

Actions and Investments to End Chronic Homelessness in Hamilton

Intervention	<p>What’s Working Well/Known to Work</p> <p>Gaps and Enhancements Needed</p>	Existing Investment (Federal, Provincial, Municipal)	Investment Needed
<p>1. Investments in capital to build and maintain supply of affordable housing</p> <p>Housing and Homelessness Action Plan (HHAP) Alignment (CS11017)</p> <p>Outcome 1: Create more affordable rental and ownership housing in Hamilton to help meet the need and demand</p> <p>Outcome 2: Increase people’s housing affordability, stability, and choice</p> <p>Outcome 4: Ensure people live in housing that is good quality, safe, and suitable to their needs</p>			
1.a) Capital investments in repair and maintenance of existing affordable community housing stock	<p>What’s Working</p> <ul style="list-style-type: none"> 1935 units repaired in 2021. \$1.26 M boost in dedicated annual funding for a total of \$111 M municipal contribution towards the National Housing Strategy Co-Investment Fund Repair and Renewal Streams. \$145.7 M Co-Investment Program Loan repayment for accessibility and energy efficiency repairs and renewal of 6,290 CityHousing Hamilton units over the course of 8 years from 2021. <p>What’s Needed</p> <p>There are currently 476 CityHousing Hamilton units that are vacant due to need for repair (report forthcoming in April 2023). This presents an opportunity to invest in bringing these units back online at a cost of \$5.7M. The total current unfunded capital repair backlog across all Hamilton housing providers is estimated at \$234 M to maintain state of fair repair to aging housing stock. The estimated cost of repair is expected to increase to \$600 M by 2032. This would include repairs needed to overall infrastructure, such as: heating/cooling systems, elevator repair, roofs, etc.</p> <p>Investment in repair and renewal of existing housing stock as significantly more cost effective than building new housing (repair costs estimated at \$5000-25,000 per unit depending on size versus average of \$500,000/unit for new development)</p>	<p>\$111 M National Housing Strategy Co-Investment Fund Repair and Renewal Streams</p> <p>\$413,000 in 2022 to CHH’s Co-Investment Program Loan</p>	<p>\$5.7 M one-time capital funding for repair of 476 units (request to Council in process)</p> <p>\$234 M one-time capital funding for all existing infrastructure repairs, including units</p>
1.b) Capital investment in non-profit development of affordable housing	<p>What’s Working</p> <ul style="list-style-type: none"> Through the Federal Rapid Housing Initiative Rounds 1 and 2, the City of Hamilton was able to leverage funds to invest in a total of 143 new units from October 2020 through December 2022 (HSC22027). In total the Hamilton brought online 184 new units in 2021-22. <p>What’s Needed</p> <p>The Housing and Homelessness Action Plan (HHAP) sets a target of completing 350 new units per year to meet demand projected in 2013. Since that time, the City has averaged 55 new units per year.</p>	<p>\$62,566,554.00 to date in federal RHI 1 & 2 development of 143 units.</p>	<p>\$175 M annually would be required to meet goal of 350 new affordable units* developed per year from current average of 55</p> <p>*At least 80% of Average Market Rent (AMR) or less</p>
1.c) Acquisition of affordable housing	<p>With construction cost of new builds at \$500 K / unit, \$175 M in capital development would be required annually to meet the HHAP goal. Hamilton has an estimated shortfall of 8000 units of deeply affordable housing accessible to people on very low income.</p> <p>Report HSC23003(s) Affordable Housing Funding Program proposed \$4-million-a-year fund to boost the development of non-profit housing in Hamilton amid a deepening affordability crisis. However, this fund would be limited to supporting completion of 6-8 units if covering full costs or 12-16 with funding leveraged through federal and provincial governments.</p>		

