



Project Charter

1. General Information			
Project Name	Housing Sustainability and Investment Roadmap Executive Charter		
Location of Project	City-Wide		
Project Type	City Initiative/Whole of Community Approach	Ward(s)	All
Project Start Date	Initiated August (HSC22042)	Acct/Project ID	N/A
Charter Prepared by	James O'Brien	Date (YYYY/MM/DD)	Nov 7th, 2022

1.0 Project Background

The conditions of the housing market in Hamilton have changed markedly over the past decade. These changes have included significant price increases in new and resale homes, and similar cost increases in average rents across the region. Hamilton has even been identified as the third *least affordable city* in Canada in which to live. Of particular concern is housing (ownership and rental) for people with moderate and low incomes, and resulting movement of individuals into emergency and shelter systems as unaffordability continues across the housing continuum. To response to this changed and changing landscape, the City's strategic plans for affordable housing issues (e.g. Keys to the Home, Housing and Homelessness Action Plan) require additional detail, concrete tactics, bold new ideas and ready-to-implement strategies to address the current reality and the resulting pressure on Hamilton's citizens.

Following strategic discussions among the City's Senior Leadership Team, and staff-initiated conversations with City division focus groups, key community stakeholders from Hamilton anchor institutions across sectors, Hamilton is Home (not-for-profit housing umbrella group) and the Coalition of Hamilton Indigenous Leaders, (HSC22042) City Council gave direction to initiate a City-wide and whole of community, approach to develop a Housing Sustainability and Investment Roadmap (HSIR) in response to the current housing crisis, with the goal of positioning Hamilton in the best way possible to deliver on affordable housing outcomes.

2.0 Project Description

This initiative will focus on the urgent action needed to accelerate and coordinate current activities related to construction, acquisition, and retention of affordable housing units, as well as the increased provision of housing-based supports to ensure successful tenancies in affordable housing. Actions will focus both on opportunities within the City and with community organizations working in sectors whose contributions and commitments are required for successful housing outcomes.

3.0 Scope of Project

The scope of HSIR will include affordable housing forms and tenures that meet the definitions in the August 8th report to GIC¹ and the August 11th communication update to Council provided by the City's Chief Planner.

4.0 Guiding Principles

¹ [GIC report](#)

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- We acknowledge and respect that the City and each community sector has a different role and opportunities to contribute to improved outcomes related to affordable housing.
- We will be action-oriented and focus on immediate and near-term actions while at the same time building a short- to long-term roadmap that enables us to quantify deliverables to measure our success.
- We will use this initiative to better leverage our collective efforts in order to optimize resources, investments and outcomes.
- The Project plan will include ways to better integrate and execute work that is underway and planned, and also bold new ideas.
- We will hold each other accountable to working differently, have honest conversations and be courageous about change that is needed.
- Each sector may need to make decisions that others do not agree with. While we will strive for shared vision, appropriate contributions and commitments, this is not work by consensus. –Leaders and governing bodies hold ultimate decision-making for their own organizations.
- We will use this process to build capacity in individuals and teams so we have increased expertise in the various components and functions required to create and maintain affordable housing.
- This initiative is not intended to create additional workload for teams, but will focus on prioritizing actions, and changing way we do our work.

Project Objectives

1. Create an evidence-based assessment and gap analysis of the best options and the best mix of action for supporting the creation of new affordable housing, acquiring and retaining existing affordable housing, and delivering appropriate supports. This approach will involve urgent action within the City and with external partners, and account for the multiple, complex pressures on housing affordability (e.g., financialization, gentrification, etc).
2. Initiate, strengthen, and modify City processes to maximize opportunities, remove barriers, improve responsiveness and timeliness, within and across divisions related to affordable housing construction, acquisition, and retention.
3. Identify levers available to community sectors, and encourage contributions and commitments where appropriate and possible to ensure best possible outcomes, including the alignment of community and City initiatives and efforts to ensure best possible outcomes along the continuum to maximize impact.
4. Develop tools and frameworks to help funders and investors understand where to invest their resources for maximum impact. This includes City investment, and investment by other sectors, including private and philanthropic.
5. Develop and strengthen coordination of efforts and relationships between City and Community and include actions to influence upper levels of government.

5.0 Project Deliverables



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Development of a shared understanding and vision for how affordable housing supply can be influenced and change implemented among sector leaders.

