



Hamilton

HOUSING SUSTAINABILITY AND INVESTMENT ROADMAP

April 19, 2023

General Issues Committee



Hamilton

HOUSING SUSTAINABILITY AND INVESTMENT ROADMAP



The Housing Sustainability and Investment Roadmap you are about to read is a “Whole of Hamilton” response to our current housing crisis. At the outset, we identify a sense of urgency.

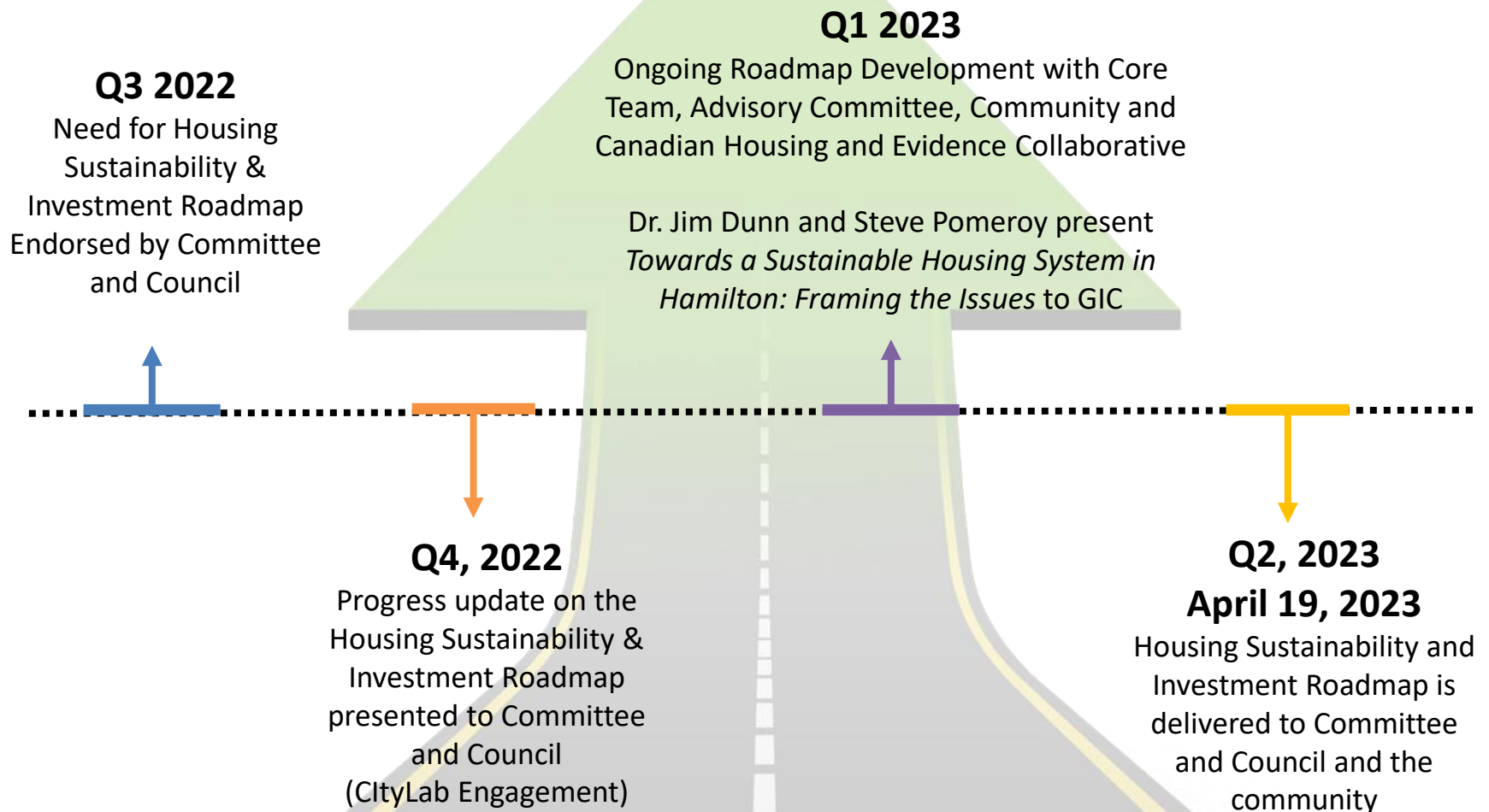


Overview of Presentation