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1.d) Incentivize affordable housing on the private market	<p>What’s Working/Promising</p> <ul style="list-style-type: none"> • Secondary Suites Strategy (HSC22007): Up to \$25 K forgivable loan and \$5 K grant for homeowners developing secondary dwellings • Inclusionary Zoning Policy underway through Planning and Economic Development • Restriction of Short-term Rentals • Vacant Home Tax <p>What’s Needed</p> <p>Hamilton has an estimated shortfall of 8000 units of deeply affordable housing accessible to people on very low income. This requires a multi-pronged strategy to increase the supply of housing through public and private providers. Each of the strategies under What’s Working contribute to increasing supply of units on the private market while contributing to the missing middle of urban density.</p>	2023: Up to \$700 K through the Ontario Renovates Secondary Suites Forgivable Loan Program (estimated support for 23 units)	TBD through HSIR and finalization of Inclusionary Zoning policy
<p>2. Preserving community housing units and managing access to subsidized housing</p> <p>Housing and Homelessness Action Plan Alignment</p> <p>Outcome 1: Create more affordable rental and ownership housing in Hamilton to help meet the need and demand</p> <p>Outcome 2: Increase people’s housing affordability, stability, and choice</p> <p>Outcome 4: Ensure people live in housing that is good quality, safe, and suitable to their needs</p> <p>Outcome 5: Provide people with respectful, quality service within a “user-friendly” system</p>			
2.a) Preserve community housing stock to house community members on very low income through social housing waitlist	<p>What’s Working</p> <ul style="list-style-type: none"> • 10,698 people supported through community housing or rent subsidy in 2021. • As the Service Manager, the City of Hamilton is responsible for capital planning to preserve and seek to increase the supply of community housing. The City also administers the Access to Housing waitlist and is the primary funder of community housing for low-to-moderate income households in Hamilton. Community housing is a critical component of the housing continuum as it provides necessary shelter and stability for many households. • Proactive engagement with federal and provincial partners to renew operating agreements for community housing. Of the 64 projects affecting 4601 units that have expired to-date, the City of Hamilton was able to incentivize 64% of units to stay within the City of Hamilton’s Social Housing portfolio through municipal dollars. HSD works actively to preserve this vital stock of community housing through efforts to maintain and renew operating agreements as well as supporting housing providers for operating costs which include increased utility costs and general maintenance to ensure preservation of housing units for those in need. <p>What’s Needed</p> <p>Between 2001 and 2020, 1,654 units were removed from the community housing stock because of the end of operating agreements. Every year, Hamilton is at risk of losing more community housing stock as a result of expiring operating agreements. By 2032, all existing community housing operating agreements within Hamilton will expire.</p> <p>Note: While the supply and maintenance of social housing is related to ending homelessness in that it is one source of affordable housing, the social housing waitlist is not interchangeable with the By-Name List of people known to be experiencing homelessness.</p> <p>Investments in supply and maintenance of housing exceed the costs of addressing homelessness alone and more broadly address core housing need in the City of Hamilton.</p>	<p>In 2022 the City contributed \$35.7 M, a \$1.8 M increase over 2021, towards maintenance of social housing</p> <p>HSC22040 has approved use of mortgage savings for EOM as well as an additional \$1.1 M to refer to 2023 budget.</p>	Requires enhancement to be determined through report in June 2023
2.b) Evaluate and ensure sufficiency of	<p>What’s Working</p> <p>CityHousing Hamilton is Hamilton’s largest social housing provider. More than 13,000 tenants call CHH home, including single adults, families and seniors. Most housing is available on a rent-geared-to-income (RGI) basis, as well as some housing units provided at market rent. CHH works to</p>	\$51 M levy	

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CityHousing Hamilton operating budget	<p>enhance the quality of life for tenants by providing safe and affordable housing, while ensuring there are additional programs and supports through various partnerships with community agencies.</p> <p>What’s Needed With an estimated asset value of approximately \$1,030 M and a net book value of \$151 M, CHH has an annual operating budget of \$51 M. Given the size of the CityHousing portfolio and increasing tenant support needs, the City must evaluate CHH’s core operating requirements to ensure sufficient resources to adequately support tenants and maintain housing stock.</p>		\$2 M annually estimated
<p>3. Managing coordinated access to a diverse range of housing solutions to ensure people realize their right to housing quickly and equitably</p> <p>Outcome 3: Provide people with the individualized supports they need to help them obtain and maintain housing</p> <p>Outcome 5: Provide people with respectful, quality service within a “user-friendly” system</p> <p>HSIR Pillar 4: Supports</p>			
<p>3.a) Enhance Investments in Prevention</p> <p>Prevention programs are the most effective way to prevent the much higher human and financial costs of homelessness.</p> <p>A shelter stay can be upwards of \$2500 per month and the cost of case management for someone experiencing homelessness is approximately \$5000 per person.</p> <p>“A 2016 cost-benefit study in the United Kingdom indicated that early prevention supports would reduce the public spending on homelessness from the equivalent of \$56,000 CDN to \$14,924 CDN, per person each year</p>	<p>Eviction Prevention - Financial Benefits</p> <p>What’s Working</p> <p>Prevention programs include a range of supports, including: temporary financial benefits, legal and counselling support to prevent evictions, referrals to community resources, financial problem-solving and tax support to access benefits.</p> <ul style="list-style-type: none"> • The Rent Ready program was launched in 2021 as a supplement to the Housing Stability Benefit (HSB) program to support individuals, couples, and families with costs associated with their tenancy, including first and last month’s rent or support with rent or utility arrears. • Distinct Indigenous Rent Ready stream with dedicated funding allocation. • In 2022, Rent Ready payments supported 686 individuals, 556 families, 88 couples, and 95 Indigenous households to prevent experiences of homelessness. • The added flexibility of Rent Ready and higher payments than the cap of \$750 per individual and \$1500 per family through HSB has helped people clear arrears and prevent housing loss. Average amounts issued in 2022 were \$1,407.89 for individuals and \$2,233.73 for families. This is a program area that continues to grow in need especially among families. <p>What’s Needed</p> <p>Hamilton has 28,000 households living in core housing need, meaning they pay more than 30% of their income on housing.</p> <p>It is estimated that approximately 25% (7000) of those households are vulnerable to homelessness. In 2022, 3096 people spent at least one night in an emergency shelter and 2933 individuals were supported through City-led or City-funded prevention programs.</p> <p>3.a.1 Enhance and Sustain Rent Ready through a Revised Housing Stability Benefit Program</p> <p>Report forthcoming in summer 2023 to recommend an enhanced version of the Housing Stability Benefit Program with the flexibility of Rent Ready to support Ontario Disability Support Program, Ontario Works recipients, and people with low income to maintain their housing and prevent homelessness. This revised program will maintain a distinct Indigenous stream with dedicated funding allocation.</p> <p>Reach: In 2022, 1,425 households were supported through Rent Ready and 1522 supported through HSB.</p> <p>Eviction Prevention – Supports</p> <p>What’s Working</p> <p>The City of Hamilton funds three dedicated eviction prevention programs:</p> <ul style="list-style-type: none"> • Good Shepherd, Housing First Staying Home program for youth, single women, and families. Offers financial assistance (e.g. Rent arrears, utility arrears, moving costs) and brief case management (three months) to stabilize or locate housing 	<p>HSB levy \$2,954,930</p> <p>HSB HPP: \$979,910</p> <p>2023 Rent Ready levy budget: \$ 483,337</p> <p>Total: \$4,418,177 annually</p> <p>\$561,703 referred to 2023 budget for enhancement to Rent Ready</p>	<p>Program Review underway to determine ideal structure and budget going forward</p>