Major Deliverable	Description & Products or Deliverables
<p>1. Report findings of the housing “eco-system” in Hamilton.</p>	<p>Brief research and analysis aimed at understanding the housing crisis in Hamilton including challenges and opportunities for the demand and supply and the levers each sector has to impact the continuum.</p> <p>1.1 Inventory existing social and community housing units.</p> <p>1.2 Profile of existing affordable units within the private market and affordability of new units being produced by private market.</p> <p>1.3 Comparison of current and future demand against supply and identification of gaps/needs</p> <p>1.4 Inventory of existing municipal tools that support housing development and a complete environmental scan to identify what other jurisdictions are doing that might be relevant to Hamilton</p> <p>1.5 Financial analysis of the impact on the Housing eco-system of changing economic conditions including fluctuations in interest rates, inflation and supply chain challenges and resulting considerations and recommendations for maximizing investment and co-investment from municipalities and other sectors.</p>
<p>2. Housing Sustainability and Investment Roadmap</p>	<p>A Roadmap that centres on an evidence-based assessment of the best options and the best mix of action for supporting the creation of new affordable housing, acquiring and retaining existing affordable housing, and delivering appropriate supports: This will include:</p> <ul style="list-style-type: none"> a. Decision-making framework including values, prioritization, and an opportunity cost lens. b. Specific details on how many new units need to be created for different groups within the population c. Community Housing Retention Strategy – including costing and program tools d. Affordable private market retention strategy – including costing and program tools e. Strategy for development of new community housing



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	<ul style="list-style-type: none"> f. Including statement of number of units, tenure, unit size, location including costing and program tools: g. Municipal Finance strategy h. Non-financial impacts to housing development analysis i. Identification of levers by sector, potential contributions and commitments that will create a whole of community approach and maximize outcomes along Hamilton’s affordable housing continuum
<p>3. Communication and Engagement Plan</p>	<p>Create a communication and engagement plan that informs the development and implementation of the HSIR. This work includes public launch, will ensure transparency of process and content, regular reports to Committee and Council, engage the partners identified by sector, upper levels of government, people with lived experience, and the broader community.</p>
<p>4. Governance model for implementation of roadmap</p>	<p>4.1 Creation of City division and Community Governance structure, including Affordable Housing Secretariat and Secretariat Director and appropriate team that spans City government and community sectors</p> <p>4.2 terms of reference for decision making and levels of influence for each area.</p> <p>Governance model should outline interaction of city staff tables with external sector groups. Roles and responsibilities document highlights areas of decision making and vision roles for secretariat, advisory think tank, and other created groups as well as structures to ensure integration of efforts across City divisions and encourage alignment across community stakeholders with respect to initiatives underway, new opportunities identified and implemented.</p>

6.0 Assumptions, dependencies, Drivers, Constraints, and/or Risks

- Key Driver:**
- Urgency about the current housing crisis in Hamilton
 - Need for a systematic approach towards creating and maintaining affordable housing that is responsive to new and changing landscape.
 - Need for quantifiable tactics to ensure that we have a way to measure our progress towards visionary and aspirational documents
 - Scarcity of city/municipal resources - Need to ensure all resources that are invested efficiently in affordable housing – used to best possible outcomes

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- Housing is a high priority for many sectors – the City and many community partners are asking how they can best use their resources (time, money, assets, etc.) to support affordable housing in Hamilton.
- Need for integrated and aligned efforts to solve complex challenges

Key Assumptions:

- That Housing will be a Term of Council Priority for the newly elected Council.
- That Council will prioritise Investing in Affordable Housing for the social, political and economic benefits that it brings for City residents
- That senior leadership within City Government and community sectors are in support of efforts to address Hamilton's housing crisis through the development and implementation of a Housing Sustainability and Investment Roadmap
- That the required resources will be made available for implementation of tactics associated with the Roadmap
- That through consultations with the community stakeholders, sufficient information will be received to support the development of the roadmap and updates
- That developing a whole of community approach will facilitate better conversations with upper levels of government related to Hamilton's need and assistance required at the provincial and federal level
- That partnerships and collaboration with local, provincial and federal stakeholders will be strengthened through this process.

Risks:

- Discussions and comments from stakeholders may exceed the relatively narrow scope of the Roadmap.
- The current housing market volatility including high interest rates and inflation may overly influence responses during the profile development
- HSIR leadership is not successful in engaging stakeholders to embrace the Roadmap as a shared vision

Constraints:

- There is a short timeline for completing the project, and constraints on staff capacity
- Financial constraints