



**CITY OF HAMILTON**  
**HEALTHY AND SAFE COMMUNITIES DEPARTMENT**  
**Housing Services Division**  
**and**  
**PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT**  
**Planning Division**  
**and**  
**FINANCE AND CORPORATE SERVICES DEPARTMENT**  
**Financial Planning, Administration and Policy Division**

<b>TO:</b>	Mayor and Members General Issues Committee
<b>COMMITTEE DATE:</b>	April 19, 2023
<b>SUBJECT/REPORT NO:</b>	Housing Sustainability and Investment Roadmap (HSC23028/FCS23055/PED23099) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	James O'Brien (905) 546-2424 Ext. 3728
<b>SUBMITTED BY:</b>	Angela Burden General Manager Healthy and Safe Communities Department
<b>SIGNATURE:</b>	
<b>SUBMITTED BY:</b>	Jason Thorne General Manager Planning and Economic Development Department
<b>SIGNATURE:</b>	
<b>SUBMITTED BY:</b>	Mike Zegarac General Manager Finance and Corporate Services Department
<b>SIGNATURE:</b>	

**RECOMMENDATIONS**

- (a) That the Housing Sustainability and Investment Roadmap attached as Appendix "A" to Report HSC23028/FCS23055/PED23099 be approved in principle and that it be used to guide cross-departmental work related to affordable housing issues and the City's housing crisis; and,

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- (b) That the City Manager be authorized and directed to establish an Affordable Housing Secretariat Division within the Healthy 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,
- (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,
- (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 of a new Housing Benefit, aligned with 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,

- (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 Investment Roadmap (HSIR) and Housing and Homelessness Action Plan (HHAP) once final amounts are known and able to be publicly communicated
- (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.
- (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.

## **EXECUTIVE SUMMARY**

The Housing Sustainability and Investment Roadmap is a “whole of Hamilton, 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 Roadmap provides a path forward to address affordable housing issues in a comprehensive, holistic way. It recognizes the collective need for prioritized action, integrated efforts and a change in how City government and community partners work together to identify and deliver on shared affordable housing goals.

The scope of the Roadmap includes affordable market, below-market, community, non-market, public and subsidized housing and it focuses on the urgent actions needed to accelerate and coordinate activities related to four pillars: construction, acquisition, and retention of affordable housing units, as well as the increased provision of housing-based supports to ensure successful tenancies. Actions will focus both on opportunities for the City and for community sector organizations whose contributions and commitments are required for successful housing outcomes.

The Roadmap's focus on affordable market housing ensures that the program of work acknowledges the importance of household's ability to move throughout the housing continuum into the housing of best fit for them. Working to increase the supply of housing across the continuum will provide housing affordability options throughout the community.

Through the leadership of a newly created Affordable Housing Secretariat, the Roadmap will be implemented in collaboration across City departments and divisions and with community partners. Each year the Secretariat will develop and recommend

an annual program of work that will be presented to Council for approval as the annual implementation plan for the Housing Sustainability and Investment Roadmap. The recommended program of work for the Roadmap in 2023 focuses on implementation of early actionable wins to drive change in the housing system.

It is important that the proposed new Affordable Housing Secretariat be structured to meet the needs of the challenges faced in this area. The Secretariat will be responsible for leading a comprehensive, strategic, integrated and coordinated approach, and their dedicated efforts will focus on nimble, integrated implementation of the Roadmap, and maximizing opportunities.

The Secretariat will be supported by:

- City Council who will provide strategic oversight and governance and guide the Roadmap at the strategic and policy level. Council will inform and approve the annual program of work, approve the levels of investment and the municipal tools and policies, and champion progress.
- Executive Steering Committee, comprised of the City Manager and General Managers of Healthy and Safe Communities, Planning and Economic Development, and Finance and Corporate Services.
- Steering Committee, responsible for operational oversight, will be chaired by the Director of the Secretariat and membership will be made up of the Chief Building Official, Chief Planner, Chief Corporate Real Estate Officer, CEO of CityHousing Hamilton and Directors from Housing Services, Corporate Finance and Urban Indigenous Relations, and other City divisions as required, including support from government relations with a focus on provincial and federal partnership

The work of the Roadmap will be organized annually through activities in the Four Pillars:

**New construction of affordable housing:** City staff and academic thought leaders have identified new construction as one of the most challenging pillars to address due to issues such as rising construction costs and increasing interest rates but it is still a key component to addressing the housing challenge.