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(Pleace & Culhane, 2016)”. ¹	<ul style="list-style-type: none"> Housing Help Centre. Offers support for all populations, including: short-term support to stabilize or locate housing; advocacy and referrals to community resources; administration of Municipal Housing Allowances St. Matthew’s House, Housing Outreach Prevention Eviction for Seniors (HOPES). Offers case management supports to maintain or obtain housing, support to obtain financial supports where appropriate, paralegal support. Enhancement provided 2022-24 for paralegal and income supports. <p>What’s Needed</p> <p>3.a.2 Tax Filing Support through Housing Services Division (one year pilot to be launched and evaluated)</p> <p>Filing taxes is essential for people to be able to access and maintain housing subsidy, without which they are at risk of housing loss.</p> <p>In 2017 a report on the City’s Poverty Strategy (BOH16034/CES16043) estimated that there is more than \$42 M annually available through federal and provincial tax benefits not currently accessed by Hamiltonians with low income due to lack of tax filing. At that time, the City and community partners (Hamilton Roundtable for Poverty Reduction, Social Planning and Research Council, and United Way of Halton Hamilton) created a Financial Empowerment and Problem Solving Strategy with three years of funding through Ontario Trillium Foundation to get people connected to tax filing and tax benefits. However, community tax help resources largely closed during the pandemic and lost much of the existing volunteer and employee base. This has left a gap in year-round financial counselling and tax help for people with low incomes.</p> <p>Prosper Canada estimates that people with low income could increase their annual income by up to 50% by ensuring they have access to available tax benefits. Enhanced income plays a pivotal role in supporting housing stability and preventing housing loss.</p> <p>Reach: One FTE for a Housing Clerk could support on average 1200 people per year to file taxes to maintain housing subsidy and income tax benefits.</p>	New for 2023: \$75,000 for one FTE for tax filing support for up to 1200 people (to initiate with existing resources)	N/A
Diversion and Early Intervention	<p>Diversion and Early Intervention</p> <p>What’s Working</p> <p>Diversion and Early Intervention are a critical component in a prevention system to find alternatives that can prevent need for a shelter stay or prolonged experiences of homelessness.</p> <p>What’s Needed - Family Homelessness Supports</p> <p>The increased number of families experiencing homelessness throughout the pandemic is unprecedented and has exceeded available resources within shelter and case management services. Some of the contributing factors are that many families are ending up homeless after accruing very high levels of rent arrears as well as limited availability of affordable family-sized units. In 2022, 206 family households representing 778 individuals, 84% of families spent more than 30 nights in shelter and 46% experienced chronic homelessness.</p> <p>3.a.3 Family Sector Mobile Case Management</p> <p>Through Reaching Home, the City has invested in a mobile case management program run by Good Shepherd for families staying in hotel overflow. This will ensure that families staying in hotels receive support in setting housing goals, searching for housing, securing units appropriate to their budget and family size, and connecting with broader community and financial resources.</p>	New for 2023: \$188,600 to March 2024 through Reaching Home to support 50 families per year to resolve homelessness	TBD based on pilot to determine needs beyond March 2024

¹ https://www.homelesshub.ca/sites/default/files/attachments/EPIC_Summary_Report.pdf
March 23, 2023

