



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

<b>TO:</b>	Chair and Members Emergency and Community Services Committee
<b>COMMITTEE DATE:</b>	August 11, 2022
<b>SUBJECT/REPORT NO:</b>	Housing Sustainability and Investment Plan (HSC22042) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Jenn Hohol (905) 546-2424 Ext. 7857 Patrick Byrne (905) 546-2424 Ext. 2903
<b>SUBMITTED BY:</b>	Angela Burden General Manager Healthy and Safe Communities Department
<b>SIGNATURE:</b>	

### RECOMMENDATION

- (a) That staff be directed to initiate a corporation-wide, community stakeholder approach to develop a Housing Sustainability and Investment Plan responding to the current housing crisis that leverages the work of the ten-year Housing and Homelessness Action Plan and initiatives under way in Healthy and Safe Communities, Planning and Economic Development and Corporate Services departments;
- (b) That the General Manager, Healthy and Safe Communities Department be authorized to hire a consultant to lead the development of the Housing Stability and Investment Plan, including engagement from the corporation, community stakeholders and the general public, for amount up to \$150,000;
- (c) That staff be directed to pursue funding for the recovery of some or all of the \$150,000 expenditure from external sources and that any unfunded balance remaining be funded from the Human Service Integration Project ID 6502141100;
- (d) That given the urgency of issues, and in recognition of the critical need for multiple and diverse sectors to work together to achieve best possible outcomes along the

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OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

housing continuum, staff be directed in the interim to report quarterly on prioritized actions underway and overall plan progress, and by end of Q2, 2023, bring forward a draft of the Housing Sustainability and Investment Plan, inclusive of best practice recommendations for City-led actions and recommended best practice contributions of community partners by sector; and,

- (e) That Council, through the Mayor's office, continue to advocate with Federal and Provincial governments to secure financial support for new housing development as well as building financial partnerships between both levels of government to help address the housing crisis affecting the City of Hamilton.

## **EXECUTIVE SUMMARY**

Like many municipalities across the country, the City of Hamilton is in a housing crisis. The City does not have a healthy housing continuum as defined by the gap between supply and demand across every part of the continuum and faces unprecedented challenge in addressing the housing needs for the residents of the City - from deep affordable housing to homeownership. A healthy housing continuum relates to a municipality having housing availability across the housing spectrum of home ownership and rental units. There is no simple answer in solving the housing crisis and it will take a concerted effort from all levels of government, the City of Hamilton as a corporation and community stakeholders to work together to move towards more manageable solutions for residents so that Hamilton is the best place to raise a child and age successfully.

Given the current financial pressures at all levels of government, the exponential increase in residential land values, home resale values, lack of affordable housing, increased materials and labour costs, supply chain delays, there is an urgency for all parties to collaborate and identify and act on opportunities to drive positive change. This results in the need for all City Departments, community stakeholders from multiple sectors, private industry and other external partners including provincial and federal levels of government to work even more closely together over the broad housing continuum to address homelessness, emergency shelters, transitional housing, supportive housing, community housing, affordable housing and market housing needs. Both long-term planning and immediate action are required to achieve best possible outcomes.

The recommendations in this report seek Council's endorsement for taking a "whole of community" approach to immediate action, while at the same time working with partners to build a long-term Housing Sustainability and Investment Plan. This plan will build on existing efforts underway and will help to identify and coordinate the use of tools, assets and contributions across sectors and partners to ensure the best possible investments are being made across the housing continuum. Success for the development and implementation of a Housing Sustainability and Investment Plan requires:

- Integrated and focused solutions across all City departments
- Community Stakeholders and leadership from all sectors whose actions influence the housing continuum
- Public Engagement
- A comprehensive strategy to ensure Provincial and Federal co-investment and partnership which includes Federal and Provincial partners at the table to understand the challenges/opportunities and discuss the plan moving forward.

City staff continue to prioritize Homelessness and Housing as a term of Council priority, and as such, resources will be identified to support and lead this work internally with no request for net new resources. However, to expedite and focus the development, engagement and implementation, staff will work with external stakeholders to explore additional available resources and are recommending a consultant be hired to lead the work at a cost to the City of no more than \$150,000.