**Acquisition of affordable housing:** While acquiring existing rental investment properties does not create new supply, it does slow the erosion of modest-rent units, which is happening at a substantial pace. Due diligence is required to examine buildings and land to maximize opportunities to continue to offer affordable rents.

**Preserve and maintain existing affordable housing:** Community housing vacancy rate is currently above the healthy rate of 2-3%, at approximately 6%. One of ways to improve this vacancy rate is to repair offline units. A first step for repair is asset

rationalization work, which is currently underway for CityHousing Hamilton and proposed to begin in 2023 for other social housing providers for whom the City of Hamilton is Service Manager. This repair work will also allow increased number of individuals to be housed through the Access to Housing (ATH) waitlist.

**Provision of housing-based supports:** Many individuals who need affordable housing also need personalized human service supports to ensure successful tenancies and well-being. Aligned with the Housing and Homelessness Action Plan, the availability and adequacy of income-based and personal supports is one of the most important tools to end chronic homelessness. The Roadmap has a focus on the health of the entire continuum and housing supports comprise a critical pillar of investment. First year program of work:

The Core Team, in consultation with the Executive Committee, community stakeholders and Canadian Housing Evidence Collaborative (CHEC) have worked to identify priority actions that will result in significant progress and early wins. These actions, refrain from imposing additional burden on the tax levy and seek to leverage existing resources and work already underway, while proposing bold new actions that will result in meaningful outcomes. Eleven priority actions have been identified for the first year, and are further detailed in the 2023 Program of Work (Appendix “A” to Report HSC23028/FCS23055/PED23099):

- Establish the Affordable Housing Secretariat to Implement the 2023 Program of Work Continue to partner with the Canadian Housing and Evidence Collaborative CHEC to develop logic model and evaluation framework for Roadmap activities, and leverage opportunities.
- 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.
- Bring forward recommendations for delegated authorities required by City Staff to maximize and expedite progress on Roadmap deliverables and Council-endorsed goals.
- Develop a government relations strategy, with prioritized focus on key issues, including supportive housing, appropriate levels of investments in housing and the homeless serving sector emerging from COVID-19, and approaching upper levels of government to fund Hamilton’s new affordable housing development in aggregate, rather than on a per project basis.
- Partner with Social Innovation Canada, Canada Mortgage and Housing Corporation, the Federation of Canadian Municipalities and the Hamilton Community Foundation in a new Transit Oriented Affordable Housing Lab focused on Hamilton, with the goal to design and implement new financing models and maximize funding pathways to CMHC (Launch date: May 2023).

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- Review planning policies, incentives and proposed regulatory changes that will enable progress towards the goal of creating 350 moderately affordable units per year.
- Led by the City's Corporate Real Estate Office, initiate a full assessment of City-owned properties to identify the suitability of potential sites for affordable housing development, either through using available land or intensification of existing buildings.
- Support social housing providers to complete the asset rationalization work that will be used to create a multi year capital plan related to intensification and asset renewal for the current social housing stock.
- Develop and resource a City-led Tenant Response Team that would work with community organizations in a city-wide response to addressing tenant concerns and issues (including responses around "renovictions") and design a City-wide campaign to ensure tenants know their rights to remain in their homes.
- Start dialogue with community partners to create an Acquisition Assistance Fund, potentially in partnership with social enterprise capital that would enable the purchase and preservation of existing affordable private rental housing in Hamilton.
- Invest in enhancements to housing and the homelessness serving sector, as presented through Ending Chronic Homelessness report (HSC23021) including considering the establishment of a new municipal housing benefit program to ensure impact further upstream.

