



**CITY OF HAMILTON**  
**COMMUNITY & EMERGENCY SERVICES DEPARTMENT**  
**Housing Services Division**

<b>TO:</b>	Mayor and Members General Issues Committee
<b>COMMITTEE DATE:</b>	August 14, 2017
<b>SUBJECT/REPORT NO:</b>	Poverty Reduction Investment Plan (CES16043(a)) (City Wide) (Outstanding Business List Item)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	James O'Brien 905 546 2424 ext. 3728 Kirstin Maxwell 905 546 2424 ext. 3846 Adam Sweedland 905 546 2424 ext. 1782 Dave Brodati 905 546 2424 ext. 6159
<b>SUBMITTED BY:</b>	Vicki Woodcox Acting General Manager Community and Emergency Services Department
<b>SIGNATURE:</b>	

**RECOMMENDATION**

- (a) That the Poverty Reduction Investment Plan for the \$50 million Poverty Reduction Investment Reserve, attached as Appendix "A" to Report CES16043(a), be approved;
- (b) That the Acting General Manager of Community and Emergency Services, or her designate, be authorized and directed to implement the Poverty Reduction Investment Plan attached as Appendix "A" to Report CES16043(a), approve funding requests and execute any required agreements or ancillary documents, in a form satisfactory to the City Solicitor;
- (c) That affordable housing exemptions from Municipal Development Charges (as defined by City of Hamilton Development Charges By-laws No. 14-153 and 11-174 or successor by-laws) for projects funded under the Poverty Reduction Investment Plan, be funded from the new affordable rental housing funds of the Poverty Reduction Investment Reserve or other Council approved funding sources;
- (d) That affordable housing exemptions from Parkland Dedication Fees (as defined by City of Hamilton Parkland Dedication and Cash in Lieu of Parkland By-law No. 09-124 or successor by-laws), for projects funded under the Poverty Reduction Investment Plan, be funded from the new affordable rental housing funds of the Poverty Reduction Investment Reserve or other Council approved funding sources;

- (e) That the Housing Services Division's budgeted staff complement be increased by two (2.0) full-time equivalent positions to support the implementation of the Poverty Reduction Investment Plan, in particular:
- (i) one (1.0) full-time equivalent Senior Project Manager, Social Housing Capital Incentives, to support the administration of funding for social housing capital repairs and regeneration, at an annual cost of \$122,500 to be funded from the Poverty Reduction Investment Reserve; and,
  - (ii) one (1.0) full-time equivalent Contracts Analyst to support the additional contract management related to the funding allocated to organizations to support all aspects of the Investment Plan and in particular investment in poverty reduction in the Indigenous community, at an annual cost of \$93,000 to be funded from the Poverty Reduction Investment Reserve; and,
- (f) That the matter, respecting the Investment Strategy that Equally Addresses the Supply and Quality of Affordable Housing, be considered complete and removed from the General Issues Committee's Outstanding Business List.

## **EXECUTIVE SUMMARY**

On April 5, 2017, General Issues Committee approved a motion directing staff to report back with an implementation and investment strategy for the Poverty Reduction Investment Reserve that equally addresses the supply and quality of affordable housing, in keeping with recommendations in the 10-Year Housing and Homelessness Action Plan. This report outlines the proposed Poverty Reduction Investment Plan.

The \$50 million investment through the Poverty Reduction Investment Plan will be allocated as follows:

- \$20 million to address capital repairs and regeneration in the current social housing stock;
- \$20 million toward new affordable rental housing development; and,
- \$10 million towards Indigenous poverty reduction.

The investment of \$20 million towards the quality of social housing stock will be prioritized for uninhabitable vacant units, the preservation of existing units, building systems that impact the health and safety of residents and regeneration of the social housing stock. Projects are funded generally following a proportional allocation approach, combined with an application process designed to prioritize projects in terms of need, urgency, and viability. This approach is consistent with recent funding allocations made through the 2016 Municipal Capital Grant Program and the 2016

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Social Housing Improvement Program. The investment in the quality of social housing will be allocated at a rate of \$2 million per year starting in 2018.

The investment of \$20 million in new affordable rental housing is estimated to yield approximately 134 new units, with rents at 80% of average market rent or below. Projects will be recommended for funding based on best practice RFP processes used to allocate Federal/Provincial affordable housing. Funding for new affordable rental housing will be allocated over a five year period 2017-2021.

