction work for affordable housing.

There are other non-financial provincial actions that could encourage private investment in affordable housing. An ongoing struggle for housing advocates and municipalities in promoting affordable housing and infill opportunities is the lack of broad public support and the misunderstandings about affordable housing. Developing a province-wide campaign to promote broader public support for infill and affordable housing would help combat such opposition also known as *NIMBY*-ism (“not-in-my-backyard”).

The alignment of policy goals among provincial ministries, such as intensification and complete, healthy communities, would allow the policies of all ministries to support the provincial land use planning and housing goals of the Ministry of Municipal Affairs and Housing. For example, provincial lands held by various ministries, made available to municipalities at a reduced cost would help municipalities develop affordable rental housing.

How can we better support the non-profit sector (including co-ops, private, and municipal non-profits) in maintaining, replacing, and expanding social and affordable housing?

The provincial options to support the non-profit sector are largely financial and include:

- Adequately funding social housing capital repairs⁷;
- Funding for social housing providers to have regular building condition assessments and reserve fund studies completed, as well as preparing and submitting regular portfolio management plans;
- Uploading the responsibility for aging social housing stock;
- Increasing funds committed to Investment in Affordable Housing programs;
- Offering appropriate surplus provincial land including surplus school sites to non-profit organizations at no or below market cost for the development of new affordable housing⁸;
- Developing a single funding formula for social housing;
- Investing new funding in the construction of new social housing units;
- Funding programs for making modifications to social housing units and buildings to accommodate persons with disabilities and accommodate diverse household sizes⁹;
- Allowing social housing providers to leverage their assets to secure funds to repair existing units and construct new units¹⁰; and

⁷ Strategy 4.10, *City of Hamilton, Housing and Homelessness Action Plan*.

⁸ Strategy 1.8, *City of Hamilton, Housing and Homelessness Action Plan*.

⁹ Strategies 4.6/4.7/4.8, *City of Hamilton, Housing and Homelessness Action Plan*.

- Enhancing the available financing incentives for repairs and retrofits, such as forgivable loans through expansion of the federal-provincial Ontario Renovates program.

How can we improve regulatory and legislative tools to enhance housing affordability?

In areas that are experiencing rapid growth in rental market demand, it is a struggle to preserve affordability. It is time to review the *Residential Tenancies Act* to look at ways to regulate rent increases for units that become vacant. This could include such considerations as establishing thresholds (e.g. vacancy rates, rate of increase of average market rents) or requiring landlords to submit applications to establish new rents.

It is also time to look at increasing social assistance rates to ensure that social assistance recipients can afford at least the average rent in their local community as well as the costs of utilities.

What steps should the federal government take to support housing supply, including social housing?

The Action Plan calls for the federal government to create a national housing strategy with adequate and sustainable funding.¹¹ As part of its government relations strategy, City of Hamilton staff have met with most of the local Members of Parliament and reiterated the need for a national housing strategy.

With respect to social housing, the ongoing impact of the end of federal operating agreements needs to be addressed through a renewed commitment to funding social housing in Canada. As funding through the federal operating agreements declines, the shortfall in funding falls to cash-strapped municipalities, putting even more pressure on the social housing system. The reduction in federal funding in social housing leaves the City covering the difference from the property tax levy just to maintain existing service levels. In 2015, there will be an estimated additional pressure of \$464,400 on the municipal levy. This figure decreases to \$269,276 in 2016, but increases to a high of \$908,280 in 2019.

Similarly to the province, the federal government should make surplus lands available for the development of affordable housing at no or low cost.

¹⁰ Strategy 1.11, *City of Hamilton, Housing and Homelessness Action Plan*.

¹¹ Strategy 1.1, *City of Hamilton, Housing and Homelessness Action Plan*.