#### **Alternatives for Consideration – See Page 14**

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

**Financial:** It is recommended that a new Division titled the "Affordable Housing Secretariat" be created within the Healthy and Safe Communities Department. Within this Division, all costs associated to the implementation of the Housing Sustainability and Investment Roadmap will be managed. To date, costs have been reflected in Dept ID 679714 within Healthy and Safe Communities Department, Administration Division. This Dept ID in entirety including positions and YTD costs will be moved within the new Affordable Housing Secretariat Division. There is no anticipated levy impact for 2023.

It is recommended that additional costs required for the proposed program of work including required resources for this Division will be included in the 2024 budget process.

In addition, the original contract extension with the Canadian Housing Evidence Collaborative to 2025 does not have a levy impact and will continue to be funded as initially approved in HSC22042.

It is recommended that the Housing Benefit of up to \$1M to serve up to 166 households be funded using the Homelessness Prevention Program (HPP) provincial funding allocation with no impact to the 2023 levy. Homelessness Prevention Program (HPP) funding will be applied in support of the Housing Sustainability Investment Roadmap (HSIR) and Housing and Homelessness Action Plan (HHAP) and these details will be communicated once final amounts are known and able to be publicly communicated.

It is recommended that Housing Services Division reserves will be used to pay for the consultant related to the asset rationalization work of social housing providers and a reserve report is forthcoming that will identify reserve balances that may be available.

**Staffing** N/A.

**Legal:** No legal implications for the recommendations.

## **HISTORICAL BACKGROUND**

The Housing Sustainability and Investment Roadmap started in Q3 of 2022 and was formed through strategic conversations with the City's Senior Leadership team, key stakeholders from Hamilton Anchor Institutions, Hamilton is Home (not-for-profit affordable housing coalition), the Coalition of Hamilton Indigenous Leaders, and internal City stakeholders. In August 2022, 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 (HSC22042).

The Housing Sustainability and Investment Roadmap Update (HSC22053/FCS22087/PED22212) went to Emergency and Community Services committee on Dec 1, 2022. This information report highlighted the approach and scope of the roadmap development, including the project charter.

The Core Team that includes Directors and Managers from the Corporate Finance and Administration, Planning and Economic Development, and Housing Services Division have worked with Senior Leadership Team, and the Secretariat through a consultative process inclusive of community sector leaders and partners to develop the Roadmap over Q4 of 2022 and Q1 of 2023. The General Managers of Finance and Corporate Services, Planning and Economic Development and Healthy and Safe Communities, along with the City Manager, have served as the Executive Sponsors for the work, and the Canadian Housing Evidence Collaborative has continued to provide expert advice and consultation at key points in development.

## **POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

As the provincially recognized service manager, the City is required to have a 10-year Housing and Homelessness Action Plan. The plan was reviewed and updated in 2019 and received council endorsement in August 2020. The Roadmap work is complementary to the Homelessness and Housing Action Plan and looks to provide actionable annual programs of work that further the action plan goals. The Plan is required to be updated in 2024 as legislated through the Ministry of Municipal Affairs and Housing.

The recently announced details of the Housing Accelerator Fund through the Canadian Mortgage and Housing Corporation is currently being reviewed by staff for policy implications. The Federal governments stated goal with the Fund is to provide incentive funding to local governments to encourage local initiatives that remove barriers to the housing supply, accelerate the growth of supply and support the development of equitable, affordable, low-carbon and climate-resilient communities.

## **RELEVANT CONSULTATION**

The Roadmap was developed with the support of the Housing Services Division, Planning and Economic Development Division, Corporate Real Estate Office, Financial Planning Administration and Policy Divisions of the City. Input into the roadmap included more than 44 community groups that engaged in dialogue with CityLab students in the fall of 2022. Advice from academic thought leaders through the Canadian Housing Evidence Collaborative (CHEC) and consultant input, shaped the information that was gathered through the CityLab public consultation.

