



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.



TABLE OF CONTENTS

HOUSING SUSTAINABILITY AND INVESTMENT ROADMAP

BACKGROUND AND CONTEXT	4
Overview: Housing Challenges in Hamilton	4
Community Partnership.....	6
INFRASTRUCTURE FOR THE ROADMAP	8
Implementing the Roadmap	8
Governance.....	10
Designing and Delivering an Annual Program of Work	11
THE FOUR PILLARS OF HAMILTON'S HOUSING SUSTAINABILITY AND INVESTMENT ROADMAP	12
Pillar 1: New Construction of Affordable Housing	12
Pillar 2: Acquisition of Affordable Housing.....	14
Pillar 3: Preserve and Retain Existing Affordable Housing.....	16
Pillar 4: Provision of Housing-Based Supports	18
IMPLEMENTATION FOR YEAR 1	20
First Year Priority Actions	20
APPENDIX	22
Year 1 Program of Work.....	22
LAND ACKNOWLEDGMENT	26

BACKGROUND AND CONTEXT

Overview: Housing Challenges in Hamilton

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. The motivation for this work is the unprecedented and sobering reality that residents of our neighbourhoods face as they work to find and keep affordable housing for themselves and their families, whether rental or ownership. In light of scarce human and financial resources, the Roadmap provides a path forward to address affordable housing issues in a comprehensive, holistic way. It recognizes our 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 will help the City of Hamilton identify and maximize the use of the municipal levers at the disposal of City Council, staff and the corporation as a whole. Equally important is the invitation to leaders in other sectors of the community to take synergistic and mutually beneficial actions to create more affordable housing and maintain the current supply in the Hamilton community.

The Roadmap presumes the need for integrated, nimble and aligned efforts across City departments and divisions, connects current efforts and sequences new and innovative ideas into an agreed-upon path of collective action and timelines. Implemented through the efforts of a newly-created Affordable Housing Secretariat, the Roadmap creates a primary, strategic focus and point of collective accountability for affordable housing across City government. With a renewed focus on setting and monitoring targets and defined tactics, the Roadmap also invites participation from community sectors whose actions influence the availability of affordable housing in our city.

The Roadmap builds on the City of Hamilton’s [Housing and Homelessness Action Plan \(HHAP\)](#) first created in 2013 and renewed in 2019, as well as the Official Plan and relevant Secondary Plans and is designed to fulfill the City’s vision to be the best place to raise a family and age successfully. The Roadmap is also supported and informed by other strategies currently being implemented by the City of Hamilton, including the Urban Indigenous Strategy, which calls for an increase in accessible and affordable housing for Indigenous people, as well the Hamilton Climate Action



Strategy, and the Hamilton Community Safety and Well-being Plan, which identified housing and homelessness as one of its seven main priorities, and finally the 2023 City of Hamilton Housing Pledge which outlines multiple initiatives to increase the supply of housing in Hamilton. Further, the Roadmap also benefits from the considerable work undertaken by community organizations, such as the Just Recovery Coalition, a cross-sector effort of community agencies has proposed 152 recommendations in 2021 to Hamilton City Council on ways to improve the lives of Hamiltonians in the wake of the COVID-19 pandemic.

**THE ROADMAP
PROPOSES
SIX MAIN
PRINCIPLES**
to guide its
implementation,
led by municipal
government
in cooperation
with community
partners:

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- 1.** We acknowledge and respect that each sector has a different role and unique opportunities to contribute to improved outcomes related to affordable housing.
- 2.** We will be action-oriented and prioritize immediate and near-term actions while at the same time building a future-focused roadmap to guide our long-term efforts.
- 3.** We will use this initiative to better leverage our collective efforts in order to optimize resources, investments and outcomes.
- 4.** We will be courageous about change that is needed, have honest conversations and hold each other accountable to working in new ways.
- 5.** We recognize that each sector is approaching this work voluntarily and 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.
- 6.** 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.

BACKGROUND AND CONTEXT

“...CITY STAFF
WORKED
WITH VARIOUS
STAKEHOLDERS,
INCLUDING
MORE THAN 44
COMMUNITY
GROUPS...”

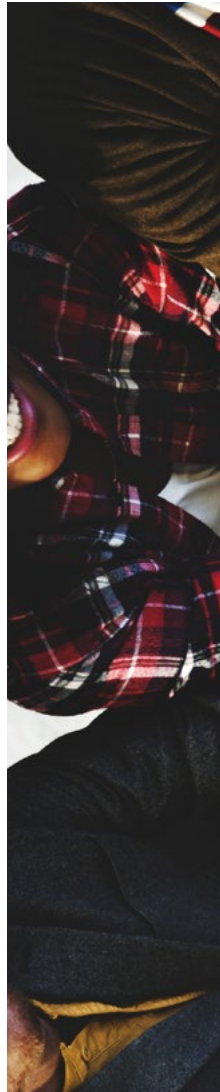
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Community Partnership

In the development of the Roadmap and its principles, City staff worked with various stakeholders, including more than 44 community groups that engaged in dialogue with CityLAB students in the fall of 2022. Follow up discussions between City staff, consultants and community participants were further supported by a cross-departmental team of City staff whose work connects with housing related issues. This Core Team collaborated on the development of a cross-departmental work plan, informed by academic thought leaders through the Canadian Housing Evidence Collaborative.