Theme 2: A Fair System of Housing Assistance

Hamilton has high needs for housing assistance, needs that are not currently being met. Important programs, such as the trusteeship program, are ending due to provincial and federal changes to homelessness programs. There are insufficient supportive housing program services, and there are significant gaps between programs. Additionally, significant amounts of resources continue to be spent battling bed bugs rather than providing housing assistance, further exacerbating the shortfall. This theme is closely tied to the ‘supply’ theme because it is difficult to assist someone if there are not enough units to meet the need. .

How can we improve access to housing assistance and reduce wait times?

This question should be considered in the context of Theme 1. Without sufficient housing stock, it is difficult to provide housing assistance and wait times will continue to be long.

The Province could assist municipalities to better understand the needs of people waiting for social housing and to assist them. For example, Hamilton is introducing case management support to people on the social housing wait list.

The Province could review the subsidized housing targets under the *Housing Services Act, 2011* and expand the definition of social housing to include housing allowances. This would allow for a reduction in the number of households on the waiting list as well as the length of wait. Although the time limited nature of current housing allowance programs is a challenge, providing a benefit directly to tenants allows them to find market housing appropriate to their needs. Housing allowances typically provide lower subsidies than conventional rent-geared-to-income benefits but are still successful in enabling people to maintain their housing.

Since 2001 when social housing was downloaded to the municipalities, there has been no supporting information technology platform or software system for Service Managers to manage the social housing system. The City of Hamilton is part of a consortium of eight municipal Service Managers who have recognized the need for a solution. This common database will streamline social housing administration, data storage, financial oversight, and Provincial reporting requirements. It will also improve data integrity, increase information access and reporting capacity. The Ministry of Municipal Affairs and Housing is supportive of the initiative. Although the participating municipalities are sharing the costs of the common database, ongoing costs should be uploaded to the province.

Additional Community Homelessness Prevention Initiative (CHPI) funding could be used to support successful tenancies for people living in either social or private market housing. An example is the case management component being introduced to social

housing applicants while they wait for a social housing unit. The wait may take years and case managers will work with the applicant to meet their needs, not only related to housing, but also employment, income benefits and broader social supports.

One of the ways to increase the supply of social housing stock and reduce wait times is to support social housing providers in increasing their stock of units. There are social housing providers with vacant land that could be built on and assets that could be leveraged to increase supply.

How can the systems of housing assistance be improved – for clients and service providers?

Increasing and indexing the amount of shelter allowances for Ontario Works and the Ontario Disability Support Program would help those on income assistance better access market rate housing. The 2014 average market rent for a one-bedroom apartment in Hamilton was \$744, but the shelter allowance for a single person on Ontario Works is \$376, and for a couple is \$602. For the Ontario Disability Support Program the shelter allowance for a single person is \$479 and a couple, \$753.

A housing affordability benefit issued either directly or as a tax credit could be used to assist low income households to help bridge the gap between annual market rent paid and 30% of gross income. This approach to assisting households is person-centred and easier to administrate than current rent supplements or housing allowances. This approach would allow tenants to access a rent subsidy program without the knowledge of private or social housing landlords and would offer a greater range of choice for tenants.

Minimum wage increases and indexing for cost of living were good policy decisions. Further and continued increases to the minimum wage will help to close the gap between the minimum and a living wage.

What non-financial programs and supports help to maintain successful tenancies?

Encouraging and facilitating case conferencing and improved information and data sharing protocols between ministries, agencies, housing providers and service managers would enable better coordination of supports for tenants who are struggling with mental illnesses such as hoarding, addictions, and other issues. Provincial clarity about privacy legislation and the ability to case conference with other government agencies, housing providers, and support providers would be helpful to support successful tenancies and prevent evictions.

Sharing best practices with social housing providers and private landlords will assist them to help tenants remain housed. The vast majority of evictions are economic in nature, involving some form of rent non-payment. Hamilton’s Eviction Prevention Best Practices Tool Kit is an example of practical tools to assist in eviction prevention efforts.¹² The Province could adopt Hamilton’s Eviction Prevention Policies as a best practice.