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	<p>Reach: Estimate of 50 families supported per year.</p> <p>What’s Working – Shelter Diversion All of Hamilton’s Emergency Shelters practice a model of housing-focused sheltering, which includes working with individuals to set and achieve housing goals. This includes diversion assessment at intake to help individuals secure housing options in the community that can prevent the need to stay in shelter. This may include mediation with families, identification of personal or external community supports, and flex funds to help maintain housing. It is estimated that 25-30% of people accessing the shelter system can be successful in preventing the need to stay in shelter if offered timely and effective diversion supports.</p> <p>What’s Needed 3.a.4 Adult Diversion Enhancement Currently, the Family and Youth sectors have robust diversion programs that include dedicated staffing and flex funds. Emergency shelters for singles have a limited budget ranging from \$32 K to \$57 K each (depending on size and population served. This limits the ability of staff to do diversion assessments.</p> <p>A budget of up to \$100 K per shelter within the singles system would enable hiring fulltime staff roles and dedicated flex funds to address short-term financial barriers that could protect against housing loss (i.e. transportation, groceries, arrears).</p> <p>Reach: Estimate of 600 additional individuals supported per year to avoid shelter stay and experience of homelessness.</p>	<p>GS Family Diversion: \$225,910 GS Women’s Diversion: \$32,220 GS Men’s Diversion: \$37,830 Mission Men’s Diversion: \$40,630 SA Men’s Diversion: \$57,440</p> <p>Total Diversion: \$394,030</p>	<p>\$333,000 annually to expand diversion through men’s and women’s systems supporting approximately 600 individuals per year to prevent homelessness</p>
	<p>What’s Working – Youth Diversion The Youth Diversion program is a consortium led by Notre Dame Youth Shelter, Catholic Children’s Aid Society, Social Planning and Research Council, and Wesley Youth Housing. This program supports youth 16-24 to prevent shelter and street homelessness. In 2021-22, 126 youth were diverted from shelter with 58% returning to live with family.</p> <p>What’s Needed 3.a.5 Youth Diversion Enhancement The Youth Diversion program has identified a need for a fulltime Landlord Liaison role to address the unique barriers youth face in securing permanent housing due to limited income and lack of a rental history. Additionally, 4 bachelor units designated as ‘Youth Diversion Beds’ require funding to ensure an alternative option for youth to avoid a shelter stay and the risk it poses to becoming entrenched in street culture.</p> <p>Reach: Approximately 125 youth per year diverted from accessing shelter and experience of homelessness.</p>	<p>New for 2023: \$332,150 + \$94,536 enhancement = \$426,686 (Reaching Home) to support 125 youth per year in preventing homelessness</p>	<p>N/A</p>
	<p>What’s Working</p> <p>3.a.6 Men’s System Early Intervention Mission Services has developed a model of Early Intervention through their men’s system to work with people newly experiencing homelessness through intensive short-term case management for the first fourteen days of shelter stay to enable them to quickly resolve homelessness. Since March 2021, more than 225 eligible individuals have been supported through this model where 32% had a successful early intervention and 28% of the 225 remained housed past 3 months from intervention. This model is now expanded to all men’s shelters, inclusive of: Good Shepherd Men’s, Mission Services, and Salvation Army Booth Centre.</p>	<p>New for 2023/24: \$252,480 (Reaching Home)</p>	<p>N/A</p>

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	Reach: 550-660 additional men per year (estimated based on 25-30% of men’s shelter stayers in 2022) to quickly resolve experience of homelessness.		
<p>3.b) Housing Solutions</p> <p>Homelessness support programs to help people experiencing chronic homelessness in realizing their right to housing alongside access to community supports that will help them sustain housing and life stability.</p>	<p>What’s Working</p> <ul style="list-style-type: none"> • Portable Housing Subsidies: Provide direct financial assistance to households instead of being tied to a housing unit. Portable benefits help bridge the housing affordability gap by supporting households to keep their housing costs at or below 30% of their income as equivalent to Rent geared to Income (RGI) • The Canada-Ontario Housing Benefit (COHBs) provides a deep permanent and portable subsidy where recipients agree to be removed from the social housing waitlist. From June 2022 to February 2023, 429 households in Hamilton were supported to prevent or end homelessness through the COHB. • Existing Municipal Housing Allowances provide a shorter-term portable rental subsidy ranging from \$250-550 per month with durations ranging from 3-8 years. Because this is a temporary subsidy, households remain on the social housing waitlist. <p>What’s Needed</p> <p>The COHB allotment for 2022-23 and all Municipal Housing Allowances have been allocated.</p> <p>For any COHB allocated to Hamilton 2023-24, the primary target for these rent subsidies will be households whose IAH-E Housing Allowances end March 31, 2024. This means there will be limited resources to allocate COHBs to additional people in need this year.</p> <p>3.b.1 Municipal Housing Benefit</p> <p>HSD staff are developing a model for a municipal version of a housing subsidy in line with RGI as well as advocacy for enhanced federal and provincial investments. This includes incorporating advice from frontline providers in Hamilton on how to ease access and administrative burden in securing access to subsidized housing and portable subsidies for people exiting homelessness.</p> <p>A municipally funded permanent housing benefit would offer a deep subsidy in line with Rent-Geared-to-Income. Allocating this benefit directly through homelessness support programs would close the affordability gap for people experiencing homelessness to quickly find suitable stable housing on the private market.</p> <p>Reach: 500 households supported to secure stable affordable housing towards ending their experience of homelessness</p> <p>From an advocacy perspective, the Canadian Alliance to End Homelessness is currently advocating for the federal government to establish a Homelessness Prevention and Housing Benefit that would immediately support 435,000 households nationally to prevent or end homelessness². Stream 1 would support up to 50,000 people to end homelessness with a monthly subsidy of \$600-\$700 to bridge the housing affordability gap at a budget of \$360-\$420 M. Stream 2 would support people at-risk of homelessness paying more than 50% of their income on rent) to bring subsidize rent to no more than 40% of income. The total cost of both streams is projected at \$1.4 B per year for a shallow subsidy to 40% of income, or \$4.4B per year for aligning rental costs for participants to 30% of income.</p> <p>City-Funded Case Management Supports</p> <p>What’s Working</p> <ul style="list-style-type: none"> • Rapid Rehousing (RRH) for women, men, and families delivered through Good Shepherd, Mission Services, and Wesley Urban Ministries. RRH programs offer up to 9 months of case management support to help people access and retain housing stability. In 2022, RRH programs collectively supported 676 people. 	<p>384 households supported with Municipal Housing Allowances in 2022, totalling \$2,321,772.91 across three programs.</p> <p>129 households supported through COHBs in 2021-22, approximately 429 supported 2022-23 (based on allocation from province; benefit is administered provincially and total investment is not known)</p> <p>Total Case Management: 6,666,684 annually</p>	<p>\$3,412,000 annually to end homelessness for 500 households</p> <p>Would provide Subsidy for 500 households per year X \$500/month = \$3 M</p> <p>+ 4 Housing Clerk FTES to administer: \$300,000 annually + 1 Policy Analyst \$112 K to develop program and coordinate referrals.</p> <p>Total of 5FTE</p> <p>N/A</p>