Community partners and stakeholders strongly supported an actionable and tactical approach to addressing Hamilton’s affordable housing issues. Establishing an affordable housing secretariat within city government to work across divisions and with the community was seen as a critical step to coordinating and resourcing the work, implementing solutions and accelerating progress towards shared goals. The City was urged to embrace an action-oriented implementation focus for the Roadmap, involve the community as true partners in the work and to expedite City processes wherever possible. Non-profit affordable housing developers indicated a willingness to partner with the City on solutions to eliminate the delays that often lead to increased costs in order to maximize available resources.

During the early stages of the Roadmap development, dialogue with the Indigenous community focused on the disproportionate number of Indigenous people experiencing 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 included engaging the Coalition of Hamilton Indigenous Leadership as a component of the Roadmap’s external



community governance and prioritizing the completion of Indigenous-led housing projects currently underway. Continued dialogue with the Indigenous community is needed to validate these inputs and create a process to move forward through this work in the spirit of reconciliation.

The Canadian Housing Evidence Collaborative (CHEC) served as an advisory for the development of the roadmap, and working closely with the Core Team and City leadership and engaging with community partners to share best practice, trends and research, and advise on what could work in our local context. A gap analysis conducted by the Canadian Housing Evidence Collaborative for the Hamilton Community Foundation summarized the best available information, housing trends, issues and the most current data and was used to inform the development of the Roadmap and the proposed implementation plan.



INFRASTRUCTURE FOR THE ROADMAP

FIVE
REQUIREMENTS
WERE IDENTIFIED
AS CRITICAL
INFRASTRUCTURE
FOR SUCCESSFUL
IMPLEMENTATION

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Implementing the Roadmap

One of the strongest messages from community partners, thought leaders and City staff was that successful implementation of the Roadmap requires dedicated and sustained resources. Five requirements were identified as critical infrastructure for successful implementation:

1. URGENCY, COMMITMENT AND A COLLECTIVE WILL.

Elected Officials, City staff and leaders in community sectors are called upon to embrace an urgent shared vision and commit to identifying and using all available levers to achieve results, ensure alignment between initiatives and embark on a new way of working together. Our whole community will need to recruit and incent potential providers and builders, use creativity and flexibility to achieve objectives, and work together to maximize the take-up of available funding programs from senior levels of government to ensure Hamilton receives critical and needed resources.





2. AN AFFORDABLE HOUSING SECRETARIAT.

This new team will work in a holistic and integrated way with community leaders and the City to identify policy solutions, innovate, drive results and lead implementation of the Roadmap. They will work to maximize investment, leverage funding from multiple sources and pursue improvements that may not require funding, but which will lead to better integration and outcomes. With a dual focus on policy and immediate action, the Secretariat will work across City departments and with community stakeholders to ensure alignment, drive a nimble approach, improve processes and reduce barriers.

3. EXPANDED AFFORDABLE HOUSING DEVELOPMENT AND ACQUISITION CAPACITY.

Adequate resources are required to work in the new ways set forth in this Roadmap. New investments must be made in order to deliver on the strategic mandate to leverage all affordable housing opportunities and maximize the City's existing land portfolio as well as future facility investments for the short and long-term.

4. AN AFFORDABLE HOUSING RESOURCE FUND.

A known and predictable funding source and financing strategy for prioritized activities and actions is critical for planning and to maximize investment and enable a nimble response to opportunities. An Affordable Housing Fund could be created through a dedicated stream of funding (e.g. earmarked property tax increase, vacant unit tax, leveraging of reserves, fees and charges). The ability to act nimbly, maximize funding opportunities and provide predictable resources are key benefits to this fund.

5. ROBUST AND PRIORITIZED GOVERNMENT RELATIONS STRATEGY.

Partnerships and resources from upper levels of governments are critical to the success of the Roadmap. Working with the Mayor's Office, City Council and community stakeholders, a whole-of-community set of priorities and aligned advocacy strategy for Hamilton will be foundational to the Roadmap's activities.



Governance

Taking the lead from community partners and City staff who reinforced the importance of nimble action and rapid implementation, governance for the Roadmap will leverage existing internal structures and external relationships. The Canadian Housing Executive Collaborative will continue to serve as an advisor and thought leader, engaging its roster of national housing experts where needed to guide implementation, and where necessary, challenge status quo.