A wide-range of supports is needed to help people remain housed, but current funding to provide these supports is far from sufficient. It is cost effective to provide the supports necessary to keep people housed. Providing appropriate supports will increase the numbers of individuals who are able to remain housed in affordable housing and not in substantially more expensive hospitals, long-term care facilities, or assisted living facilities.

The supports that individuals experiencing homelessness require after they are housed are well documented. When a homeless individual or family is re-housed, client-centred supports are vital to restore their stability and secure the means to maintain their housing. Skilled case management support is central to providing these supports. While some individuals may require only a little support to become stabilized in their new home, others may require periodic, modest support while others will require robust ongoing support in order to avoid becoming homeless again. Case management is needed to help individuals access and navigate support systems including employment or assistance benefits, mental health and/or addictions treatment, counselling, financial assistance, skills training or other service and resources.

The province can play a role in encouraging systems that are more targeted to individual needs rather than a one-size-fits-all approach. This would mean ensuring that the right levels and types of supports to remain housed are provided for each client. Investments in common assessment practices (e.g. the Service Prioritization Decision Assistance Tool) and a common data management system will help ensure that individuals are connected to supports in the most efficient and effective way.

How can we better support people who are homeless to become stably housed?

A critical first step to better supporting people who are homeless to become stably housed is to establish a clear goal to end homelessness in Ontario. There is much to be learned from the process and results of the Province of Alberta’s strategic approach to end homelessness. Just eight years after the establishment of a provincial Secretariat for Action on Homelessness and seven years after the development of a 10

¹² Strategy 3.7, *City of Hamilton, Housing and Homelessness Action Plan*. Hamilton, Ontario, 2013.

Year Provincial Strategic Plan to address homelessness, one city in Alberta has managed to end chronic homelessness.

The various policy and investment commitments undertaken in Alberta provide a useful foundation and lessons learned which the Province of Ontario can build upon. For example, establishing and providing methods for improved data and best practice sharing between governments, ministries and service providers is critical. At the local level, consistent ways of collecting and analysing data using defensible and reliable methods provides the basis for important information including: the number of people experiencing homelessness; factors contributing to their homelessness; their entry into the homeless-serving system; strategies most effective in serving distinct sub-populations (youth, women, men, the Aboriginal Community, LGBTQ, etc.); recidivism rates; and, how resources can be most effectively allocated. Effective data collection and investment in research leads to better information about homelessness and contributes directly to identifying solutions, refining best practices, and informing planning efforts. Sound and current data directly supports efforts to successfully re-house individuals and families experiencing homelessness and allows Service Managers to track progress towards ending homelessness. The Province has a stewardship role to play in ensuring that municipalities across the province are collecting data in consistent ways.

Hamilton's focus on Housing First requires a system of care in which organizations coordinate to ensure that no matter where a client experiencing homelessness comes into contact with the system, he or she is rapidly moved to permanent housing and effectively connected with appropriate supports. Given the number of provincial services accessed by individuals experiencing homelessness (e.g. health care, corrections), a higher degree of coordination between provincial and municipal systems is required.

Coordinated, strategic financial investment is needed to provide emergency response to individuals and families who fall into homelessness and to help re-house these individuals and families – together with the support required to achieve housing stability. Coordinated case management is needed to ensure that provincial institutions (e.g. hospitals, corrections) work with local homeless-serving agencies so that no one is ever discharged into homelessness.

Theme 3: Coordinated, Accessible Support Services

Hamilton acknowledges the Housing First approach as a best practice in ending homelessness. However, when not fully supported, this approach creates some additional local challenges. Housing First providers are expected to broker, liaise and coordinate services for their clients with existing programs in the community. Local challenges arise in connecting people who are experiencing physical or mental health

challenges to community health supports and connecting criminalized homeless men and women to appropriate corrections supports. These are supports primarily administered by different levels of government and Housing First providers would be better able to connect people to these services with additional coordination support from senior levels of government.

