



INFORMATION REPORT

TO:	Chair and Members Emergency and Community Services Committee
COMMITTEE DATE:	December 1, 2022
SUBJECT/REPORT NO:	Housing Sustainability and Investment Roadmap Update (HSC22053/FCS22087/PED22212) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Patrick Byrne (905) 546-2424 Ext. 2903 James O'Brien (905) 546-2424 Ext. 3728
SUBMITTED BY:	Angie Burden General Manager Healthy and Safe Communities Department
SIGNATURE:	
SUBMITTED BY:	Jason Thorne General Manager Planning and Economic Development Department
SIGNATURE:	
SUBMITTED BY:	Mike Zegarac General Manager Finance and Corporate Services Department
SIGNATURE:	

COUNCIL DIRECTION

Emergency and Community Services Committee at its meeting of August 11, 2022 approved the recommendation report "Housing Sustainability and Investment Plan" (HSC22042) which endorsed the initiative and included the direction to report quarterly on prioritized actions underway and overall plan progress.

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.

INFORMATION

Executive Summary

This report provides an update on the progress of the Housing Sustainability and Investment Roadmap (HSIR)¹. The Roadmap is a “whole of community, whole of City government” approach designed to respond to new and growing pressures along the housing continuum to deliver best possible affordable housing outcomes for Hamiltonians. The work builds on the Housing and Homelessness Action Plan and recognizes the urgent need for a prioritization framework and change in how the City and community partners work together to identify and deliver on shared affordable housing goals. The roadmap will focus on four pillars of affordable housing: acquisition, new development, maintaining current supply of existing units and supports to keep people housed. Since Council endorsement of the concept in August 2022, the HSIR project charter has been completed and an executive summary is attached as appendix A. City divisions are working to identify and prioritize actions for the roadmap and through Hamilton’s CityLAB fall Semester in Residence program, students are engaging stakeholders from various sectors as a first phase of understanding challenges, opportunities, and initiatives underway in the community. The City has engaged the Canadian Housing Evidence Collaborative (CHEC) for advice and consultant expertise on the HSIR development. Development of the roadmap and the implementation of prioritized near-term actions will continue through Q1 2023. The final roadmap will be brought to Council for endorsement. Implementation will continue and progress reported throughout 2023 and 2024.

Background

Following strategic discussions in May and June 2022 among the City’s Senior Leadership Team, and several city division focus groups and conversations with key stakeholders from Hamilton Anchor Institutions, Hamilton is Home (not-for-profit affordable housing coalition) and the Coalition of Hamilton Indigenous Leaders, (HSC22042) City Council gave direction to initiate a whole of community, corporation-wide, community stakeholder approach to develop a Housing Sustainability and Investment Roadmap (HSIR) in response to the current housing crisis.

The Project Charter and work on the roadmap to date has been developed by a core team across city divisions that represent Planning and Economic Development, Finance and Corporate Services, and Healthy and Safe Communities departments, with advice and input from the Canadian Housing Evidence Collaborative and their academic team, as well as the Hamilton Community Foundation and CityLAB to ensure community

¹ Note the change of language from ‘Plan’ to ‘Roadmap’ in this report. The change reflects the intention of an action-oriented tactical roadmap that will deliver specific and quantifiable outcomes.

perspective in this early phase of development. We have sought input on the approach from a wide variety of stakeholders, including a number of anchor institutions across sectors. The City already participated – with the support of a number of anchor institutions – on a proposal regarding needs for High Acuity Several Supportive Housing. For HSIR, we have again engaged the CEO-level leaders of a number of anchor institutions, and several have already indicated to us that they are willing to participate cross-sectoral action and collaboration on a broader set of affordable housing actions with the City. We expect to garner more support, especially as we work with community partners to finalize specific actions that will be prioritized in the HSIR.

Through the CityLAB Hamilton Fall 2022 Semester in Residence program, students are contributing to the development of the roadmap and are engaging with community sector stakeholders to identify and explore key issues related to affordable housing in support of the whole of community approach.

Canadian Housing Evidence Collaborative (CHEC)

The mission of the Canadian Housing Evidence Collaborative (CHEC – www.chec-ccrl.ca) is to accelerate evidence-based solutions that advance Canada’s National Housing Strategy to ensure every Canadian has “housing that meets their needs and that they can afford”. Housed at McMaster University, CHEC acts as a key liaison between the leading network of housing researchers in Canada and the Canada Mortgage and Housing Corporation, and a trusted, independent voice for evidence-informed housing policy in Canada. CHEC brings together a network of more than 30 academics from across Canada and beyond who are engaged in independent, in-depth research exploring connections between housing and other policies, community organization and government action, and the full diversity of households and people in Canada. Partners include more than 50 organizations representing some 2,000 policymakers, housing providers and equity-seeking groups committed to growing Canada’s supply of safe, adequate, accessible and affordable housing. Led by its Director, Dr. Jim Dunn, an expert in housing, inequality and health, and Steve Pomeroy, Executive Advisor to CHEC, CHEC acts as a research hub focused on knowledge mobilization and capacity building for all areas of housing research in Canada. CHEC brings innovative concepts, rigorous data and research, and practical co-production of knowledge to bear on the most challenging housing problems Canada faces.