- City Council:** Strategic oversight and governance. Will guide the Roadmap at the strategic level through established Term of Council priorities. 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 Committee:** Program decision makers and problem solvers for the City – Executive committee made up of the City Manager, the General Managers of Healthy & Safe Communities, Planning & Economic Development and Corporate Services Departments.
- Steering Committee:** Operational oversight, chaired by the Director. Community lead of the Secretariat membership 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.
- The Secretariat** will leverage external governance structures for the Roadmap by working with Indigenous leadership and existing community tables. Existing community tables will be used as **Partnership Action Tables** organized around the four pillars and convened as required in order to implement agreed-upon prioritized actions and realize solutions for obstacles. Comprised of non-profit housing providers, housing experts, Indigenous organizations, City staff, and funders, shared leadership between the City and community where possible will be key.

Designing and Delivering an Annual Program of Work

The Secretariat will design and deliver each year on an annual Program of Work based on the Implementation Actions identified in the Roadmap, partner engagement, Council priorities and feedback as approved by Council. The Secretariat will ensure integration of efforts across City divisions and encourage alignment across community stakeholders with respect to initiatives underway, and new opportunities identified for implementation. The annual Program of Work will be created 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 (see menu of options in appendix). Every October during National Housing Month, the Secretariat will report on progress from the previous year, recommend a program of work for the subsequent year and identify resources required. Recommendations for new municipal investments will be brought forward as part of the annual budget cycle for Council consideration and approval, and will leverage investment from upper levels of government.

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



THE FOUR PILLARS

of Hamilton's Housing Sustainability and Investment Roadmap

“...the Roadmap will focus on actions designed for impact on the health of Hamilton's affordable housing system across four pillars:

NEW CONSTRUCTION, ACQUISITION, MAINTAIN/PRESERVE, AND PROVISION OF HOUSING-BASED SUPPORTS”.

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PILLAR 1

New Construction of Affordable Housing

Federal programs that began in 2017 have placed a significant emphasis on new, affordable housing construction in partnership with municipalities. Although 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, labour shortages and increasing interest rates, it is still a key component to addressing the housing challenge.

New construction of deeply affordable units has generally only been achieved through building at 80% of Average Market Rents and then layering on housing allowances or rent supplements. The Housing Sustainability and Investment Roadmap will have a community commitment to build more moderately priced housing to reduce pressure on the existing private rental market by making more space available in the system as a whole. While new construction remains desirable, deep affordability of units is contingent on substantial funding from other levels of government. Over time, housing that is under non-profit operation will gradually grow in market share and rents will increase at a lower rate than the market as a whole, effectively increasing the pool of modest-rent housing—this is a slow investment approach.

Average Market Rents are calculated by the Canadian Mortgage and Housing Corporation (CMHC) and the rent refers to the actual amount tenants pay for their unit. No adjustments are made for the inclusion or exclusion of amenities and services such as heat, hydro, parking or hot water.



There are several broad actions that will be undertaken to address Pillar 1, including:

- Reduce pressure on the housing system by building moderately affordable market rental units (up to 125% Average Market Rent) with a target of 350 new units, including accessory units, per year for the next 10 years.
- 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.
- Identify and implement innovative financing tools, including targeted partnership with social enterprise capital and opportunities at the local, provincial and national level.
- Make publicly-owned lands available for the building or funding of affordable housing, including the continued development of parcels already identified by the City's affordable housing site selection subcommittee, an updated review of City-owned properties and/or provincial or federal lands for potential affordable housing development, and the selling of City surplus lands that are not suitable for housing with the proceeds allocated to funding affordable housing.
- Find opportunities for integrated developments where affordable housing can be paired with other public or private assets, such as libraries, fire stations and places of worship.
- Work closely with affordable housing providers to develop strong, quality submissions for development approvals that can be expedited through the approval process.
- Engage and support Indigenous affordable housing projects. Ensure sufficient capacity for Indigenous housing providers and accelerate progress on Indigenous-led projects currently underway.



THE FOUR PILLARS

“...ONLY 5% OF HOUSEHOLDS GET THEIR HOUSING FROM THE PUBLIC OR NON-MARKET SECTOR...”

▲
5%



PILLAR 2

Acquisition of Affordable Housing

Only 5% of households get their housing from the public or non-market sector, while in some other countries, like the United Kingdom at 22%, the non-market and public sectors are more important in the delivery of housing. The implication is that in Canada, we depend on the private market to deliver most of the modestly-priced housing we need. But the last several years have seen an acceleration of the loss of modest-rent market rental housing due to the activity of investors and landlords.