Success under the Housing First model depends on addressing the challenge of finding available and affordable housing stock. These challenges would be eased with access to dedicated funding for rent subsidy such as what was successful in the “At Home – Chez Soi” project.

The At Home Chez-Soi project demonstrated that a flexible and comprehensive ‘basket of supports and services’ personally tailored to the individual is successful in Housing First. While the intensive case management model is useful for many, others may benefit from connecting to more specialized case management services, such as an Assertive Community Treatment (ACT) team.

Hamilton’s Homelessness Partnering Strategy annual program funding allocation of \$4.2M has remained unchanged since 1999. Over the past 16 years, inflationary pressures such as increased wages and costs related to program delivery have had a significant adverse impact on the ability to maximize the positive results from our unchanged allocation. Hamilton is concerned that the government of Canada has no formula in place to measure or address these increased program costs to meet local demand. Hamilton is also concerned the Provincial government has not provided any dedicated funding for Housing First programming.

How can the Province, Service Managers, community agencies, and housing providers work to improve Ontario’s supportive housing system?

Ontario’s supportive housing system is underfunded and insufficient to meet the growing need. Additional resources are needed, with the understanding that greater investment in the supportive housing and supports systems will reduce provincial expenditures elsewhere (i.e. health care, corrections, income assistance, etc.).

Investments should be made recognizing that investment in the support services of one ministry can reduce the need for spending in another, such as investments in supportive housing reducing health-related and corrections spending.

Improved coordination and integration of the supports system, defined broadly, is necessary. This includes coordination and role clarification among governments, ministries, Service Managers, community support agencies, and housing providers. The Province could support the necessary coordination and integration work through the provision of forums, collection and dissemination of best practice information (both

programs and improvement of integration), and the standardized collection of data. This section needs to be considered with the housing supply theme. Strategies such as *Living Longer Living Well* and Housing First will only succeed if there is sufficient and appropriate stock available.

Additionally, the provincial government, the healthcare sector and the Local Health Integration Networks need a better understanding of affordable and social housing from which to implement and coordinate aging at home and other programs and services in a way that meets the needs of all.

What changes would make the system easier to navigate for people? What access and intake systems work best for people with complex needs?

A system of coordinated intake and access to support services and formalized case conferencing could help ensure the most appropriate (and efficient) supports are provided to each individual. A coordinated intake and access system would facilitate the integration of and case conferencing for housing supports, other community supports, and health sector supports, which is critical to improving access to Ontario's supports systems as well as their efficiency. While many people are underserved, some are overserved because a more appropriate level or type of service is either not available or accessible. Supports are sometimes duplicated by multiple sectors and multiple agencies who do not communicate with one another. Housing, community, and health supports must be coordinated.

A successful initiative in Hamilton that helps people find community assistance is the Social Navigator Program (SNP). It addresses the needs of “at-risk” populations with high levels of police interactions by connecting them with suitable community supports. Clients are considered to be successfully “navigated” once an agency takes the lead on providing support or care, in addition to a reduction in negative police contact. Expansion of this type of initiative would help individuals and families.

Are there opportunities to encourage innovation and reduce administrative burdens?

Municipalities and regions need both the flexibility to serve the unique needs of their communities, and the support and structural frameworks to better coordinate and integrate services across agencies and sectors. There are efficiencies to be found in matching the most appropriate supports to the need regardless of which organization or sector identifies the need, but the current structural and funding frameworks do not always encourage coordination and integration.

Discussions about better coordination and integration are occurring in Hamilton, but there are barriers created by the funding and governing structures of the Federal and

Provincial governments. For example, funding for health-related supports is typically separate from funding for other types of supports. Often the same people are supported by a number of different agencies which can lack efficiency. Supports and resources could be provided to municipalities to specifically facilitate coordination and integration processes.

The housing and health systems provide intersecting services for many mutual clients, including frail seniors, persons with physical disabilities, and persons with mental illness and/or addictions. At present, the health, support services and affordable housing sectors are fragmented.