Indigenous people in Hamilton face disproportionately high rates of poverty and homelessness. In Hamilton's 2016 Point in Time Count, the Indigenous community represented almost 30% of all homelessness in Hamilton, while accounting for 2% of the overall population. For these reasons and in keeping with the principles of reconciliation and autonomy, \$10 million at \$1 million/year over 10 years is being invested in poverty reduction in the Indigenous community.

The focus of this funding has been determined by the Hamilton Executive Directors Aboriginal Coalition. It will improve housing stability and provide wraparound supports for up to 7,000 households<sup>1</sup> over the 10 years of the Investment Plan. This investment is broken down into \$579,000/year toward affordable housing for Indigenous populations, and \$421,000/year toward Indigenous-led poverty reduction strategies.

Through the City's other collaborations with Indigenous partners, including the approach developed around federal homelessness funding and the current development of the Urban Indigenous Strategy, there is an increased understanding that culturally-based, holistic approaches yield strong and sustainable results. Providing for an Indigenous-led allocation demonstrates Hamilton's desire to build mutually respectful relationships and support for Indigenous self-determination.

Report CES16043(a) recommends that approximately 5% of the Poverty Reduction funds be used to support the administration of the funding contracts for social housing capital repairs and regeneration, and contracts with Indigenous service providers. Recommended staffing requirements for the administration include one Senior Project Manager to oversee, deliver and monitor funding relationships with social housing providers, and one Contracts Analyst to develop and administer service agreements.

Managing the RFP's for new affordable rental housing development, managing the development process, and monitoring the projects over the long term will be completed by the existing staff complement of the Housing Services Division.

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<sup>1</sup>Not necessarily unique households. One household could access more than one service.

This three pronged investment approach to the Poverty Reduction Fund will help achieve the goal of making Hamilton the best place to raise a child and age successfully, and ensure that everyone has a home.

***Alternatives for Consideration –Not Applicable***

**FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

**Financial:**The Poverty Reduction Investment Plan of \$50 million consists of expected cash inflows from 2017 to 2027 of:

- \$20 million derived from the Hamilton Future Fund (HFF).The \$20M in funding from the Hamilton Future Fund Reserve is currently cash-flow budgeted from the HFF Reserve over a 5-year period at \$4M per year starting in 2017 (per the City's approved HFF Reserve Forecast contained in the 2017 Capital Budget Forecast Report FCS16089).
- \$30 million at \$3 million per year for 10 years from 2018 to 2027, derived from the dividend uplift to the City resulting from the merger of Horizon Utilities Corporation and several other local utilities into the new entity provisionally called Alectra.

The Poverty Reduction Investment Plan proposed in this report allocates \$20 million over 5years for affordable housing supply, \$20 million over 10 years for the quality of social housing, and \$10 million over 10 years for Indigenous housing to be directed by the Hamilton Executive Directors Aboriginal Coalition.

For the 5-year period 2017-2021 there is a total of \$30.25M funding available for new affordable rental housing as outline in the table below. These sources are \$20M from the Hamilton Future Fund(HFF) as part of the Poverty Reduction Investment Plan, \$5.25M from the Federal-Provincial Investment in Affordable Housing – Extension and Social Infrastructure Fund programs, and \$5 million from the Municipal Affordable Housing Development Charges Reserve.

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Year	Amount	Source of Funds	Impact
2017	\$5.25 million	Investment in Affordable Housing-Extension and Social Infrastructure Fund	Up to 35 units
2017 – 2021	Approx. \$5 million	Municipal Affordable Housing Development Charges Reserve	Up to 33 units
2017/2018	Up to \$8 million*	Poverty Reduction Funds (Future Fund)	Up to 53 new affordable rental units
2019-2021	\$12 million	Poverty Reduction Funds (Future Fund)	Up to 80 new affordable rental units

Affordable housing exemptions from Municipal Development Charges (as defined by City of Hamilton Development Charges Bylaws No. 14-153 and 11-174 or successor Bylaws) and Parkland Dedication Fees (as defined by City of Hamilton Parkland Dedication and Cash in Lieu of Parkland Bylaw No. 09-124 or successor Bylaws) for projects funded under the Poverty Reduction Investment Plan are to be funded from the new affordable rental housing funds of the Poverty Reduction Investment Reserve or other Council approved funding sources.