² <https://caeh.ca/wp-content/uploads/Homelessness-Prevention-and-Housing-Benefit-Policy-Whitepaper-CAEH.pdf>
March 23, 2023

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	<ul style="list-style-type: none"> Intensive Case Management programs for women, men, youth, and families delivered through Good Shepherd, Mission Services, and Wesley Urban Ministries. ICM programs offer up to 24 months of case management support to help people access and retain housing as well as connect with broader community supports. This program is geared towards people experiencing chronic homelessness who have a higher level of acuity requiring longer term support. In 2022, ICM programs collectively supported 347 individuals. Peer Support roles embedded into case management through Intensive Supports pilot with CMHA and SJHH as well as through YWCA onsite programming. <p>What’s Needed</p> <p>Agencies are struggling to hire and retain experienced staff in the homelessness sector due to very low wages for very demanding work. Programs are also witnessing heightened level of needs in the community for mental health and addiction services that exceed the role, training, and capacity of housing workers.</p> <p>3.b.2 Enhancements to staff complements</p> <p>Creation of senior staff roles, wage increases, and increase in number of case managers through the Reaching Home incremental increase in fall 2022 helps to ensure program sustainability and increase caseload capacity.</p> <p>Overall sector wage increases across the homeless-serving sector nationally is required. The City of Hamilton continues to advocate to provincial and federal partners around the staffing pressures in the sector.</p> <p>Reach: In 2022, ICM, RRH, and Transitional Housing programs collectively provided 1193 caseload spaces. Enhanced program capacity is expected to support an additional 110-200 individuals.</p> <p><u>Breakdown</u></p> <p>GS ICM (women, families, youth): \$1,336,410</p> <p>Mission ICM (men): \$820,000</p> <p>Wesley ICM (men): \$820,000</p> <p>Total ICM base: \$2,976,410</p> <p>+ \$697,447 enhancement = Total \$3,673,857</p> <p>---</p> <p>GS RRH (women, families): \$534,210</p> <p>Mission RRH (men): \$503,760</p> <p>Total RRH: \$1,037,970</p> <p>---</p> <p>Wesley Youth Transitional: \$108,650</p> <p>YWCA Transitional Living Program: \$488,720 + \$141,420 enhancement Total Transitional: \$738,790</p>	<p>(Reaching Home)</p> <p>Total Base Case Management: \$5,639,217</p> <p>Total Case Management Enhancements (23/24): \$1,027,467</p>	
	<p>Landlord Engagement</p> <p>What’s Working</p> <p>Existing ICM and RRH homelessness support programs work actively to build and maintain relationships with landlords to secure units for rent to people experiencing homelessness. The majority of housing placements for people exiting homelessness are found on the private market, this proportion was 88% in 2021.</p> <p>Best practices reflected in research evidence suggest that landlord education and financial incentives to cover the costs of damages and vacancy loss can help reduce stigma and increase receptiveness to accept people exiting homelessness as tenants. Locally landlords have also expressed a strong preference for tenants who have supports in place to help them settle and stabilize housing.</p>	<p>Existing Reaching Home investments in case management (above)</p>	<p>\$1.7 M</p>