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

### **FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

Financial: Consulting costs are projected to be up to \$150,000. Staff will pursue funding for the recovery of some or all of the \$150,000 from external sources with any unfunded balance remaining funded from the Human Service Integration Project ID 6502141100. The current balance in this Project ID as of July 2022 is \$320,000, leaving a balance of \$170,000 for priorities identified in the December 2021 Capital Status report FCS21079(b). There is no levy impact to the recommendations.

Staffing: None

Legal: None

### **HISTORICAL BACKGROUND**

The City of Hamilton's Housing & Homelessness Action Plan is a 10-year, solution-focused, person-centred plan that guides decision making on how the Hamilton community will address affordable housing and homelessness issues. The Action Plan was developed in 2013, with a five-year review completed in 2020, with extensive community engagement and in partnership with a multi-stakeholder Planning Group and the Housing and Homelessness Advisory Committee.

The City also has in place the Coming Together to End Homelessness: Hamilton's Systems Planning Framework, developed in 2019, which sets a path forward to end chronic homelessness by 2025. It serves as a roadmap to guide municipal decision-

makers, staff, social service providers and community organizations in addressing the needs of individuals and families who are homeless or at risk of becoming homeless.

## **POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

It is expected that in identifying best practices and/or recommended elements to improved and best possible outcomes in the development of the Housing Sustainability and Investment Plan, that City Departments and their divisions will need to consider several legislated requirements and corporate policies from across City departments, as well as regulations from provincial and federal ministries who fund projects and programs based on specific requirements.

## **RELEVANT CONSULTATION**

Initial discussions to inform this report and test support for recommended approach before recommending to Council were held with:

- The City of Hamilton's Senior Leadership Team
- Housing Services Division, Healthy and Safe Communities Department
- Public Health Services, Healthy and Safe Communities
- Planning Division, Planning and Economic Development Department
- Financial Planning, Administration and Policy Division, Corporate Services Department
- Digital, Innovation & Strategic Partnership, City Manager's Office
- Community leaders from Hamilton Anchor Institution Leadership (HAIL): Mohawk College, Hamilton Chamber of Commerce, Hamilton Community Foundation, St. Joseph's Healthcare Hamilton, Hamilton Health Sciences and the Hamilton Roundtable for Poverty Reduction,
- Coalition of Hamilton Indigenous Leadership
- Hamilton is Home

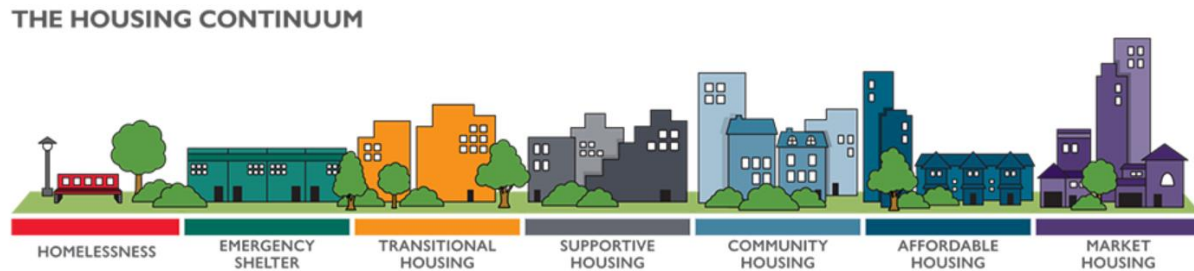
## **ANALYSIS AND RATIONALE FOR RECOMMENDATION**

Over the recent years, the City has seen significant impact on the residential real estate market and land values coupled with the impact of the pandemic affecting material costs, trade costs and supply chain deliver issues, all of which have affected the cost of housing in the City. From the City perspective, the impacts are not controllable by the municipality alone in that the City cannot dictate costs of housing, who purchases/rents homes nor expedite the construction of new housing in the City. However, the pressure is placed on the City to find solutions to make housing available and affordable.

The housing system is extremely complex with programs, services, City divisions and external partners including provincial and federal levels of government working across a broad housing continuum to address homelessness, emergency shelters, transitional

housing supportive housing, community housing, affordable housing and market housing (Figure 1)<sup>1</sup>.