The investments in the quality of social housing and Indigenous poverty will be allocated at a rate of \$2 million and \$1 million per year, respectively, starting in 2018.

Tax supported operating budget or capital budget funds are not required for the Poverty Reduction Investment Plan. Staff will monitor expenditures closely, report annually to Council, and adjust proposed targets if required to ensure there is no levy impact on the tax supported operating or capital budgets.

**Staffing:** The implementation of the Poverty Reduction Investment Plan will require staff support for administration. Less than 5% percent of the Poverty Reduction Investment Reserve, \$215,500 annually, is proposed to be used to fund two (2.0) full time (FTE) staff positions. It is recommended that one permanent full time (FTE) Senior Project Manager, Social Housing Capital Incentives, and one permanent full time (FTE) Contracts Analyst, be funded through the Poverty Reduction Investment Reserve. These staff positions will be funded in the first 5 years of the Investment Plan from the Hamilton Future Fund cash-flow, and from the Alectra dividend for the remaining years.

The Senior Project Manager, Social Housing Capital Incentives supports social housing providers to ensure that projects undertaken support the long term preservation of

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social housing units and are completed in accordance with identified project timelines and contractual obligations. In addition, the position will provide support to social housing providers as needed, as small and medium sized social housing providers often require additional support and assistance related to capital repair projects. This position already exists on a temporary basis, funded for 24 months starting April 2017 with administration dollars from the federal/provincial Social Housing Infrastructure Program. The annual cost of this position is \$122,500 (2017 salary and benefit levels).

Contracts Analysts develop service agreements in partnership with other City divisions such as Legal Services, Procurement and Finance and Administration staff; monitor payments; review established outcomes associated with funding; maintain accountability and ensure compliance with City guidelines, policies and procedures. The annual cost of this one FTE position is \$93,000 (2017 salary and benefit levels). This position will support all three aspects of the Investment Plan: social housing capital repairs and regeneration, new affordable rental housing development, and Indigenous poverty reduction.

All other aspects of implementing new rental housing development will be completed by the existing staff complement of the Housing Services Division.

**Legal:** All contracts and legal agreements will be completed in a form satisfactory to the City Solicitor.

## **HISTORICAL BACKGROUND**

On May 11, 2016, City Council approved a motion directing staff to report to the General Issues Committee, “with a plan to increase affordable housing and reduce poverty by investing in people across all wards in the City of Hamilton, for consideration and approval by Council.”

On April 5, 2017, staff presented the Poverty Reduction Investment Plan (BOH16034/CES16043) to the General Issues Committee. The General Issues Committee heard 12 community delegations emphasizing the importance of this fund and the impact that it will make. At this meeting the General Issues Committee received the staff report and passed the following motion:

### **8. Poverty Reduction Investment Plan (Item 9.1)**

- (a) That a reserve to be established with \$50 million in planned funding and planned spending from 2017 to 2027:
  - (i) With \$20 million derived by extending the payback term for existing City loans from the Future Fund from 2031 to 2036; and,

- (ii) With \$30 million at \$3 million per year for 10 years derived from the dividend uplift to the City resulting from the merger of Horizon Utilities Corporation and several other local utilities into the new entity known as Alectra over 10 years;
- (b) That staff be directed to report back to the General Issues Committee with an investment strategy that equally addresses the supply and quality of affordable housing, in keeping with recommendations contained in the approved 'Housing and Homelessness Plan (2013)';
- (c) That the financial recommendations that seek to improve the quality of local affordable and social housing units be committed to local housing providers based on the proportion of total housing units supported through service manager, utilizing unit counts, building condition assessment reports and other relevant information;
- (d) That the financial recommendations that seek to increase the supply of affordable housing units be contingent upon an application process that mirrors past housing programs and emphasizes the importance of public-private partnerships and the leveraging of resources provided by the Provincial and Federal Governments; and,
- (e) That staff be directed to include in the report back to the General Issues Committee, referenced in sub-section (b) above, the \$10 million to be invested over 10 years (\$1 million/year) toward Indigenous-led poverty reduction and affordable housing, to be allocated to and directed by Hamilton Executive Directors Aboriginal Coalition, to address disproportionate rates of poverty, housing insecurity, and homelessness.