There is no clear mapping of how these systems integrate. While information on retirement homes, supportive housing, long-term care facilities and hospitals can be found, there is no overarching framework that oversees what is currently available, who operates that housing, how it is accessed and how much it costs. One solution is to have all housing related policies, programs and funding currently with Ministry of Health and Long Term Care and the Ministry of Community and Social Services centralized with the Ministry of Municipal Affairs and Housing.

How can we better co-ordinate housing and supportive services?

As discussed under the previous questions within this theme.

Theme 4: Evidence and Best Practices

What outcomes should social and affordable housing programs focus on achieving?

Hamilton’s Action Plan already sets out five key outcomes and associated targets. To support the outcomes and targets, 54 specific strategies were developed that have broad social benefit beyond the outcomes and established targets, such as reduced hospital visits, reduction in poverty and household wealth creation. The outcomes and some key targets are outlined below.

Outcome #1: There is more affordable rental and ownership housing in Hamilton to meet the need and demand.

- Target: 300 new affordable rental housing units per year.

Outcome #2: Increase people’s housing affordability, stability and choice.

- Target: Reduction in social housing waitlist by 50% by 2023;
- Target: 2,100 new housing allowances by 2023.

Outcome #3: People have the individualized supports they need to help them obtain and maintain housing.

- Target: No one is discharged into a shelter or onto the street from an institutional setting.
- Target: 100% of the social housing providers in Hamilton adopt eviction prevention practices by 2014.

Outcome #4: People live in housing that is good quality, safe and suitable to their needs.

- Target: 3,500 residential units are rehabilitated by 2023

Outcome #5: People receive respectful, quality service within a “user-friendly” system and experience equity in housing.

- Target: Uncontested eviction hearings decrease to 25% by 2018

There are other important broad outcome areas such as reduction in poverty, a decrease in Ontario Works applications, a decrease in emergency services calls, and a decrease in interactions with police.

How can we support Service Managers and housing providers to achieve outcomes?

Hamilton's Housing and Homelessness Action Plan established a number of specific and measurable targets and provided the cost estimates for achieving the targets. Adequate funding by way of a comprehensive and strategic funding plan with senior levels of government is needed for full, effective and meaningful implementation of the strategies within the Action Plan. For example, the goal of adding 300 new rental units per year to the existing rental stock is estimated to cost \$30M annually. Other costs include \$2.5M annually over 10 years to meet the target of establishing 2,100 new housing allowances and \$7M annually to meet the target of rehabilitating 3,500 units of existing housing stock. While the City appreciates Investment in Affordable Housing and Community Homelessness Prevention Initiative funding, it is inadequate to meet targets.

With the addition of the Community Homelessness Prevention Initiative, came added flexibility for municipalities to administer services and supports. Added flexibility is great – it brings the potential for innovative solutions to old problems but it also means less standardization in service delivery across municipalities. Standardized data collection across the Province could facilitate the collection of evidence and the exchange of best practices for service provision and system integration.

It would be helpful to establish consistent annual targets to address housing affordability such as reductions in the percentage of Ontario tenants spending 30% or more of income on housing and the number of Ontarians in homeless shelters. These could become considerations for all policy decisions the local and provincial level.

What opportunities exist for sharing housing data with partners and the public?

A provincial clearing-house of information on best practices in Ontario, such as the role the Canada Mortgage and Housing Corporation plays in data collection and analysis at the federal level, could promote the development and sharing of evidence-based best practices. This work could be undertaken in house by the Ministry of Municipal Affairs and Housing or through a partnership with OMSSA, but any such endeavour would have to be adequately resourced. A major gap is the lack of infrastructure and a single coordinating body tasked with gathering/sharing/comparing information specific for homelessness prevention. Currently, both the Ontario Municipal Social Services Association and the Minister of Municipal Affairs and Housing share these roles.