**Figure 1 – The Housing Continuum**



Understanding that there is not enough money to solve all the issues, broad and inclusive engagement and identifying best practices that exist within each sector is critical to acting on near-term opportunities and developing a long-term strategy that will result in a healthy housing continuum for the City of Hamilton.

The Housing and Homeless Action Plan and Coming Together to End Homelessness: Hamilton’s Systems Planning Framework re-envision the way services are delivered and policies are implemented across Hamilton’s homeless-serving system. These two housing strategies focus on deep affordability and the homeless-serving system within the housing continuum and work within the scope of the Housing Services Division. Beyond “affordable housing”, a gap remains with the “missing middle” where limited housing options for the move up market for those successful in affordable housing, first time buyers, etc. limiting movement up the “housing ladder”.

The proposed Housing Stabilization and Investment Plan will be a plan that both builds on existing Council adopted strategies but also seeks input from the community stakeholders and public to address opportunities and obstacles to improving the housing continuum. This Plan is not about targeting a single population demographic but improving the housing continuum across the entire spectrum.

The development of this plan will:

- Gather existing knowledge and best practice in one overarching and shared strategy;

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<sup>1</sup> Canada Mortgage and Housing Corporation <https://www.cmhc-schl.gc.ca/en/professionals/industry-innovation-and-leadership/industry-expertise/affordable-housing/about-affordable-housing/affordable-housing-in-canada>

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- Identify existing levers along the housing continuum and educate leaders (including City of Hamilton) on the contributions that each sector can bring to bear that will result in improved/best outcomes;
- Consider opportunities and issues related to all types of housing forms across the housing continuum including shelter system, affordable housing, “missing middle” – meaning limited opportunities for first time homebuyers, empty nesters trying to downsize, etc.;
- Quantify the financial pressures facing the City of Hamilton along each part of the housing continuum and recommend solutions;
- Act as a catalyst to drive the implementation of immediate prioritized actions, sustainable strategies, and nimble decision-making for all partners who have a role in housing outcomes;
- Ensure a bias-to-action and early implementation of critical solutions real time and , at the same time build principles and make recommendations for decision making and action in the long-term Housing Sustainability and Investment Plan;
- Provide a communication and education strategy to release the plan, goals and implementing strategies;
- Be a dynamic adaptable plan that can pivot as new information becomes available or housing market/system changes;
- Act as a vehicle for Hamilton to begin to speak as a consistent voice to upper levels of government to access the capital needed to address this crisis including municipal government, education and health sectors, the business community, developers and housing providers, and non-profits; and
- Generate other innovation and creative ideas as developed through the engagement process.

To ensure an informed perspective regarding the current problem and need for a whole of community approach, staff held initial discussions with the following:

Mohawk College	Hamilton Health Sciences
Hamilton Chamber of Commerce	Hamilton Roundtable for Poverty Reduction
Hamilton Community Foundation	Coalition of Hamilton Indigenous Leadership
St. Joseph’s Healthcare Hamilton	Hamilton is Home

Community and sector engagement and participation will broaden with Council’s endorsement of the recommendations of this report.

The City recognizes all of the existing, housing-related work across the corporation. Focused discussions were also undertaken with various City Divisions to identify responsibilities, programs and mandates across the housing continuum. The City Divisions that participated in this exercise were:

- Housing Services Division, Healthy and Safe Communities Department

- Public Health Services, Healthy and Safe
- Planning Division, Planning and Economic Development Department
- Economic Development Division, Planning and Economic Development Department
- Financial Planning, Administration and Policy Division, Corporate Services Department
- Government and Community Relations Division, City Manager's Office

To enable staff to continue working on existing efforts underway, and ensure the process is focussed and results oriented, staff recommend hiring a consultant. In retaining a consultant, consideration will be given to utilizing a social innovation lab model, supported by CityLAB, for the co-creation in collaboration with community and partners. The purpose of a social innovation lab is to develop innovative, collaborative solutions to complex social issues.

Staff have set an upset limit of \$150,000 contribution by the City for the consultant. Staff will work with external stakeholders to explore cost sharing of the consultant and identify other available resources to reflect appropriate priority and urgency of this work.

#### **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

##### **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.

##### **Clean and Green**

Hamilton is environmentally sustainable with a healthy balance of natural and urban spaces.

**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**

None