It is therefore crucial that the public and non-market sector make strategic investments in existing moderately-priced rental units under these conditions, as part of a gradual transformation of the rental housing sector. Acquisition matches up favourably against new construction, as the purchase price of an existing rental unit could be less than the \$500,000 or more per unit currently seen in new construction costs. Moreover, it is much quicker and faces fewer procedural barriers like zoning, permits, etc. Add to this that much of the investment could come from social purpose capital and operations could be managed by the non-market housing sector. Social purpose capital is an important resource here, as there are many investors in this space who are willing to take a lower rate of return if their money is being used to achieve a meaningful social purpose, like providing affordable rents to modest-income households.

Social Purpose Capital: Social purpose investors lend money at below-market rates to organizations that seek to achieve a social purpose with the loans.

THE FOUR PILLARS

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 avoid major capital renovations and/or contamination that can interfere with continuing to offer affordable rents.

There are several broad actions that will be undertaken to address Pillar 2, including:

- Engage with community partners, undertaking strategic acquisitions of “at-risk” existing affordable housing units or existing affordable rental units that come up for sale.
- Work with community stakeholders and housing providers to conduct business cases analyses and risk assessments to identify and purchase land and/or vacant or under-utilized properties suitable for affordable housing development and/or intensification.
- Consult with social purpose capital investors to create access to financing and processes to rapidly identify, screen and process acquisition of modestly-priced housing units.
- Create an Acquisition Assistance Fund with social enterprise investors that would enable the City and non-profit housing providers to purchase existing affordable private rental housing.



THE FOUR PILLARS

THE CITY AND
ITS PARTNERS
SHOULD DO
EVERYTHING
IN THEIR
POWER TO
PROTECT AND
PRESERVE THE
(...) AFFORDABLE
RENTAL
HOUSING.

PILLAR 3

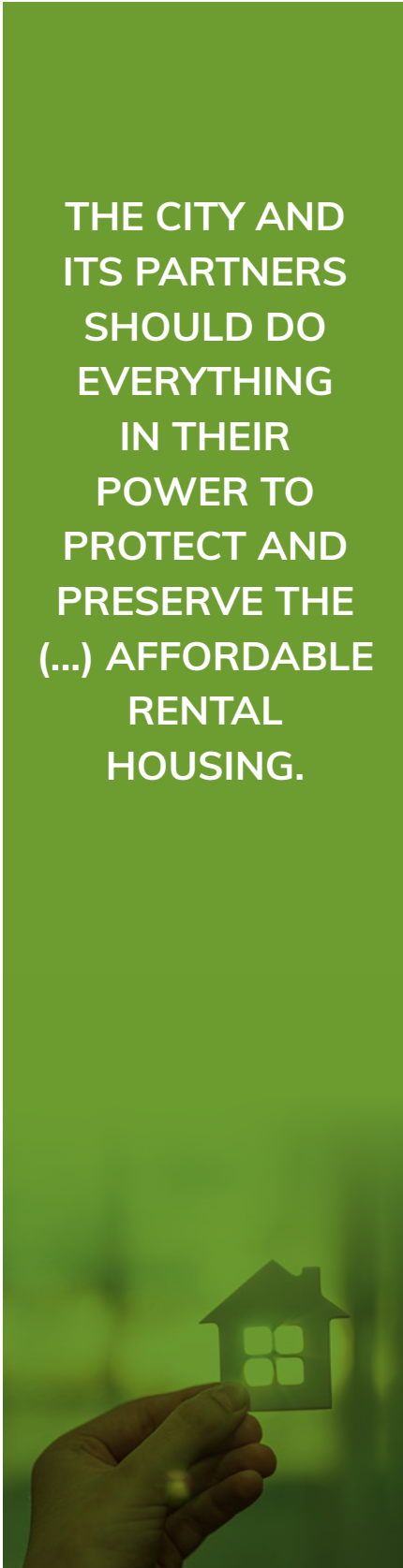
Preserve and Retain Existing Affordable Housing

The City and its partners will do everything in their power to protect and preserve the two general categories of affordable rental housing, which include legacy community housing units (non-profit) and units in the private rental market. While many community housing units are vulnerable due to end-of-mortgage agreements and quality challenges coupled with the erosion of private rental market units, preservation must be a priority. Moreover, the City will review, rationalize and potentially expand rent supplement programs for tenants to ensure that private market tenants facing unaffordable rent increases are not forced from their homes due to affordability challenges.