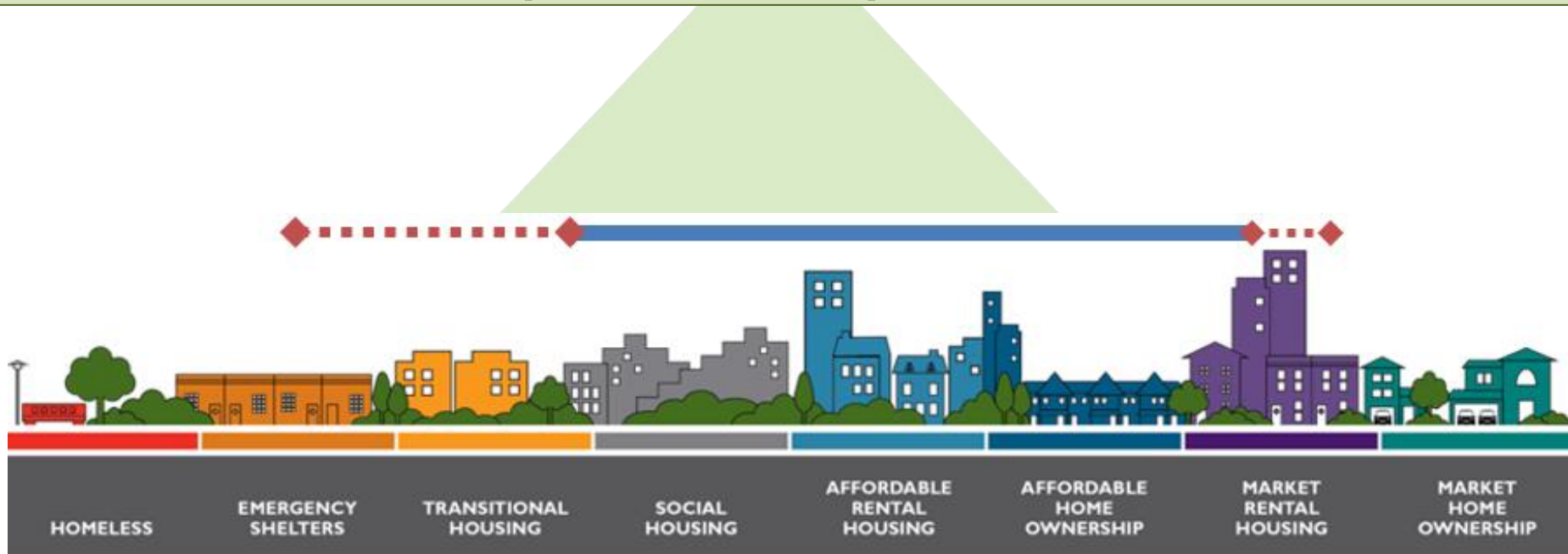


1. Context
2. Infrastructure, Governance and the Four Pillars
3. First Year Priorities
4. Recommendations

Timeline of Roadmap: Through April 19, 2023



Scope of Roadmap Activities



The Roadmap activities will focus primarily from social housing to the low end of market (125% Average Market Rent) and will work to ensure flow throughout the continuum.

