



CITY OF HAMILTON
HEALTHY AND SAFE COMMUNITIES DEPARTMENT
Housing Services Division

TO:	Chair and Members Emergency and Community Services Committee
COMMITTEE DATE:	August 17, 2020
SUBJECT/REPORT NO:	Housing and Homelessness Action Plan Five-Year Review (CS11017(d)) (City Wide)
WARD(S) AFFECTED:	City Wide
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SUBMITTED BY:	Edward John Director, Housing Services Division Healthy and Safe Communities Department
SIGNATURE:	

RECOMMENDATION(S)

That Hamilton's 10-year Housing and Homelessness Action Plan attached as Appendix "A" to Report CS11017(d), revised through the five-year review process be endorsed.

EXECUTIVE SUMMARY

On December 11, 2013, Council endorsed Report CS11017(c) - Housing and Homelessness Action Plan (HHAP). Through this approval, the City committed to a midpoint five-year review of the HHAP. This report fulfils that directive, recommends endorsement of the revised HHAP attached as Appendix "A" to Report CS11017(d) and directs the Housing Services Division to seek funding opportunities to address affordable housing issues in Hamilton.

Alternatives for Consideration – Not Applicable

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: N/A

Staffing: N/A

Legal: N/A

HISTORICAL BACKGROUND

- December 11, 2013: Council endorsed the HHAP (Report CS11017(c)).
- Annual updates have been provided to Council on the implementation of the HHAP:
 - June 24, 2015: Council received the 2014 Report to the Community (Report CES15033)
 - December 14, 2016: Council received the 2015 and 2016 Reports to the Community (Report CES15033(a))
 - May 9, 2018: Council received the 2017 Report to the Community (Report HSC18017)
- February 27, 2019: Council directed staff to “develop and integrate a consistent gender and equity framework, inclusive of evaluative tools, to the City’s Housing and Homelessness Plan and service delivery”
- September 2019: the revised HHAP was submitted to Province for review
- March 24, 2020: The Province of Ontario confirmed completion of its review of the City of Hamilton HHAP in a letter attached as Appendix “B” to Report CS11017(d).

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

The five-year review of HHAP was required by the *Housing Services Act, 2011* (HSA).

The five-year review of HHAP also meets the provincial Policy Statement: Service Manager Housing and Homelessness Plans, 2016 requirement for housing Service Managers to prepare local housing and homelessness plans that address matters of provincial interest and that continue to transform the housing system with a focus on strengthening people-centred housing programs and improving service coordination.

The Provincial Policy Statement, 2020 requires planning authorities to:

“provide for an appropriate range and mix of housing options and densities to meet projected market-based and affordable housing needs of current and future residents ... by:

- a) establishing and implementing minimum targets for the provision of housing which is affordable to low- and moderate-income households and which aligns with applicable housing and homelessness plans...

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- b) permitting and facilitating: 1. all housing options required to meet the social, health, economic and well-being requirements of current and future residents;”

The HHAP meets these requirements in Outcome Area 1 through strategies to increase the supply of affordable and rental housing and stretch targets to create 341 new affordable rental and 410 new market rental units a year.

RELEVANT CONSULTATION

Groups consulted and consultation events include:

- Housing and Homelessness Action Plan Planning Group, formed to collaborate on the development of the HHAP, endorsed completion of each key step in the five-year review process;
- Planning Group meetings for the five-year review
 - Nov 15, 2018: provided input on the progress to date of the 54 HHAP strategies and advised on needed change to the housing system
 - Feb 22, 2019: provided input on the progress implementing the HHAP over the first five years of the HHAP. A report on this progress is attached as Appendix “C” to Report CS11017(d)
 - June 26, 2019: reviewed and endorsed the revised HHAP;
- Housing and Homelessness Advisory Committee (Council Advisory committee) provided input on various aspects of the five-year review;
- Ongoing dialogue with the Indigenous community including two Indigenous-focused public events, several meetings with the Hamilton Executive Directors Aboriginal Coalition (now the Coalition of Hamilton Indigenous Leadership Inc.), and Aboriginal Advisory Committee, as well as meetings with individual Indigenous community leaders;
- On-line in-depth survey of housing sector experts such as agency management and front-line staff, including Indigenous organizations. In depth responses informed all aspects of the review with a focus on the strategy revisions and new targets;
- Private sector developers at the Development Industry Liaison Group and through individual discussions provided input on housing issues and priorities generally;
- City staff from the Housing Services Division and other City departments provided input on the parts of the HHAP relating to their area of expertise;
- The Mayor and Councillors provided input through individual meetings;
- Joint meeting with members from all of the Council advisory committees for input on housing issues and priorities generally; and,
- Feedback from the community at the 2019 Hamilton Housing Summit on priorities for the revised HHAP.

ANALYSIS AND RATIONALE FOR RECOMMENDATION

i) Five-Year Review of the HHAP

The HHAP continues to guide the City and community partners to create positive change in the housing and homelessness serving sector. The HHAP was built by the community with community input. This approach was repeated in the five-year review, with over 500 people consulted. A dedicated working group provided in depth input throughout the review process.

The five-year review of the HHAP was a comprehensive overhaul and refocusing of the HHAP, necessary due to significant changes in Hamilton's housing system and its context. The goals of this review were to:

- Determine changes within and influencing the housing sector through an environmental scan;
- Review and report on the progress and status of the 54 strategies and 16 targets;
- Review the elements and structure of the plan: vision, core values, outcome areas;
- Update the strategies and targets;
- Streamline the plan;
- Simplify the language of the plan to be more accessible and relevant to a broader audience;
- Meet the new provincial guidelines to strengthen the plan in the areas of Indigenous housing issues, homelessness, integration of services, environmental sustainability and climate change and a role for the private sector;
- Set SMART (Specific, Measurable, Achievable, Relevant and Time-Bound) targets as required by the Province; and,
- Rebrand the look and presentation of the HHAP and related documents.