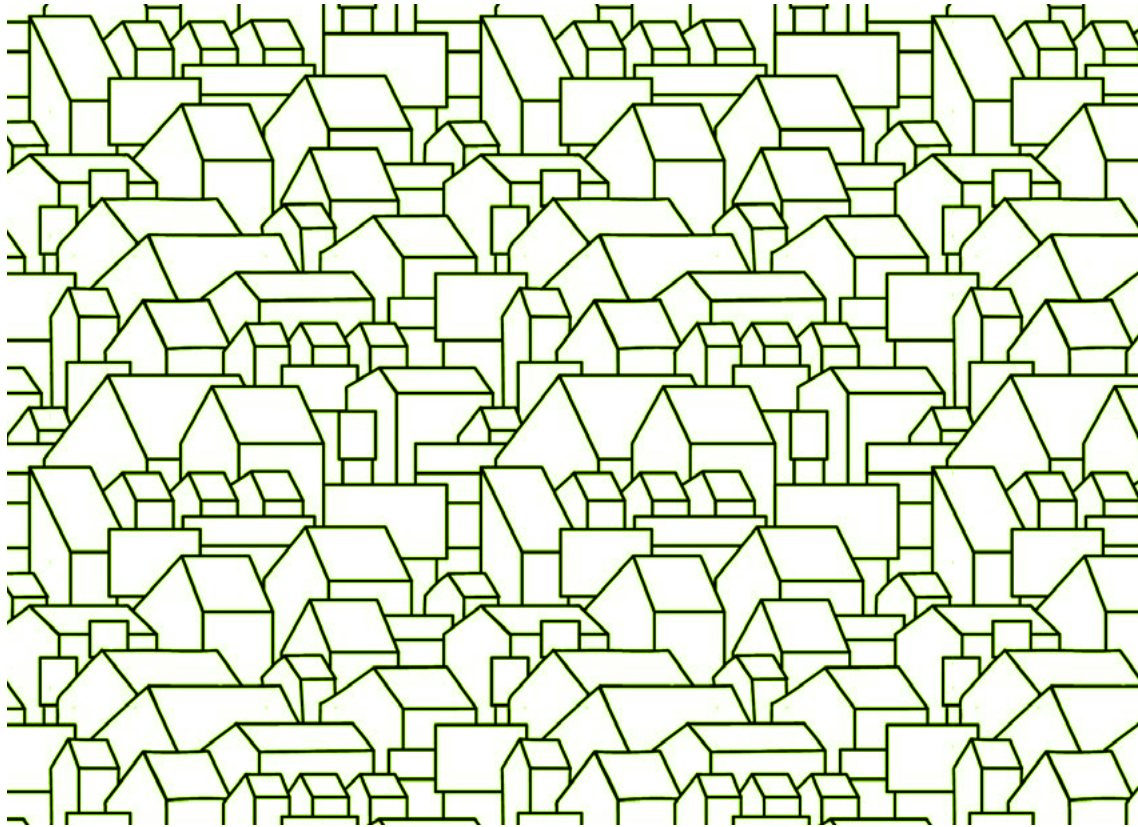
As outlined in the Housing and Homelessness Action Plan, there are numerous actions that can be taken to protect community housing stock, including repair and renewal, working with operators at end of mortgage agreements, improving safety, and ensuring property standards strategies are in place. One of the best ways to maintain affordable rental units is to encourage and enable tenants to stay in place.

End-of-Mortgage Agreements:

Financial agreements with the Province related to specific social housing projects that were designed to incentivize affordable housing. Once the mortgages are paid the units must continue as rent-geared-to-income housing indefinitely. Once their mortgage ends, the operator's finances change significantly and as service manager the City must work with each provider using various incentives to ensure their operations are financially viable.



THE FOUR PILLARS

**There are several broad actions that will be undertaken to address Pillar 3, including:**

- Conduct a comprehensive asset rationalization for strategic development for all non-profit housing to identify opportunities for intensification and further development.
- Make the best use of existing rent-geared-to-income social programs. Identify funding to repair and bring units back online and stay online.
- 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, which could be achieved through the implementation of a rental replacement by-law, policies to protect tenants from large rent increases and legislative frameworks for regulating condominium conversions.
- Develop and resource a comprehensive city-wide response to resolve landlord-tenant issues pro-actively and stabilize tenancies.
- Reduce pressure on affordable rental housing by ensuring a healthy supply of market rental housing, with a particular focus on rental housing for students.
- Expand availability of Portable Housing Benefits to address affordability problems for households who otherwise have adequate and suitable housing.

THE FOUR PILLARS

“...RESOURCING THIS ACTION IS OF SUCH IMPORTANCE THAT AS A SINGULAR ACT COULD BY ITSELF ALMOST END CHRONIC HOMELESSNESS IN HAMILTON”.



PILLAR 4

Provision of housing-based supports

All housing is effectively a pairing of accommodation and support. Even an owner-occupied, single, detached, home comes with supports such as snow removal, sewage, water, etc. But many people who need affordable housing also need personalized human service supports to ensure successful tenancies and well-being. The need for supports is also evident in a number of community housing buildings, where tenants are aging into the need for supports (e.g., home care, daily living supports). Some individuals need specialized supports, including people with mental illness and addictions, victims of intimate partner violence, people with disabilities, etc. In addition, culturally safe supports are needed for Indigenous people, racialized populations, people who are part of LGBTQ+ communities, and others. The current lack of supportive housing in Ontario also has significant implications for other sectors, notably hospitals, shelters, emergency services and policing and criminal justice, as well as other services. Encampments are a symptom of the lack of supportive housing.