The Municipal Property Assessment Corporation might have the ability to enhance its data collection and reporting on the secondary rental market such as numbers of units, types of units, condition of units, average rents, and vacancy rates. Municipalities do not have the resources to undertake this level of data collection but this information would greatly enhance municipalities’ ability to improve housing supply related policies and strategies.

How do we enhance service provider capacity to access evidence on best practices?

To better understand the state of homelessness in Ontario, a major step forward would be the establishment of a standardized data management framework similar to the Homelessness Management Information System (HMIS) model that has proven to be effective in Calgary. HMIS is an electronic database that collects and securely stores information about the homeless population throughout the full system of care. It allows service providers to better understand people's longitudinal homeless experiences by tracking the services they receive throughout the duration of their homeless episode(s) and enable agencies to better meet clients' needs by improving service co-ordination, determining client outcomes, providing more informed program referrals and reducing their administrative burden. It also yields evidence that supports improved research for evidence-based decision making, such as program design and policy proposals; and

may help shorten the length of time people are homeless by directing them through the system of care more efficiently and with more understanding.¹³

Canada has traditionally measured housing affordability based on the shelter cost to income ratio (STIR) as well as “Core Housing Need” (CHN) which is based on data available in the census. Core housing need captures the number of households who cannot access adequate or suitable housing without spending more than 30 % of income on housing. CHN is reliant on data from the long form census, which for the 2011 census was voluntary for the first time. Since it is difficult to obtain data at the local level, the census data is often used because of its reliability. This gap adds to the existing void in the already limited data and information about housing best practises. We need to collectively advocate for the return of the long form census.

One way to increase access to information about evidence based practices is to participate in research efforts. Hamilton is one of four municipalities that is part of the GTA West Health and Housing Study which is led by Dr. Jim Dunn at McMaster University. The study aims to answer the question, “How does housing affect your health?” It is the first study like this in Canada and it will inform housing policy and program directions. Developing and maintaining such partnerships with local post-secondary institutions or Social and Planning Research Councils will increase the capacity of service providers and service managers to better understand best practices.

¹³ <http://calgaryhomeless.com/what-we-do/oversee-hmis/>, accessed May 28, 2015.

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>	<p>Not started.</p>		<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>	<p>In progress (and ongoing)</p>	<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)	Homeownership Down Payment Assistance Program: Through the former Canada-Ontario Affordable Housing Program, which was rebranded in 2011 as	Program Opportunities: The Housing Services and Neighbourhood and Community Initiatives Divisions are looking at program models for improving

	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>	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.
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	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.	Develop Tools and Resources: Ensure that the enhancements are supported with appropriate tools and resources, as well as evidence informed research as needed.
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>	Ongoing Support: The Housing with Supports Working Group will continue to monitor and provide support for current and future systems plans.

			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 	In progress	<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>

	relationships with the Housing Services Division	<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>	for client engagement strategies and/or adoption of the City's engagement strategy.
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Recreation User Fee Guiding Principles

Accountability

Relevant recreation studies, available community input, existing statistical data and corporate strategic directions and initiatives will be a consideration when establishing or changing user fees for programs and services.

Community Benefit

The degree of general subsidy will be comparable with the extent to which a given program or service contributes to opportunities for the development of positive social, emotional and health determinants of the respective consumer group. A priority focus will be on children and youth programs and those programs that promote greater community participation.

Equitable

User fees for programs and services will be consistent for all residents and groups within like or similar program/service areas.

Fair

User fees for programs and services will be comparable with the cost associated with the program/service area, particularly those program/service areas that promote an advanced skill level and/or individual focused development and those with significant supply and material costs.

Affordable

In addition to general subsidy allocations, accessibility for individuals based on ability to pay will be addressed through the existing financial assistance/subsidy program.

Financial Responsibility

General subsidy allocations and user fees will be applied strategically for programs and services. User fees will be comparable with similar municipal markets and will contribute to the long-term sustainability of recreation programs and services.