CityLAB Hamilton

CityLAB Hamilton is a partnership between the City, McMaster University, Mohawk College, and Redeemer University that builds relationships and matches projects between City staff, students, and faculty to help meet the City’s Strategic Priorities. The CityLAB Semester in Residence is a level 4, 15-unit course designed for passionate, motivated, and enthusiastic students from McMaster and Redeemer that

leverages challenges faced by the City and integrates them into the experiential learning coursework. With a focus on community engagement, the course offers support to facilitating dialogue related to complex problems and multi-stakeholder engagements.

Scope

The scope of the project is affordable housing, including rental housing with a focus on below-market, affordable, social, non-market, public and subsidized housing, whether units are purpose-built rental or secondary use. The scope also includes below-market priced ownership housing (including mortgage-assisted, income-restricted, in both the public and non-market sectors). Excluded is luxury above-market rental housing and non affordable ownership housing.

The broadest definition of affordable housing is being used to scope the HSIR as per the August 8th report to Council (HSC22051 / PED22183) will include housing forms and tenures that are within the parameters of that report.

The roadmap will be focused on four areas:

1. New development of affordable housing
2. Acquisition of affordable housing
3. Maintaining the supply of currently affordable housing
4. Supports to keep people housed.

The HSIR requires commitment to action by both the City and Community to engage about the different levers that impact affordable housing and the 4 areas of focus for the roadmap. As informed by internal and external stakeholders, and through the work of the core team, city policies and processes will be reviewed and opportunities identified and implemented. As the work broadens and deepens to include a “whole of community approach”, potential levers available to Community stakeholders will be identified and community sectors will be provided opportunity to participate in a shared vision and commit to actionable changes to create more affordable housing and maintain the current supply in the Hamilton community.

Project Objectives

The roadmap will address the following five 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 upper levels of government.

Governance

Critical to a successful whole of community, whole of city government approach, will be a governance model that effectively aligns existing work in the community and in City government. A governance model for implementation is under development through the advice of CHEC and community stakeholders and will be presented as a deliverable in the final roadmap. Central to the new governance model, a Housing Secretariat will be established, comprised of city and community representatives. Recruitment for a temporary Director of Housing Secretariat will be underway in December 2022, responsible for the mandate to lead this work through a “whole of city, whole of community approach”. This director will lead the final development of the roadmap and implementation of the HSIR. A broad community advisory is also required, and planning is underway regarding how to best convene a representative membership and terms of reference that would ensure success.

Community Sectors

Community sectors identified as influencers of affordable housing and engaged as critical partners as part of the whole of community approach include development sector and private industry, education (boards of education and higher education/academic institutions), landlords, including the Federation of Rental Housing Providers in Ontario,

Philanthropy, Healthcare, non-profit housing providers and operators, housing advocates, upper levels of government and individuals with lived experience.

CityLAB Hamilton – Semester in Residence Fall 2022 Progress Update

Over the Course of the 2022 Fall Semester, CityLAB Hamilton’s Semester in Residence Program has worked in close collaboration with the project core team to conduct public engagement and explore key issues along the housing continuum. The program’s 30 students and 3 instructors have completed 4290 hours in direct support of the development of the HSIR. The below contributions from CityLAB will help to inform the creation of the HSIR as it moves into the next phase:

- **surfaced and summarized user-identified challenges or barriers** with a particular focus on equity deserving groups and residents most impacted by the housing crisis. Students reviewed data and demographics of specific populations and produced journey maps for how each would navigate the housing system including possible solutions to the challenges they face.
- **identified innovative approaches to policy, process, or service models for housing** that both reflect Hamilton-based challenges and innovative municipal models provincially, federally, and globally
- **provided opportunity for City staff and community leaders to share their knowledge, learn from and with each other, and co-design possible models for future collaboration** in pursuit of shared goals. Each of six teams planned and facilitated a dialogue conversation with a different groups of stakeholders.
- **provided rapid research to identify short- medium- and long-term actions to complex problems** identified within the City’s internal asset mapping process over summer 2022 that reflect insights from both community leaders and residents with lived experience.
- **hosted drop-in Lunch and Learns** including a screening of the TVO documentary “Priced Out: Canada’s Rental Crisis”

This work included a final report, infographic, 3 minute video presentation and a transition report, which will feed into and inform the development of the HSIR. Results will be shared with the HSIR core team and Secretariat. CityLAB will foster continuation of the work through other course projects as appropriate in the Winter 2023 semester.

APPENDICES AND SCHEDULES ATTACHED

Appendix “A” to Report HSC22053/FCS22087/PED22212 - Executive Project Charter