In addition, consultation was completed with the affordable housing development group known as Hamilton is Home who provided input on actionable work items focused on building new affordable housing in Hamilton. Overall, community partners and stakeholders strongly supported an actionable and tactical approach to addressing Hamilton's affordable housing issues.

During the early stages of the Roadmap development, there was dialogue with the Indigenous community focused on the disproportionate number of Indigenous people who experience chronic homelessness in Hamilton, as well as the continued shortage of Indigenous-specific affordable and supportive housing. The City's creation of a specific Indigenous allocation of homelessness funding was identified as a strong enabler of progress. Suggestions for the Roadmap were to involve the Coalition of Hamilton Indigenous Leadership in the governance of the Roadmap; and prioritize the completion of Indigenous-led housing projects that are currently underway. During the 2023 scope of work a further and more robust dialogue with the Indigenous community will occur to validate these inputs and create a process to move forward through this work in the spirit of reconciliation.

A gap analysis conducted by Steve Pomeroy for the Hamilton Community Foundation (Appendix “E” to Report HSC23028/FCS23055/PED23099) summarized the best available information, housing trends, issues and provided the most current data that was used to inform the development of the Roadmap and the proposed implementation plan.

## **ANALYSIS AND RATIONALE FOR RECOMMENDATION**

Hamilton’s housing market between 2011 and 2021 has lost almost 16,000 lower rent units. Between 2011 and 2016 the number of rental units in Hamilton below \$750 declined by 10,400; with a further 5,500 lost between 2016-21. The systemic affordability challenges seen in Hamilton were further impacted by a significant change in the percentage of households who are renting. In 2006 71.6% of households owned their home; by 2021 this had declined to 65.7%. Over the same period the ownership rate for Canada contracted from 69% to 66.5%, so the contraction is more pronounced in Hamilton. The increased gap in the ability for a renter household to purchase a house negatively impacts that broader Hamilton community, not just those unable to move from renting to owning. These challenges informed the Roadmap development process and informed the importance of creating an Affordable Housing Secretariat.

Under the leadership of a Director, the Secretariat will design and deliver each year on an annual Program of Work based on the implementation actions identified in the Roadmap, partner feedback, and as endorsed by Council. The Director of the Secretariat will work closely with Directors across the City to implement the Roadmap, including the Director of the Housing Services Division. (The Housing Services Division Director will continue to fulfill the service manager requirements and will continue to be responsible for direct oversight of the affordable housing system ranging from the homelessness serving sector to community housing providers.) The Secretariat will also work with other City Directors to ensure integration of efforts across City Divisions and the alignment of existing and future workplans. The Secretariat will encourage alignment across community stakeholders with respect to initiatives underway, and new opportunities identified for implementation. The annual Program of Work will be developed based on an evidence-based assessment of best options, available opportunities and the ideal mix of actions to support the creation of affordable market housing, new affordable housing, acquire and retain existing affordable housing, and deliver appropriate supports. Recommendations for new investments will be brought forward as part of the annual budget cycle for Council’s consideration and approval.

With the necessary resources in place, and with the Secretariat’s leadership, the Roadmap will focus on actions designed for impact on the health of Hamilton’s affordable housing system across these pillars: maintain/preserve, acquisition and new development, and provision of housing-based supports.

Across the four pillars there is a critical need for investments. Maintaining and preserving existing affordable housing is the most efficient way to add units into supply. However, in order to also meet the longer term needs for Hamilton adding new supply is required to meet Hamilton's growing population needs, and the acquisition of existing affordable housing is required to support the balance that is demonstrated in a healthy housing continuum. Layered throughout these three pillars is the need for increased housing supports that help individuals maintain healthy housing options. These major items of work for a healthy housing continuum require support and partnerships in policy and investments from the Federal and Provincial governments.

In the same way that the City of Hamilton requires support from upper levels of government to fully realize a healthy housing sector, City Government also depends on partnership within the community to fully maximize available opportunities in affordable housing. Once the Program of Work has been approved by City Council, the Secretariat will be well-positioned to work with other sectors who can contribute to affordable housing solutions and/or are affected by the housing crisis. A number of anchor institutions have already signaled their willingness to work with the City to find synergies in their operations to advance the cause of affordable housing, and the Secretariat will play an important role in translating this sentiment into new action on affordable housing.