The sum of these goals means that the resulting updated HHAP looks substantially different from the original version. The original Vision, Core Values, and five Outcome Areas have been maintained with minimal change, and the strategies and targets have been substantially revised.

ii) Environmental Scan

An in-depth environmental scan was conducted as part of the five-year review. This included analysis of various data sets including Census data, and an assessment of future housing needs.

The housing needs assessment determined that Hamilton will need an additional 77,800 total housing units to accommodate local population growth and housing needs through 2041. This means, on average, Hamilton will need to add 3,125 units per year.

Hamilton will continue to need a strong mix of ownership and rental housing with a particular need for affordable rental housing targeted to low and moderate-income households. Previous projections forecasted a need of 300 affordable units per year; this has increased to 341 new affordable rental units for low-income households as Hamilton development of affordable rental housing has not kept pace with demand over the past five years.

The findings of the environmental scan were made publicly available through a series of community profiles and is attached as Appendix “D” to Report CS11017(d) These focused on the following areas:

- Core housing need
- Challenges for new development
- Environmental sustainability and climate change
- Housing and Indigenous Peoples
- Immigration and housing
- Social housing and capital repair needs
- Hamilton’s housing stock
- Housing and Seniors
- Housing market trends
- Access to housing social housing waitlist
- Equity
- Homelessness serving system

iii) The Revised HHAP

a. Strategies

One of the primary goals of the five-year review was to streamline the HHAP, particularly its 54 strategies. While comprehensive and inclusive, the original HHAP was not used on a regular basis. The complexity of housing, the fact that most strategies relate to on-going programs, as well as provincial requirements to add or expand on strategies pertaining to particular topic areas, made streamlining challenging.

The approach used to streamline the HHAP was to put aside strategies that have become part of the day-to-day work or best practices of Hamilton’s housing sector or are being implemented through existing processes. Each of the 54 strategies was examined and labeled as being “Complete,” “Actioned and Embedded” in best practices

or ongoing work, or not yet addressed. This review, completed with input from the Planning Group, is attached as Appendix “C” to Report CS11017(d) and serves as the 2019 HHAP annual review and community report. Some strategies for which extensive work remains were incorporated into new strategies in the revised HHAP.

The newly revised HHAP includes only forward-looking strategies that will drive innovation and system level change into the future. The new strategies include some directions from the original plan, as well as new directions, some required by the Province and others that arose from the consultation. These strategies are high level, and within each there are more specific implementation actions.

b. Targets

The original HHAP targets are aspirational. This is of benefit as it captures the full housing need in Hamilton. This aspirational approach to targets has been retained in the revised HHAP, with each outcome area having a set of stretch targets that include the factors necessary to achieve them. New SMART targets (Specific, Measurable, Achievable, Relevant, Time-Bound) will drive the work for each outcome area and provide a reasonable basis for annual assessment of progress.

c. Key New Directions

The fundamental purpose of the revised HHAP is to create strategic transformational change in Hamilton’s housing and homelessness serving system. New directions in the revised HHAP include the following:

- The revised HHAP retains and clarifies the person-centred approach of the original document as:

“always evaluating the supports and solutions needed to ensure everyone has a home on an individual basis and matching households to the housing and support services that best meet their needs, preferences, and self-identification with various groups.”

Following Council’s direction to “develop and integrate a consistent gender and equity framework, inclusive of evaluative tools, to the City’s Housing and Homelessness Action Plan and service delivery,” the revised HHAP commits the City and its partners to applying a formalized Gender Based Analysis Plus to ensure that all actions and decisions relating to housing and homelessness policy, programs, and services are effectively meeting the specific needs of the diversity of individuals and households.

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- More directly respects Indigenous autonomy and self-determination, and the housing inequity experienced by Indigenous peoples as a result of systemic discrimination and oppression and the destructive legacies of residential schools and colonialism
- A greater focus on innovative solutions and doing things differently
- Increased integration and coordination of housing programs and service delivery across the housing and homelessness serving sector and with other sectors such as health and social services
- Increasing the quality of community housing

d. Annual Reports and Updates

Annual reports on progress of implementation of the HHAP to Council and the community will continue; however, the annual report will include changes to the HHAP that may be needed to adjust to the fast-paced changes in the housing sector. The revised HHAP will be a living document.

For example, the COVID-19 pandemic has magnified existing cracks in the housing and homelessness system and created some new ones. The process of adapting the housing and homelessness system to the new realities of COVID-19 began with the broad City of Hamilton emergency response and will continue for years to come. Much work has been done in a short time, but much more is required to ensure Hamilton has a resilient housing and homelessness system that can meet the needs of our most vulnerable citizens in the face of future pandemics and other disasters. The next revision of the HHAP will reflect these new directions.

ALTERNATIVES FOR CONSIDERATION

None

ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN

Community Engagement and Participation

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

Healthy and Safe Communities

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

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 CS11017(d): Revised Housing and Homelessness Action Plan (HHAP)

Appendix "B" to Report CS11017(d): Letter from Ministry of Municipal Affairs and Housing re. completion of their review of the HHAP

Appendix "C" to Report CS11017(d): Five-Year Review of Strategy Implementation

Appendix "D" to Report CS11017(d): Community Profiles