Infrastructure for the Housing Sustainability and Investment Roadmap

1. Urgency, Collective Will

- “whole of Hamilton” approach

2. Affordable Housing Secretariat

- 2023 – Director, Community Advisor, Coordinator

3. Expanded Development and Acquisition Capacity

- Explored and resourced over time

4. An Affordable Housing Resource Fund and Financing Strategy

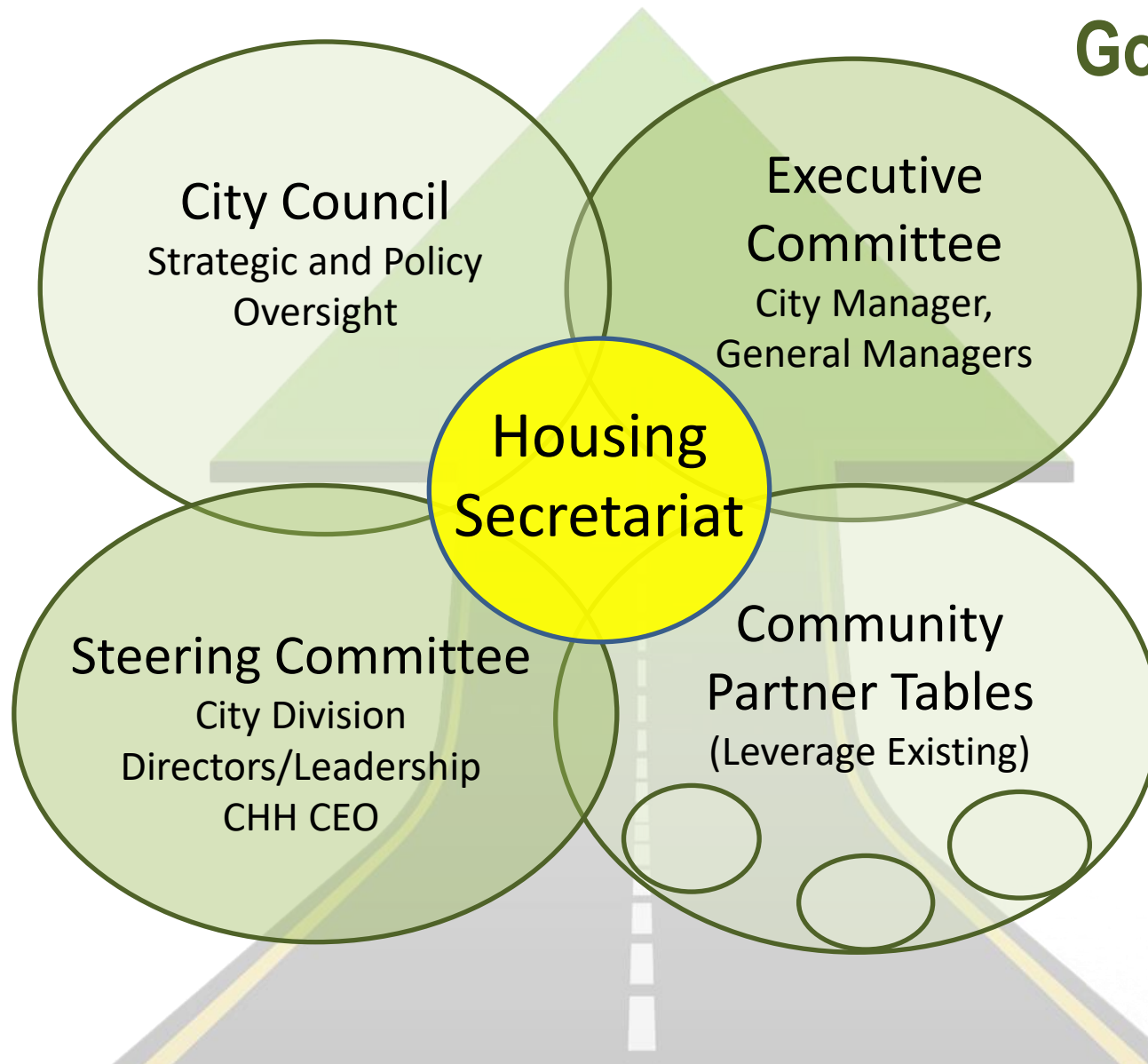
- Planned, known investments

5. A Robust Government Relations Strategy

- Partnership and advocacy with upper levels of government

The Secretariat and Program of Work

1. Affordable Housing Secretariat leads nimble implementation
2. Integrates and aligns activities, strengthens relationships between City government and Community partners
3. Develops Annual Program of Work for Council Approval (fall)
(2023 priorities are resourced to enable progress without levy impact)
4. Required Resources brought forward through each Budget Process (2024)
5. Flexibility to adjust and prioritize actions within the approved program according to opportunities
6. Annual Progress reported to Council



Pillar 1: New Construction of Affordable Housing

- Build 350 moderately affordable market rental units per year
- Develop incentives and programs to encourage building of affordable housing
- Identify and implement innovative financing tools
- Make publicly-owned lands available to support building of affordable housing
- Find opportunities for integrated developments where affordable housing can be paired with other private assets
- Work closely with and support affordable housing developers to enable strong, quality submissions for City's approvals process
- Engage and support Indigenous affordable housing projects

Pillar 2: Acquisition of Affordable Housing

- Engage with community partners, undertaking strategic acquisitions of “at-risk” existing affordable housing units
- Work with community stakeholders and housing providers to conduct business cases analyses and risk assessments
- Consult with social purpose capital investors to create access to financing
- Create an Acquisition Assistance Fund with social enterprise and/or philanthropic investors

Pillar 3: Preserve and Retain Existing Affordable Housing

- Conduct a comprehensive asset rationalization for strategic development for all non-profit housing
- Make the best use of existing rent-geared-to-income social programs
- Review and implement financial strategies that strengthen the ability of non-profits to access equity and develop additional units
- Preserve and protect existing affordable rental housing in the private rental market
- Develop and resource a comprehensive City-wide response to resolve landlord-tenant issues
- Reduce pressure on affordable rental housing by ensuring a healthy supply of market rental housing with a focus on rental housing for students
- Expand availability of Portable Housing Benefits to address affordability problems for households