The Secretariat can help facilitate, mobilize initiatives across sectors and partner with organizations and institutions to engage in synergistic actions to advance affordable housing. The Canadian Housing Evidence Collaborative has identified 3 key sectors where there is opportunity for the City to strengthen relationships and pursue partnership:

#### 1. School Boards

The City, through its Affordable Housing Secretariat should seek to strengthen its relationship with the school boards to identify opportunities for action on affordable housing and identify their mutual interests in the issue, and for the Secretariat to make recommendations to Council on how best to advance those interests towards affordable housing.

#### 2. Post-Secondary Education Sector

Hamilton benefits from very strong post-secondary education institutions. For more than a decade, the student population in post-secondary at Hamilton's in post-secondary education institutions has been growing. As enrollment (both domestic and international) expands, this puts pressure on the rental market. There is significant potential for Hamilton's post-secondary education institutions to work with the City and other partners in developing more purpose-built student housing options. When

purpose-built student housing is developed, pressure is relieved from the modestly priced 'regular' rental market that low- to modest income households depend upon for their housing.

### 3. Health Care Institutions and Hospitals

In many ways, affordable housing, and often accompanying human services supports, serve to divert health care utilization, or at least alter utilization patterns that are beneficial for health care system functioning. From the perspective of health care institutions, patients who cannot be discharged because of inadequate options for accommodation and appropriate supports are a persistent challenge. The rigid silos that exist between sectors are a significant barrier in achieving more synergistic relationships between the housing system and the health care system. If a supportive housing program, for instance, succeeds in diverting health care utilization through the housing and supports it provides, there is no mechanism to realize the economies achieved in the health care system to sustain and grow the supportive housing sector. Significant amount of partnership work will be required to overcome these barriers in policy advocacy and organizational innovation.

### **Housing Sustainability and Investment Roadmap program of work:**

The Roadmap recommends 11 priority actions to be implemented in the first year, which are detailed below and in appendix A.

#### Program of Work:

1. Establish the Affordable Housing Secretariat and Implement the 2023 Program of Work. Partner with CHEC to develop logic model and evaluation framework for Roadmap activities.
  - Create and begin staffing the Affordable Housing Secretariat with a Director, Community Special Advisor, Program Coordinator, and use the first few years to better understand the need for permanent resourcing of the Secretariat, and the need for additional expertise and resources required across City government to fully implement the work.
2. 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.
3. Develop a Government Relations Strategy, with prioritized focus on key issues, including supportive housing, appropriate levels of investments in housing and the homeless serving sector emerging from COVID-19, and approaching upper levels of government to fund Hamilton's new affordable housing development in aggregate,

rather than on a per project basis. This action acknowledges that the local tax levy cannot alone address this issue and acknowledges the requirement for partnership and funding from upper levels of government to adequately address local needs.

4. Bring forward recommendations for any delegated authorities that may be required by or helpful to City Staff to maximize and expedite progress on Roadmap deliverables and Council-endorsed goals.

- Recommendations for delegated authorities may enable expedited progress on items related to purchasing affordable properties, re-zoning, or other capital related process pieces and will be brought forward for council consideration.

5. Partner with Social Innovation Canada's Transit Oriented Affordable Housing Lab, Canada Mortgage and Housing Corporation, the Federation of Canadian Municipalities and the Hamilton Community Foundation to design and implement new financing models and maximize funding pathways to the Canada Mortgage and Housing Corporation. (Launch date: May 2023)

6. Review planning policies, incentives and proposed regulatory changes that will enable progress towards the goal of creating 350 moderately affordable units per year for 10 years.