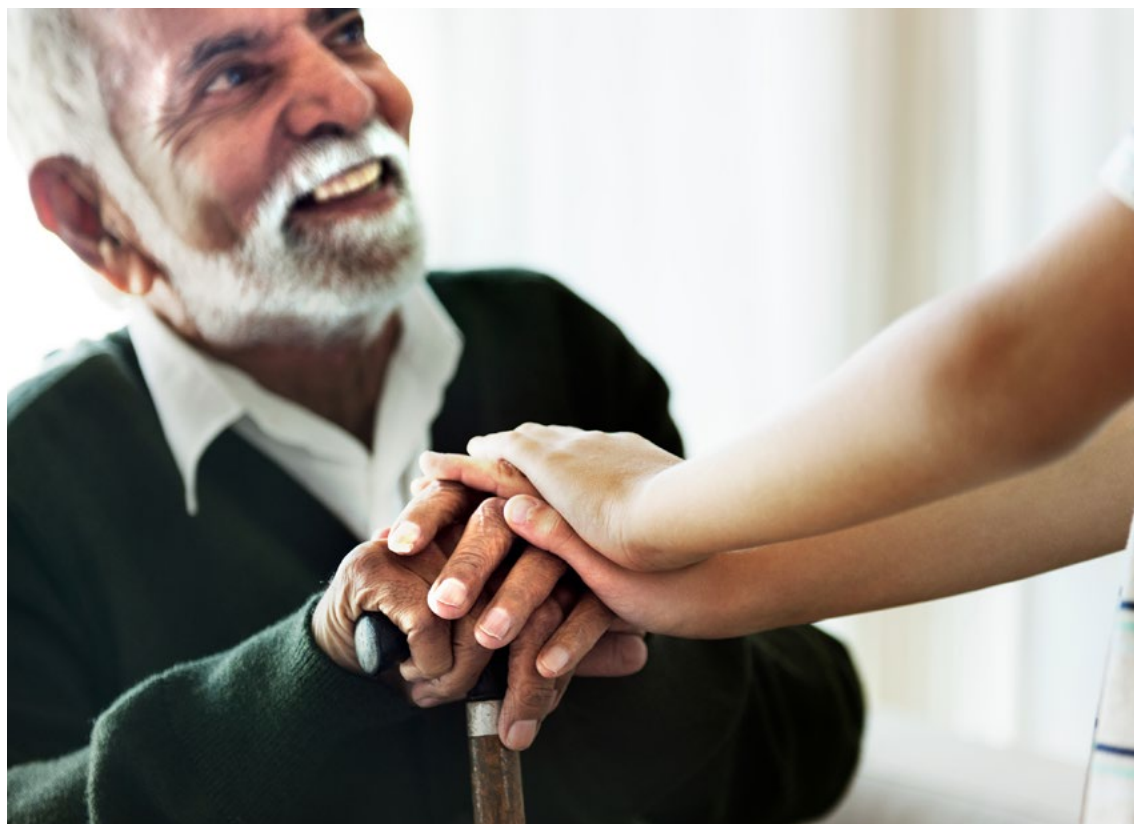
The Housing and Homelessness Action Plan identifies the availability and adequacy of income-based and personal supports as one of the most important tools to end chronic homelessness as the needs of those requiring affordable housing often extend beyond physical space. Supportive housing is a critical missing piece in Hamilton’s system of care. While working with upper levels of government to help fund this need has been and remains a key strategy, resourcing this action is of such importance that as a singular act could by itself almost end chronic homelessness in Hamilton.

Municipalities cannot assume this burden alone - it is not possible for local taxpayers to fund this critical gap in the current system. Ongoing advocacy to upper levels of government and partnership must be part of the solution, for Hamilton and other areas of the province.

THE FOUR PILLARS

There are several broad actions that will be undertaken to address Pillar 4, including:

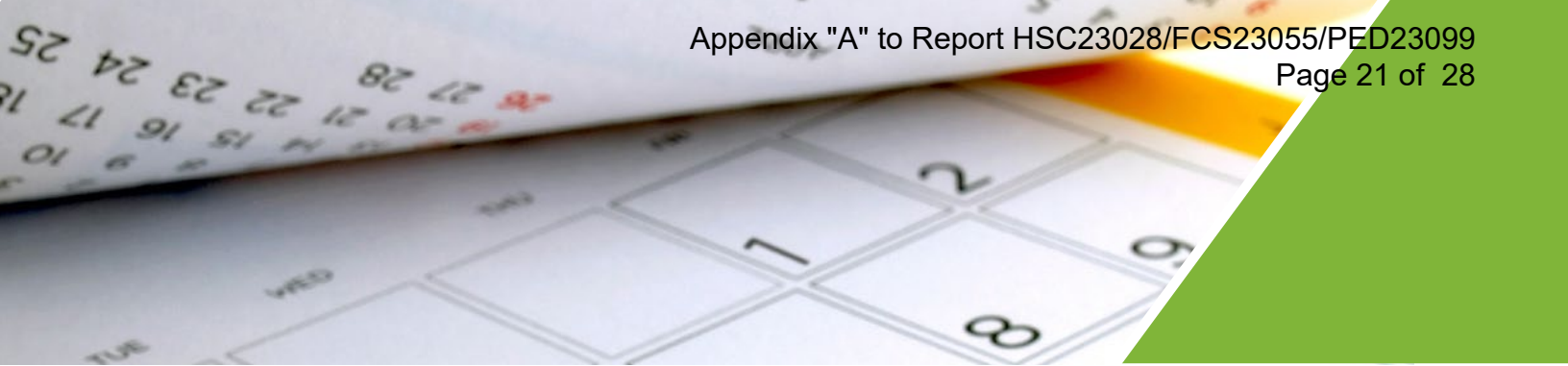
- Working with upper levels of government, and health and human service partners, commit to the creation of 200 new, permanent supportive housing units with purpose-built units for 10-15 people per site with highly complex needs who are experiencing chronic homelessness.
- Support Indigenous organizations, housing providers, Indigenous-led programs and funding decisions and the Indigenous Continuum of Supports program. Stabilize operational funding for Coalition of Hamilton Indigenous Leadership to advance Indigenous shared leadership of Coordinated Access.
- Transform the Residential Care Facilities system to ensure people living in Residential Care Facilities receive adequate supports that are well matched to individual needs.
- Work with Housing Services, the Greater Hamilton Health Network, Ontario Health, local stakeholders and senior levels of government to increase the number of people with high acuity, complex needs who receive residentially-based health supports.
- Intentionally design a local system of homelessness services supports to serve individuals and families who are unsheltered and/or accessing shelters through sustained, annualized funding of initiatives matched to community need and at a level that is sufficient for providers.



IMPLEMENTATION FOR YEAR 1

First Year Priority Actions

1	Establish the Affordable Housing Secretariat and Implement the 2023 Program of Work (attached). Partner with Canadian Housing Evidence Collaborative to develop logic model and evaluation framework for Roadmap activities.
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 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.
4	Bring forward recommendations for delegated authorities required by City Staff to maximize and expedite progress on Roadmap deliverables and Council-endorsed goals.
5	Partner with Social Innovation Canada, Canada Mortgage and Housing Corporation, the Federation of Canadian Municipalities and the Hamilton Community Foundation on a Transit-Oriented Affordable Housing Lab in Hamilton to design and implement new financing models and maximize funding pathways to Canada Mortgage and Housing Corporation.
6	Review planning policies, incentives and proposed regulatory changes that will enable progress towards the goal of 350 moderately affordable market rental units per year.



7	Led by the City's Real Estate section initiate a full assessment of City-owned properties to identify potential sites suitability for affordable housing development, either through using available land or intensification of existing buildings. Explore similar opportunities with Federal and Provincially owned lands.
8	Support the 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.
9	Develop 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.
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.
11	Invest in enhancements to homelessness serving sector considering new municipal housing benefits to ensure impact further upstream, and bringing out-of-service rent-geared-to-income units back on line. Develop financing strategy for any additional in-year investments and in advance for the 2024 budget process.

APPENDIX

Year 1 Program of Work						
DESCRIPTION		LEAD	STATUS			
			Existing	Enhanced	New	Progress
INFRASTRUCTURE FOR THE ROADMAP						
1	<p>Create and begin staffing the Affordable Housing Secretariat with a Director, Community Special Advisor, Program Coordinator.</p> <p>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.</p> <p>Bring forward the proposed permanent structure for the 2024 budget process, a five-year financing strategy, and recommendations for delegated authorities a Secretariat may require to expedite progress (e.g. purchasing limits, rostering process, re-zoning).</p>	Executive Steering Committee	XX			Underway
2	<p>Establish governance and convene governors to ensure alignment across community and City departments. Invite community sector to sign onto partnership commitments.</p>	Secretariat Executive Steering Committee	XX			Underway
3	<p>Establish an Affordable Housing Resource Fund to address immediate and Year 1 actions.</p>	Executive Steering Committee		XX	XX	Proposed to Council
4	<p>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.</p>	Roadmap Partnership Table, Mayor's Office	XX			Upon Roadmap approval
PILLAR 1: NEW CONSTRUCTION						
5	<p>Ensure the affordable units currently under construction by community stakeholders are completed.</p>	Housing Division	XX	XX		Underway