Pillar 4: Provision of housing-based supports

- Commit to the creation of 200 new, permanent supportive housing units
- Support Indigenous organizations and stabilize funding for Coalition of Hamilton Indigenous Leadership
- Transform the Residential Care Facilities system to ensure adequate supports
- Work with Housing Services, the Greater Hamilton Health Network, Ontario Health, local stakeholders and senior levels of government to increase residentially-based health supports
- Design a local system of homelessness services supports and annualized funding of initiatives matched to community need

Partnerships – Examples of Sector Collaboration



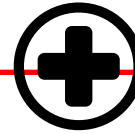
School Boards

Explore surplus properties that could be sites for affordable housing.



Private Sector

Partner with the City on solutions to expedite moderately affordable housing developments.



Health Care and Hospitals

Policy, advocacy, innovation, and partnerships to address supportive housing needs.



Government Sector

Policy advocacy and partnership with upper levels of government to benefit Hamilton's efforts in affordable housing.



Philanthropic Sector

Strategic investment to attract new sources of capital.



Housing Providers

Partner with the City on solutions to expedite affordable housing developments.



Post-Secondary Education Sector

Develop more purpose-built student housing options.

First Year Priorities

Establish Affordable Housing Secretariat

- Director, Community Special Advisor, Program Coordinator
- Develop key relationships and support identified initiatives across City divisions and community partners; implement Roadmap governance
- Implement 2023 Program of Work
- Work with Canadian Housing Evidence Collaborative to develop logic model and evaluation framework and engage in ongoing advisory function



First Year Priorities

Develop a five-year financing strategy

- Develop a five-year financing strategy for the Housing Sustainability and Investment Roadmap, inclusive of identifying funding sources and innovative financing models and leveraging risk to deliver on program goals.



First Year Priorities

Develop a Government Relations Strategy

- Success requires partnership with upper levels of government
- Prioritize focus on key issues
- Approach upper levels of government for funding
- Develop robust priority list and actions



First Year Priorities

Provide recommendations for delegated authorities

- Focus on nimble implementation
- The Secretariat report back on any required delegated authorities to improve effectiveness and efficiency implementing the Roadmap initiatives



First Year Priorities

Transit-Oriented Affordable Housing Lab

- Participate in Hamilton's Transit-Oriented Affordable Housing Lab, to develop innovative financing models and maximize funding pathways to CMHC
- Partners:
 - Social Innovation Canada
 - Canada Mortgage and Housing Corporation
 - Federation of Canadian Municipalities
 - Hamilton Community Foundation



First Year Priorities

Review policies, incentives, and proposed regulatory changes to support target of 350 units annually.

- Develop and implement a promotion strategy
- Alignment of incentives for construction of affordable housing
- Ensure successful construction projects
- Collaborate with Indigenous organizations



First Year Priorities

Assess City-owned properties for possible intensification

- Initiate a full assessment of City-owned properties
- Expand internal development capacity
- Development of business cases analysis
- Identify opportunities for integrated development
- Prepare to identify and purchase parcels of land
- Identify funding opportunities



First Year Priorities

Asset Rationalization of Social Housing

- Support social housing providers to complete asset rationalization leading to a multi-year capital plan related to intensification and asset renewal for the current social housing stock.



First Year Priorities

Develop a City-led Tenant Response Team

- Collaborate with community organizations and City divisions to identify existing tenant resources and supports
- Build a city-wide response to addressing tenant concerns and issues that can pro-actively address landlord tenant issues and stabilize tenancies.



First Year Priorities

Create an Acquisition Assistance Fund with community partners

- Partnerships with Social Enterprise Capital and collaboration with the philanthropic sector
- Explore governance models to leverage resources coupled with nimble decision-making



First Year Priorities

Invest in enhancements to the homelessness service sector and housing supports, including work further upstream

- Maximize 2023 increases to existing provincial and federal funding programs within Housing Services Division Budget
- Invest further upstream by creating a new Municipal Housing Benefit



First Year Priorities

Work with upper levels of government to create 200 permanent supportive housing units

- Continue to collaborate with health and human service partners to advocate for supportive housing
 - Purpose-built units for 10-15 people per site with highly complex needs who are experiencing chronic homelessness
 - Develop new strategies to provide intensive case management and daily living supports to people experiencing chronic homelessness.