This Poverty Reduction Investment Plan for affordable housing builds on over a decade of community work to address poverty. Major aspects of this work include:

- 2005 –The formation of Hamilton's Roundtable for Poverty Reduction. The Roundtable is focused on the reduction and elimination of poverty through the aspiration of Making Hamilton the Best Place to Raise a Child.
- 2010 –The City of Hamilton launched the Neighbourhood Action Strategy (NAS) in partnership with the Hamilton Community Foundation and the Hamilton Best Start Network. The NAS is focused on helping neighbourhoods be great places to live, work, play and learn.
- 2011 –The Hamilton Executive Directors Aboriginal Coalition incorporated to build better futures for members of Hamilton's Indigenous community through stronger collaboration and holistic supports.

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- 2013–The Emergency and Community Services Committee endorsed the 10-year Housing and Homelessness Action Plan. Over 800 Hamiltonians were engaged in the development of this Plan that provides a roadmap to guide decision to increase affordable housing and reduce homelessness.

## **POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

Housing and Homelessness Action Plan:

The following parts of the Housing and Homelessness Action Plan pertain to this report:

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

Target #1: 300 new affordable rental housing units per year

Strategy 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.

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

Target #4: 3,500 residential units are rehabilitated by 2023, of which:

- 2000 are rental
- 1,500 are ownership (300 are modified for persons with disabilities)

Strategy 4.1: Explore the potential for new funding programs and expand and promote more broadly existing programs for rehabilitating the housing stock.

Strategy 4.10: Adequately fund capital reserves for social housing based on Building Condition Assessments and Reserve Fund Studies.

Urban Hamilton Official Plan:

Based on rental housing demand projections, the Urban Hamilton Official Plan sets a target of 629 new rental units annually, of which 377 should be affordable to low and moderate income tenants.

Honouring the Truth, Reconciling for the Future:

The final report of the Truth and Reconciliation Commission of Canada outlines a new vision which is based on a commitment to mutual respect, be developed between Canada's Aboriginal and non-Aboriginal people. Several of the Commission's Calls to Action are directed at municipal governments and many municipalities across Canada have begun to take action.

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## **RELEVANT CONSULTATION**

The Poverty Reduction Investment Plan consultation included a broad spectrum of stakeholders including:

- The Housing and Homelessness Action Plan Planning Group that consists of sector representatives from Social Housing Providers, Support Services, Subject Matter Experts, City Staff and other key stakeholders. The Planning Group gave diverse feedback on the Poverty Reduction Investment Plan. All responses agreed that this investment was important to break the cycle of poverty. Most responses agreed that front loading the investment for new affordable housing would yield the greatest impact. For future RFP's the group supported a focus on deeper affordability to serve those in poverty and for focusing on target groups including youth and large families. The Planning Group wanted to be sure all social housing providers would be able to access the funds focused on the quality of current housing stock. Responses also included a need for additional housing supports including rent subsidies.
- Financial Planning, Administration and Policy Division staff of Corporate Services Department advised in the development of the Investment Plan and related recommendations.
- Neighbourhood and Community Initiatives Division of Community and Emergency Services Department, Senior Project Manager for the City of Hamilton's Urban Indigenous Strategy who informed the approach of reconciliation with the Indigenous community.
- Public Health Services, Planning and Business Improvement Division.
- Purchasing Division regarding the RFP for new affordable rental housing projects.
- Housing and Homelessness Advisory Committee, a citizen based committee that reports to Emergency and Community Services Committee. The committee members agreed that spending funds on new affordable housing units early in the Poverty Reduction Implementation Plan was the best use of some of the funds. The committee members supported Council's direction of focusing the Poverty Reduction Investment Plan on affordable housing.
- Hamilton Executive Directors Aboriginal Coalition (HEDAC) was engaged for the Indigenous investment plan as part of the Poverty Reduction Investment Plan. HEDAC expressed their support for the investment from Council and the approach of self-determination for the Indigenous community.

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## **ANALYSIS AND RATIONALE FOR RECOMMENDATION**

The proposed Poverty Reduction Investment Plan allocates \$20 million over 10 years for the quality of social housing, \$20 million over the first 5 years of the Plan in new affordable rental housing supply, and \$10 million over 10 years for Indigenous housing and poverty reduction services to be directed by the Hamilton Executive Directors Aboriginal Coalition.