APPENDIX

Year 1 Program of Work

	DESCRIPTION	LEAD	STATUS			
			Existing	Enhanced	New	Progress
6	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 Canada Mortgage Housing Corporation. (Launch date: May 2023)	Housing Division, Community Partners, Hamilton Community Foundation, Canadian Housing Evidence Collaborative	XX			Underway
7	Develop and implement a promotion strategy to accelerate construction and expansion of Accessory Dwelling Units and Four-plex conversions across the city.	Planning and Economic Development	XX	XX		Expand existing programs that are underway
8	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.	Planning and Economic Development, Community Stakeholders, Housing Division	XX			Upon Roadmap approval
9	Identify opportunities for integrated development by assessing capital asset renewal projects by anchor institutions, community stakeholder, and the City for possible inclusion of affordable housing.	Secretariat			XX	Upon Roadmap approval
10	Work with Indigenous housing providers and organizations to expedite and complete housing projects that are planned or underway.	Secretariat, Housing Division	XX	XX		Upon Roadmap approval
PILLAR 2: ACQUISITION						
11	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.	Secretariat, Executive Steering Committee			XX	Upon Roadmap approval

APPENDIX

Year 1 Program of Work

	DESCRIPTION	LEAD	STATUS			
			Existing	Enhanced	New	Progress
12	<p>Led by the City's Real Estate Section, 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.</p> <p>Led by staff in the Housing Services Division, work with affordable housing providers to optimize housing portfolios.</p>	Secretariat, Real Estate Division, Facilities Division	XX	XX		Upon Roadmap approval
13	In Year 1, be prepared to identify and purchase parcels of land and/or vacant or under-utilized properties that are suitable for the development of affordable housing (this could include existing properties with future intensification potential).	Secretariat, Real Estate Division, Roadmap Partnership Table			XX	Upon Roadmap approval
PILLAR 3: PRESERVE AND MAINTAIN AFFORDABLE HOUSING						
14	Complete an asset rationalization study of community housing portfolio to identify development and intensification opportunities	Secretariat, Housing Services	XX			Upon Roadmap approval
15	Acquire a consultant to support the social housing providers other than CityHousing Hamilton 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.	Housing Division, Real Estate Division			XX	Underway for CityHousing Hamilton, upon Roadmap approval for other providers
16	Identify funding to assess, prioritize and repair (where possible) approximately 500 rent-geared-to-income units that are off-line and require renewal.	CityHousing Hamilton			XX	Before Council for decision
17	To protect existing rental housing, establish a policy package including a rental replacement by-law. Encourage additional policy initiatives that protect purpose-built rental housing supply as required.	Planning and Economic Development	XX			Upon Roadmap approval

APPENDIX

Year 1 Program of Work

	DESCRIPTION	LEAD	STATUS			
			Existing	Enhanced	New	Progress
18	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.	Housing Division	XX		XX	Upon Roadmap approval
PILLAR 4: PROVISION OF HOUSING-BASED SUPPORTS						
19	Work with upper levels of government and health and human service partners to create 200 new, permanent supportive housing units with purpose-built units for 10-15 people per site with highly complex needs who are experiencing chronic homelessness.	Housing Division, Community Stakeholders			XX	Upon Roadmap approval
20	Continue to advance Indigenous shared leadership of Hamilton's Coordinated Access System in collaboration with the Indigenous Community Entity (Coalition of Hamilton's Indigenous Leadership) to ensure Indigenous-led funding decisions to support Indigenous-led housing support programs and Indigenous housing providers as part of a comprehensive continuum of supports.	Housing Division		XX		Upon Roadmap approval
21	Work with Housing Services, Greater Hamilton Health Network, Ontario Health, local stakeholders and senior levels of government to increase the number of people with high acuity, complex needs who receive residentially-based health supports.	Housing Division, Executive Committee	XX			Underway
22	Improve the system of homelessness services and supports to individuals and families who are unsheltered and/or accessing shelters through the creation of new Portable Housing Allowances to bolster prevention and diversion programs, renew shelter standards and training and expand emergency shelter capacity for women and families, as well as a drop-in and winter response strategy.	Housing Division			XX	Underway

LAND ACKNOWLEDGMENT

The City of Hamilton is situated upon the traditional territories of the Erie, Neutral, Huron-Wendat, Haudenosaunee and Mississaugas. This land is covered by the Dish With One Spoon Wampum Belt Covenant, which was an agreement between the Haudenosaunee and Anishinaabek to share and care for the resources around the Great Lakes. We further acknowledge that this land is covered by the Between the Lakes Purchase, 1792, between the Crown and the Mississaugas of the Credit First Nation.

Today, the City of Hamilton is home to many Indigenous people from across Turtle Island (North America) and we recognize that we must do more to learn about the rich history of this land so that we can better understand our roles as residents, neighbours, partners and caretakers.

FOR MORE INFORMATION

Please contact the City of Hamilton Housing Services Division
by email at housing@hamilton.ca
or visit www.hamilton.ca/housing.

HOUSING SUSTAINABILITY AND INVESTMENT ROADMAP



Hamilton

April 2023