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	<p>What’s Needed</p> <p>Currently landlord engagement is dependent on the capacity of individual programs. All programs report challenges recruiting and maintaining relationships with landlords due to stigma in renting to people experiencing homelessness and past experiences of unit damage or disruption. Centralized resources are needed to provide education for landlords as well as incentives to work with homelessness support programs.</p> <p>3.b.3 Resource Landlord Retention Pilot</p> <p>Create centralized landlord support for City-funded Housing Focused Street Outreach, Transitional Living, Rapid Re-housing, and Intensive Case Management programs. This would a Damage Fund for landlords to recover cost of repairs, estimated at \$1M per year and funding to offset vacancy loss, estimated at \$600,000 per year.</p> <p>Reach: Approximately 250 units retained per year.</p>		<p>Would provide \$1.6 M for landlord fund, \$100 K for administration and management</p>
	<p>Integrated Health Supports</p> <p>What’s Working</p> <ul style="list-style-type: none"> • Intensive Supports Pilot: This project is a collaboration between the City of Hamilton, Canadian Mental Health Association, and St Joseph’s Healthcare Hamilton launched in January 2021 to house 15 individuals with very high acuity (a population for whom there is otherwise no dedicated programs to support through the homelessness sector). This project combines housing subsidy and City-funded housing case management with clinical health supports, including: peer support, registered nurse, addictions counselling, and occupational therapy. Two years later, 14 people remain housed, 1 person is deceased. Staff participants report high value in the collaboration and express need for similar health resources to be available to all ICM clients. • Integrated Housing-Health Teams: A pilot model was launched in December 2022 with Reaching Home funding and delivered through Good Shepherd to embed health provider roles within their ICM team. Roles include a Registered Nurse, Nurse Practitioner, Mental Health Worker, and Harm Reduction Worker. At just two months in, staff are reporting enhanced ability to offer wraparound team-based care that addresses the complexity of needs presented by their clients. This pilot is currently only funded until March 2023. After March, the federal COVID-19 Directives that allowed the homeless-serving system to fund health roles will expire. • Health Partner Inclusion in Homelessness Sector Data-Sharing Network: HSD updated the homeless-serving sector shared consent and Data-Sharing Protocol (DSP) in 2022 to enable real-time information sharing with health partners who work with individuals experiencing homelessness, starting with Canadian Mental health Association, St Joseph’s Hospital, and Shelter Health Network’s System Navigator. Once health partners sign-off on the DSP, this will enable shared care planning, referrals, and real-time service coordination through HIFIS. • Partnerships to Address Service Gap for People with Very High Acuity: HSD staff contribute to multiple cross-sector tables that bring together partners looking to collaborate on solutions to better meet the needs of people experiencing complex barriers to stabilizing housing and well-being, such as: the Community Safety and Well-being Plan, Greater Hamilton Health Network, Hamilton’s Drug Strategy, Harm Reduction Working Group, Hospital-Shelter Working Group, Rapid Intervention Support Team. <p>What’s Needed</p> <p>For individuals experiencing chronic homelessness with a <i>high</i> level of acuity (typically assessed with a score of 8-12 on the VI-SPDAT), the most appropriate level of support within the homeless-serving system is Intensive Case Management (ICM). These City-funded programs (for men, women, families, youth, and Indigenous peoples of all ages and genders) offer up to 24 months of support to find and stabilize housing. Community members, research evidence, and evaluation of the Intensive Supports Pilot all point to the need to embed peer support alongside professional</p>	<p>New for 2023: GS Clinical Supports Pilot (Dec 2022 – Mar 2023): \$55,968</p> <p>GS Clinical Supports - Projected full annual budget based on fully-scaled proposal from GS: \$223,872-\$669,150</p> <p>To be covered by provincial HPP for 2023-24 to reach 100-200 people per year (depending on scale of expansion)</p>	<p>TBD based on pilot results and potential funding or cost-sharing through health sector</p>