### **Supply of Affordable Housing:**

Research shows that housing must be the cornerstone of any poverty reduction plan. This includes both affordable housing and the supports needed to build a safe and stable home environment. Home is the foundation for success in education, employment, health, and well-being across the life course.

Investment to increase the supply of the City's affordable rental housing stock will help reduce the high individual and system costs of poverty. Since 2005, 926 new affordable purpose built rental units have been built or are in the process of being built in Hamilton. This is far fewer than the 629 units needed annually to meet projected population growth as outlined in the Urban Hamilton Official Plan, of which 377 are to be affordable. The Housing & Homelessness Action Plan sets a target of 300 new affordable purpose built rental units annually. Additionally, rents in Hamilton are increasing quickly. Between 2015 and 2016 the average market rent increased by 7.3%, the highest increase in recent years. This increase in rents indicates a challenging rental market, particularly for those with the lowest incomes.

This investment in increasing the supply of affordable rental units will relieve some of the immediate pressure on the system by providing an affordable stable home for up to 134 households in need. It is proposed that the housing developed through the Poverty Reduction Investment Plan mirror existing Federal/Provincial affordable rental housing programs, requiring projects to be at or below 80% of Average Market Rent for the City for at least a twenty year period. Based on current development costs a capital grant of approximately \$150,000 per unit is needed to make rental housing financially viable at or slightly below 80% of the Average Market Rent in Hamilton. If greater levels of affordability are sought, a higher per unit capital grant would be needed and thus fewer units would be constructed.

Making this investment in the first 5 years of the 10 year plan will provide maximum impact for a number of reasons:

- Larger sums of money are needed at one time to support projects of an efficient size. For instance, for a 50 unit building, at \$150,000 subsidy per unit, \$7.5 million is needed.

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- The first \$8million can be leveraged with federal and provincial funds from the Social Infrastructure Fund and Investment in Affordable Housing – Extension Program funding through the RFP process conducted in June 2017.
- Given increasing land prices and construction costs, investing the money sooner will mean that more units can be constructed with the \$20 million.
- Investing the money sooner will mean that people will have earlier access to the new affordable housing.

Funds invested in new development of affordable rental housing would be awarded through a competitive Request For Proposals (RFP) process to ensure that the funds are spent as efficiently as possible and maximize the impact. Proposals that target vulnerable populations and areas underserved by affordable housing, and set rents lower than 80% of the average market rent and or propose longer affordability periods beyond twenty years, would be scored higher in the evaluation process. The RFP process would be strategically aligned with processes awarding funding from upper levels of government.

As with all past affordable housing projects supported by government funds, the Poverty Reduction Reserve funds would be advanced in the form a forgivable loan and proponents of would enter into a contribution agreement with the City. The contribution agreement would be in a form satisfactory to the City Solicitor. The loan is forgiven over time, fully after the end of the affordability period, and ensures that all obligations are met by the proponent. The contribution agreement stipulates the requirements for the projects such as the maintenance of affordable for the defined time period and income testing of new tenants and is registered on the title of the property.

Housing Services Division has recently closed an affordable rental housing RFP for the Investment in Affordable Housing Extension Program and the Social Infrastructure Fund and is bringing a concurrent report to the Emergency and Community Services Committee recommending projects for funding. The recommended projects may include projects appropriate for Poverty Reduction Investment Plan funding.

It is hoped that the investment in new affordable rental housing can be leveraged with future Federal and Provincial funds. In the fall of 2017, the Federal Government is expected to release more details about future federal funding for affordable housing, but at this time the amount, timing, or program details of any additional federal or provincial funding is unknown. The release date of the National Housing Strategy is also unknown at this time.

#### Quality of Social Housing:

The Housing Services Division has been compiling information on the condition of the social housing stock through the completion of building condition assessments. Currently, the information is based on the inventory of 42 housing providers excluding

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CityHousing Hamilton (CHH), although plans are now underway to update the building condition assessments for CHH properties and integrate this information into the data base. Pending a more detailed analysis, current CHH information estimates its outstanding capital repairs to be approximately \$100M. Information now available for the other housing providers puts those capital repairs at approximately \$100M – for a total social housing capital repair deficit in Hamilton of \$200M.