Timeline of Roadmap: Post April 19, 2023

Q2 of 2023

- Roadmap approved by Council
- Establish & Recruit for Secretariat
- Establish Governance and workplan for first year priorities
- Launch of Transit Oriented Affordable Housing project

Q4 of 2023

- Progress Report back to Council
- Proposed 2024 Program of Work presented, with Resource Requirements.

Q3 of 2023

- Ongoing Roadmap Implementation:
- E.g City-owned and non-profit housing provider asset rationalization.
- Logic Model Development
- Canadian Housing and Evidence Collaborative – ongoing Advisory Role

Q1 of 2024

- Implementation of 2024 Program of Work
- Resources for 2024 Program of Work Approved through 2024 Budget process

Recommendations

Implementation:

- Approve Housing Sustainability and Investment Roadmap in Principle (Appendix “A”)
- Establish Secretariat
- Staff implement Year 1 priorities and workplan

Resources:

- Senior Leadership Team review resource requirements and report back
- Create a Municipal Housing Benefit program (upstream)
- Ongoing engagement with the Canadian Housing Evidence Collaborative
- Consultant to conduct an asset rationalization of social housing stock

Recommendations

Accountability:

- Secretariat report back in Q4, 2023 on:
 - 2024 proposed Program of Work with resource requirements
 - Proposed delegated authorities to improve effectiveness



HOUSING SUSTAINABILITY AND INVESTMENT ROADMAP



THANK YOU

Recommendations

- (a) That the Housing Sustainability and Investment Roadmap attached as Appendix “A” to Report HSC23028/FCS23055/PED23099 be approved and that it be used to guide cross-departmental work related to affordable housing issues and the City’s housing crisis; and,
- (b) That the City Manager be authorized and directed to establish an Affordable Housing Secretariat Division within the Health and Safe Communities Department to lead the implementation of the Housing Sustainability and Investment Roadmap and to work across departments and divisions to develop and recommend an annual program of work to be approved by Council each year and to report annually on progress; and,

Recommendations

- (c) That the Senior Leadership Team be directed to review resource requirements of the Roadmap in light of Term of Council Priorities and existing work underway across the corporation, and report back to Council in Q4 of 2023 with any recommended changes that would best resource, align and integrate the work of the Housing Sustainability and Investment Roadmap across the corporation; and,
- (d) That staff be directed to implement the Year 1 priority actions and workplan contained in Appendix “A” to Report HSC23028/FCS23055/PED23099 and/or any other actions that progress the work that do not require a change to policy or additional financial or other staffing resources; and,
- (e) That the Canadian Housing Evidence Collaborative report attached as Appendix “B” to Report HSC23028/FCS23055/PED23099 be received and that the General Manager of the Healthy and Safe Communities Department be authorized to extend the length of original contract with the Canadian Housing Evidence Collaborative to 2025, not to exceed the original \$150 K committed through report HSC22042, funded from external sources first and any unfunded balance remaining be funded from the Human Service Integration Project ID 6502141100; and,

Recommendations

- (f) That the Affordable Housing Secretariat be directed to report back to Council in Q4 of 2023 on the proposed program of work for 2024, including required resources that would be included in the 2024 Budget and to report back on the progress of work in the 2023 workplan; and,
- (g) That the Affordable Housing Secretariat report back in Q4 of 2023 on any required delegated authorities recommended to improve the effectiveness and efficiency with respect to executing on the annual program of work and Roadmap initiatives; and,
- (h) That Council approve the allocation of up to \$1M from Homelessness Prevention Program to establish a new Housing Benefit aligned with the Rent-Geared-to-income program, to be provided as a subsidy for up to 166 households per year at \$500/month/household and that this amount to be increased annually by the allowable rent increase guideline set by the Ministry of Municipal Affairs and Housing; and,

Recommendations

- (i) That staff be directed to communicate to Council on how the remaining balance of the Homelessness Prevention Program (HPP) funding will be applied in support of the Housing Sustainability and Investment Roadmap (HSIR) and Housing and Homelessness Action Plan (HHAP) once final amounts are known and able to be publicly communicated; and,
- (j) That Council approve retaining a consultant to conduct an asset rationalization of the City's social housing stock, up to an amount not to exceed the funding available through the Social Housing Transition Reserve, #112244; and,
- (k) That the General Manager of the Healthy and Safe Communities Department or their designate be directed and authorized, on behalf of the City of Hamilton, to enter into, execute and administer all agreements and documents necessary to implement the purchases and grants outlined above on terms and conditions satisfactory to the General Manager of the Healthy and Safe Communities Department or their designate and in a form satisfactory to the City Solicitor.