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	<p>supports. Indigenous leadership must be included from the outset to ensure Indigenous-specific program design and an orientation to meeting the wholistic well-being needs of Indigenous communities while accounting for staff capacity limitations within Indigenous organizations.</p> <p>Staff working in these housing-focused case management programs are seeing an increase in the types and levels of need, particularly around mental health and addictions. While case managers are actively working to connect clients to community health providers, waitlists for some supports are over two years long and support is not readily available to address immediate and long-term health barriers that are getting in the way of securing permanent housing. Housing case management programs require direct access to health providers dedicated to those experiencing homelessness to work alongside them in supporting clients to get housed and stay housed.</p> <p>3.b.4 Scale and sustain embedded health supports within ICM/RRH teams by extending Good Shepherd pilot and expanding to all ICM programs</p> <p>ICM/RRH housing support teams have consistently, year over year, advocated for embedded or direct access to health providers to assist in meeting the mental and physical health needs of clients with higher acuity to help them overcome barriers to accessing and sustaining housing.</p> <p>HSD is leveraging provincial Homelessness Prevention Program funding to sustain and scale a model for embedding health services within housing-focused case management teams until March 2024. This will allow time to evaluate the model and pursue opportunities for shared funding through the health sector.</p> <p>Reach: Depending on scale of investment, 100-200 households with high complexity of barriers supported per year to access and retain housing.</p>		
<p>3.c) Permanent Supportive Housing</p> <p>The City of Hamilton has prioritized efforts to secure greater supply and access to Permanent Supportive Housing for people with a very high acuity or complexity of barriers as one of the greatest gaps in Hamilton’s homelessness system.</p> <p>Most existing permanent supportive housing in Hamilton is administered by the Ministry of Health and is not available for</p>	<p>Municipal Leadership in Creating Permanent Supportive Housing</p> <p>What’s Working</p> <p>The City has leveraged federal, provincial, and municipal funding to invest in and develop a model of permanent supportive housing for women and gender diverse individuals experiencing homelessness. This will create 73 units at 35 Arkledun to be referred directly through the homeless-serving sector with occupancy expected in May 2023 (HSC22047). Capital investments to support the purchase and renovation total \$24.1 M including: \$12.95 M through RHI, \$3.35 M through the federal Reaching Home program, \$4.75 M through the provincial Social Services Relief Fund-4, \$56 K from the Poverty Reduction Fund, and \$3.1 M through the municipal levy. This program will be managed through Good Shepherd with \$3.6 M in operational funding through the City and delivered according to best practices for building a strong supportive community while meeting the diverse needs and ensuring housing stability for all tenants. The investment aligns with the National Housing Strategy and demonstrates the City’s commitment to advancing the right to housing.</p> <p>Existing supportive housing providers in Hamilton (such as Indwell, Wesley Community HOMES, and Good Shepherd) provide important supports to our community. Currently these providers manage their own waitlists and referrals, some predominantly from the health sector. HSD has been actively collaborating with these partners to establish housing options for people exiting homelessness. This has included using investments in capital development of housing (such as RHI) as an opportunity to commit housing units to be referred to individuals experiencing homelessness. HSD staff are actively working with housing providers and health system partners to facilitate assessment and referrals of potential tenants from the By-Name List of people actively experiencing homelessness.</p> <p>What’s Needed</p> <p>In 2022, there were 179 people who accessed the homeless-serving sector who presented with a <i>very high</i> level of acuity, or high complexity of barriers to accessing and retaining housing. For this population there are no funded homelessness support programs that are equipped to provide</p>	<p>Arkledun (committed) \$24.1 M capital</p> <p>\$3.6 M annual operations</p> <p>\$500 K for annual housing subsidies</p>	<p>\$8.856 M for supportive housing for 200 individuals with the highest complexity of barriers – requires provincial government support</p> <p>Expected \$1,756,000 in municipal investment for housing subsidy, program development</p>

Intervention	<div>What’s Working Well/Known to Work</div> <div>Gaps and Enhancements Needed</div>	Existing Investment (Federal, Provincial, Municipal)	Investment Needed
<p>direct referrals through the homeless-serving sector.</p> <p>In 2022 alone, 179 individuals with very high acuity and at least 20 additional people with high acuity were identified through the homeless-serving system as requiring this kind of ongoing place-based supports. This does not mean that individuals would live in one particular unit, site, or program forever but that they have the security and stability of tenure to stay as long as required to meet their housing and wellbeing needs.</p>	<p>the level of supports needed to address the multitude of health and system barriers they face to securing stable housing. Many people with a very high level of acuity will require ongoing intensive mental and physical health supports, often in the form of permanent supportive housing, in order to meet their daily needs and work towards improved well-being through housing and life stability. The City has also been advocating to the provincial government to demonstrate the need and secure resources for permanent supportive housing (HSC23013).</p> <p>3.c.1 Additional Resources for Permanent Supportive Housing (200 clients) \$8.3 M or \$41 K per person for individuals with complex co-occurring needs.</p> <p>It is estimated that Hamilton requires 200 spaces of permanent supportive housing to meet immediate need for people with a very high complexity of need, with expected inflow of 25-50 people per year. However, future inflow may be accommodated by space opening up as a result of people moving on to new accommodation.</p> <p>A full costing of 200 units of permanent supportive housing for people with co-occurring needs is estimated at \$8.856 M. Of this, the municipal contribution would be \$1,756,000, which would be contingent on \$7.1 M cost-sharing required through the Ministry of Health and health sector partners:</p> <p>Municipal investment would include:</p> <ul style="list-style-type: none"> • Municipal Housing Subsidy tied to Units (\$1.4 M) • 3 HSD FTE to manage capital, subsidy, and program development: \$356K <p>Health Sector Investment Required:</p> <ul style="list-style-type: none"> • Supportive Housing Workers \$1.3 M • Peer Supports \$1.3 M • Renovations and repairs: \$600 K • Clinical supports: \$3.4 M • Agency Administration, project management and coordination: \$500 K <p>Ideally these units would be structured in alignment with the model proposed by local researchers through the Community University Policy Alliance (CUPA) at McMaster. This model proposes purpose-built housing for 10-15 persons per site to enable building of community and adequate person-centred supports.</p> <p>Reach: If fully resourced and operationalized, 200 individuals with a very high complexity of barriers secure stable supportive housing.</p>		and management
	<p>Residential Care Facilities</p> <p>What’s Working</p> <p>The Residential Care Facilities (RCF) Subsidy Program prevents homelessness by providing a subsidy for safe and affordable supported housing in a communal setting for people who require assistance with the daily activities of life. The City’s RCF program subsidizes the cost of accommodation, meals, supervision and assistance with activities of daily living for an average of 750 residents across 57 facilities. RCFs are operated under a per diem funding model at a current rate of \$57 a day per resident, paid to the Owner/Operator of the facility. Residents of RCFs contribute to the cost of the service according to their income and the balance of the cost is funded through the RCF Subsidy Program which is 100% provincially funded.</p>	<p>Total 2023 budgeted investment \$6,583,240</p> <p>HSD RCF Staff 2022/23: \$39,268</p>	