Excluding CHH, the amount of funding required to meet social housing repair needs at each priority level is noted in the table below. Priority is assigned based on conditions, urgency, and tenant impact.

Priority Level	# of Projects	Total Cost of Projects
Urgent/High	150	\$19,396,465
Medium	482	\$56,085,806
Low	362	\$28,477,279

The City of Hamilton has established processes for selecting and approving eligible projects, monitoring progress of projects and the quality of work, as a condition of funding.

The process is as follows:

- Notional allocations are made to each housing provider, including CityHousing Hamilton, in an amount proportionate to the housing providers' current number of eligible units;
- Housing Services Division then issues a call for applications to social housing providers establishing evaluation criteria that are fair and transparent;
- Housing Providers are required to identify any additional funding that can be leveraged (e.g. existing capital reserves, utility rebates, etc.), and rank their submitted projects based on priorities from building condition assessments;
- Applications are then awarded funding based on scoring and relativity to the notional allocation (e.g. has the provider submitted project(s) that can be achieved within the notional allocation); and,
- City policies allow for flexibility to fund projects that are prioritized as urgent/high even if that project exceeds the notional allocation.

Housing providers are required to enter into funding agreements with the City of Hamilton. The current form of agreement used for funding social housing capital repairs has been prepared by the Legal Services Division. It includes standard contractual obligations consistent with grants of this nature and includes additional requirements to maintain the projects as designated social and affordable housing projects for ten years following completion of the capital repair. A fully executed funding agreement must be in

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place prior to the City of Hamilton making any payments to the housing provider under this program.

**Indigenous Directed Poverty Reduction:**

Council directed staff to allocate \$10 million to be invested over 10 years (\$1 million/year) toward Indigenous-led poverty reduction and affordable housing, to be allocated to and directed by Hamilton Executive Directors Aboriginal Coalition (HEDAC), to address disproportionate rates of poverty, housing insecurity, and homelessness. HEDAC is made up of organizational leaders who engage in collaborative planning to improve the health and well-being of the local Indigenous community.

This investment is broken down into \$579,000/year toward affordable housing for Indigenous populations with specific housing investments to be determined by HEDAC, and \$421,000/year toward Indigenous-led poverty reduction strategies. More specifically these investments will cover:

- Social housing and infrastructure repairs;
- Advocacy and supports including for tenants and survivors of domestic violence;
- Housing stability assistance;
- Youth employment and stability programs;
- Family development, home management and life skills programs; and,
- Identification clinics for clients to obtain documentation required to receive government supports.

To implement this spending plan HEDAC will be allocating 12%-15% of the funding towards administration. This level of administration funding is necessary as HEDAC currently has limited capacity to plan, administer and monitor programs, and there are numerous poverty reduction programs provided through multiple agencies proposed. These administration funds will be used for the planning, management and coordination of programs and strategies, as well as annual reporting to the City of Hamilton on the implementation and metrics of the Indigenous led Poverty Reduction Investment Plan.

**Implementation:**

It is proposed that Poverty Reduction Investment Reserve dollars are allocated based on the Poverty Reduction Investment Plan. This report also recommends that authority be delegated to the General Manager of Community and Emergency Services or designate, to be authorized and directed to implement the Poverty Reduction Investment Plan.

City staff will update Council on an annual basis with progress reports relating to the implementation of this plan. Additionally, Housing Services will report results of all RFP

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processes for new affordable housing supply to Council for approval as is standard practice with funding allocations from upper levels of government.

This fund will increase the supply of affordable rental housing in the first 5 years of the Implementation Plan, and the on-going quality of Hamilton's current social housing stock over the 10 year implementation of the Plan.

The \$10 million over 10 years for Hamilton's Indigenous population will be allocated to Hamilton Executive Directors Aboriginal Coalition and focused on poverty reduction in Hamilton's Indigenous community.

### **ALTERNATIVES FOR CONSIDERATION**

None

### **ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN**

#### **Economic Prosperity and Growth**

*Hamilton has a prosperous and diverse local economy where people have opportunities to grow and develop.*

#### **Healthy and Safe Communities**

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

#### **Built Environment and Infrastructure**

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

### **APPENDICES AND SCHEDULES ATTACHED**

Appendix "A" to Report CES16043(a): Poverty Reduction Investment Plan