- Develop and implement a promotion strategy to accelerate construction and expansion of Accessory Dwelling Units and Four-plex conversions across the City.
- Develop a package of incentives and programs to support the construction of affordable housing, including, but not limited to, the provision of advisory expertise to aid housing providers at the pre-construction and feasibility stages, prioritization of development approvals, reducing or eliminating parking requirements, and reducing or eliminating fees and charges such as parkland dedication fees, development application fees, and Development Charges for affordable housing projects.
- Ensure the affordable units currently under construction by community stakeholders are completed.
- Work with Indigenous housing providers and organizations to expedite and complete housing projects that are planned or underway.

7. Led by the City's Corporate Real Estate Office, initiate a full assessment of City-owned properties to identify the suitability of potential sites for affordable housing development, either through using available land or intensification of existing buildings. Led by staff in the Housing Services Division, work with affordable housing providers to optimize housing portfolios.

- Undertake a new analysis of City owned lands with a review focused on the options for affordable development of vacant or under-utilized lands,

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intensification of currently utilized properties, and options for land leases and other creative partnerships for affordable housing development.

- Build capacity for the development of business case analysis' for capital projects that have potential to include affordable housing.
- Identify opportunities for integrated development by assessing capital asset renewal projects through anchor institutions, community stakeholders, and the City for possible inclusion of affordable housing.
- In Year 1, be prepared to identify and/or purchase parcels of land that are suitable for the development of affordable housing. Could include existing properties with future intensification potential.
- Identify funding to assess, prioritize, and repair (where possible) approximately 500 RGI units that are off-line and require renewal.

8. Support social housing providers to complete the asset rationalization work that will be used to create a multi-year capital plan related to intensification and asset renewal for the current social housing stock.

- Build on ongoing building condition assessment work to look for ways to optimize social housing resources.
- Asset rationalization work will support social housing renewal and include a multi year capital plan.
- CityHousing Hamilton is already working on asset rationalization and we will expand to include other social housing providers.

9. Develop and resource a City Coordinated Tenant Response Team that would work with community organizations in a City-wide response to addressing tenant concerns and issues (including responses around “renovictions”) and design a City-wide campaign to ensure tenants know their rights to remain in their homes.

- This will build on the Tenant Defence Fund and other initiatives underway within the City and with community organizations. Further work will include an inventory all tenant support resources and development of a plan to ensure coordination and widespread promotion so residents are aware of their rights and available supports. Through this work, creating a single point of contact where possible, and appropriate connection with City departments and community resources so that coordinated action can be taken.

10. Start dialogue with community partners to create an Acquisition Assistance Fund, potentially in partnership with social enterprise capital that would enable the purchase and preservation of existing affordable private rental housing in Hamilton.

- Explore models that allow the leveraging of resources but coupled with a nimble decision-making process that can be responsive to opportunities in the real estate market.

11. Invest in enhancements to housing and the homelessness serving sector, as presented through Ending Chronic Homelessness report (HSC23021) appendix C including the establishment of a new municipal housing benefit program to ensure impact further upstream.

## **ALTERNATIVES FOR CONSIDERATION**

Many potential investments were identified that would assist in further making progress in the Roadmap, but the 2023 workplan was scoped to reflect work that can be accomplished without the need for immediate additional municipal investment. Further opportunities and priorities will be brought forward for consideration in the 2024 budget, rather than be presented as an additional in-year ask for 2023.

## **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.

### **Our People and Performance**

Hamiltonians have a high level of trust and confidence in their City government.

## **APPENDICES AND SCHEDULES ATTACHED**

Appendix “A” to Report HSC23028/FCS23055/PED23099: Housing Sustainability and Investment Roadmap

Appendix “B” to Report HSC23028/FCS23055/PED23099: Canadian Housing Evidence Collaborative Report

Appendix “C” to Report HSC23028/FCS23055/PED23099: Report HSC23021 – Ending Chronic Homelessness

Appendix “D” to Report HSC23028/FCS23055/PED23099: Actions and Investments to End Chronic Homelessness in Hamilton

Appendix "E" to Report HSC23028/FCS23055/PED23099: Hamilton Community  
Foundation Gap Analysis