



**CITY OF HAMILTON**  
**HEALTHY AND SAFE COMMUNITIES DEPARTMENT**  
**General Manager's Office**

<b>TO:</b>	Chair and Members Healthy and Safe Communities Committee
<b>COMMITTEE DATE:</b>	September 10, 2018
<b>SUBJECT/REPORT NO:</b>	Director of Housing Position (HSC18047) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Kelly Kavanagh (905) 546-2424 Ext. 6635 Nenzi Cocca (905) 546-2424 Ext. 3924
<b>SUBMITTED BY:</b>	Paul Johnson General Manager Health and Safe Communities Department
<b>SIGNATURE:</b>	

**RECOMMENDATION**

- (a) That the General Manager of Healthy and Safe Communities Department (HSC), be authorized to reinstate the previously eliminated Director of Housing position, to be funded within the Housing Services Budget; and,
- (b) That the General Manager of Healthy and Safe Communities Department (HSC) be authorized to transfer the vacant Director, Neighbourhood and Community Initiatives FTE to the Housing Services Division.

**EXECUTIVE SUMMARY**

The Director of Housing position was eliminated in the spring of 2017 as part of the 2017 budget discussions. Since then an Acting Director has assumed oversight of the Housing portfolio while the alignment of Housing Services was reviewed. Following the creation of the new Healthy & Safe Communities Department (HSC) in February of 2018, the General Manager and the Director of Transition Services reviewed a variety of options to determine where the work of Housing Services would be functionally aligned. Based on many factors, including the continued critical impact of social housing and homelessness on the community, the high volume of clients, anticipated recruitment challenges, and available funding, it is recommended that the City of Hamilton re-establishes a Director position to oversee Housing.

The Director of Housing will provide leadership and direction to a multi-disciplinary team engaged in the delivery of a comprehensive range of housing and homelessness

programs to the community. Guided by Hamilton's 10-year Housing and Homelessness Action Plan and in partnership with the Hamilton community, this position will assume overall responsibility for the strategic management, planning, development, and evaluation of housing and homelessness programs in Hamilton, which includes emergency shelters, supportive housing, homelessness prevention services, social and affordable housing and affordable home ownership. The Director will ensure the municipality meets its legislated obligations in the capacity of service manager for social housing as set out in the *Housing Services Act, 2011* and related regulations, and the delivery of Ontario Works for individuals experiencing homelessness as set out in the *Ontario Works Act, 1997* and related regulations.

Working alongside other human services functions in the Department, the Director of Housing will also help better integrate housing with other services such as employment and income security, children's services and public health services.

**Alternatives for Consideration – None**

**FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

Financial: The proposed Director of Housing position will be accommodated within the existing Healthy and Safe Communities departmental budget, specifically from the Housing Services Division. The required FTE will be transferred from within HSC, as the vacant position of Director Neighbourhood and Community Initiatives was eliminated earlier this year per Report HSC18018. Therefore, there is no increase to the number of Directors within HSC nor is there a budget impact.

Staffing: There are no staffing implications as the FTE is currently vacant. Housing Services is currently being overseen by an Acting Director. Once recruitment and on-boarding of the position is completed, the Acting Director would commence work on other tasks within the Department.

Legal: There are no legal implications associated with Report HSC18047.

**HISTORICAL BACKGROUND**

During the 2017 Budget process, the Director of Housing Services position was eliminated. The position was vacant at that time. Housing Services has since been overseen by an Acting Director role, to allow for re-alignment opportunities to be explored.

In February 2018, the Healthy and Safe Communities Department was created and discussions occurred about further integration of Divisions within the new Department.

In April 2018, structural changes to the new Department were made through Report HSC18018. The Director of Neighbourhood and Community Initiatives Division was eliminated when that Division was merged with the Children's and Home Management Services Division, creating the new Children's Services and Neighbourhood Development Division. Within this report, two Divisions within Public Health Services were also merged to create the Epidemiology, Wellness and Communicable Disease Control Division.

Following the creation of the Healthy and Safe Communities Department, discussions occurred to explore options for the Housing Services Division including merging the work with another human services division such as Ontario Works or Children's Services, dividing the work over several Divisions or reinstating the Director position. Having determined that a merger with any other Division would not be the most appropriate and best aligned option, the recommendation is to re-establish a specific Director of Housing portfolio.

## **POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

Budget Control Policy (Policy No: CBP -2)  
Budget Complement Control (Policy No: CBP – 1)  
Organization Restructuring (Policy No: HR-54-12)

## **RELEVANT CONSULTATION**

Human Resources has been consulted regarding relevant policy requirements and the overall direction of the report. They are supportive of the recommendations.

Some investigation of the structure of housing in other municipalities occurred and in all comparator municipalities similar in size to Hamilton, a Director level position responsible for Housing is the norm.

## **ANALYSIS AND RATIONALE FOR RECOMMENDATION**

The Housing Services Division provides affordable housing options, across the continuum of housing requirements, that meets the unique and complex needs of the community. Informed by priorities set out in the 10-year Housing & Homelessness Action Plan and the Ministry's National Housing Strategy, housing as administered by the Housing Services Division remains a focused priority in the City of Hamilton.

Given the contributions of the Housing Services Division to the community, and the investments in Housing and Homelessness within the City of Hamilton, a Director with a strong background in social housing and homelessness is required to support current and future plans. While synergies and realignment have been explored, at this time it is recommended that the FTE from the vacant Director Neighbourhood and Community

Initiatives be reutilized, in conjunction with existing funding from Housing Services, to create the permanent full-time Director of Housing position. This recommendation has no additional cost, and will continue to serve the needs of the community in the specialized field of Social Housing and Homelessness.

**ALTERNATIVES FOR CONSIDERATION**

None.

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

**Community Engagement & Participation**

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

**Healthy and Safe Communities**

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

**APPENDICES AND SCHEDULES ATTACHED**

None