Intervention	<div>What’s Working Well/Known to Work</div> <div>Gaps and Enhancements Needed</div>	Existing Investment (Federal, Provincial, Municipal)	Investment Needed
	<div>What’s Needed</div> <p>RCFs are owned and managed by independent operators. Currently the City has little oversight over referral processes, staffing ratios, or standards of care. The per diem of \$57 per day is also widely considered to be inadequate to provide the level of staffing required to fully support the daily needs of tenants. The RCF subsidy program is currently not integrated with Hamilton’s Coordinated Access System for the homelessness sector.</p> <div>3.c.2 Review and restructure RCF program and funding model</div> <p>To ensure consistency in standard of care, performance metrics, and adequate funding for appropriate staffing required to provide quality care. Leverage this opportunity of program review and renewal to better integrate RCFs with the homeless-servings system to enable greater access to units for people exiting homelessness.</p> <div>Increase the RCF Subsidy per diem by \$8/person/day.</div> <div>Reach: The RCF subsidy program is currently supporting 660 individuals. This investment will help ensure these individuals retain housing and that further RCF spaces are available for people to exit homelessness.</div>		<p>\$2 M enhancement to bring total to \$8,583,240 to support housing stability and improved quality of care for 660 people</p>

Intervention	What’s Working Well/Known to Work Gaps and Enhancements Needed	Existing Investment (Federal, Provincial, Municipal)	Investment Needed
3.d) Emergency Response Emergency services are a critical first-line response to ensure people experiencing homelessness have a safe place to stay and basic needs met while they pursue stable housing. Emergency response services must be aligned with needs in the community. However, an over-investment in emergency response services runs the risk that we regress to a place of managing homelessness rather than ending it. It is vital that emergency services include an emphasis on permanent housing with supports to retain it. This is true whether an individual is staying in shelter, couch surfing, or living unsheltered. The ideal investment ratio between permanent housing solutions and emergency response is 4:1.	Emergency Shelters What’s Working Emergency Shelters are designed to provide short-term emergency shelter and housing supports, ideally for a duration less than 30 days. Best practices reflected in research literature and local practice show that shelters function best through a housing-focused model to support all clients in establishing housing goals and supporting their achievement. Early Intervention programs within shelters are designed to provide supports for up to 14 days to help people quickly end experiences of homelessness. Staff and partners are in the process of updating standards for shelter service delivery, including: training, harm reduction, service restriction policies, health and safety, operations. From October 2022 through January 2023, more than 175 individuals with experience using emergency shelters and drop-in programs were engaged to inform review and revision of Hamilton’s Shelter Standards. Individuals spoke to the importance of access to housing supports, affordable housing, health supports, and staff supports within the shelter or drop-in. What’s Needed Hamilton’s shelter system is consistently at or over-capacity, particularly in the women’s and family system. In 2022, 3441 individuals accessed supports offered through a shelter, and 3096 spent at least one night in a shelter. The number of individual shelter stayers per year has been relatively stable with 2911 in 2020 and 3112 in 2021. However, average length of stay increased from 80 days in 2021 to 88 days in 2022. A total of 58% spent more than 30 nights in shelter, meaning that almost 60% of all shelter stayers were in need of shelter and supports beyond the intended design of the Emergency Shelter System. This speaks to the need for increased capacity alongside significant enhancements in permanent housing solutions.	GS Youth, Notre Dame: \$951,192 GS Family Centre: \$1,350,200 GS Mary’s Place: \$877,230 Mission Emma’s Place: \$743,059 St. Joe’s Womankind: \$100,000 GS Men’s Centre: \$1,068,488 Mission Men’s: \$1,144,809 SA Booth Centre: \$1,602,733 Total Shelters: \$7,837,711 (permanent shelter beds, excludes hotel overflow)	
	3.d.1 Temporary Overflow and Drop-in Capacity in the Women’s Emergency Shelter System (HSC23019) This is necessary to meet heightened community demand for emergency spaces as additional investments in permanent housing options are actualized. HSC23019 proposes: Temporary funding of 20 shelter overflow beds for women at 46 West Ave to be operated by Good Shepherd from April 1, 2023 to March 31, 2024 at an approximate total cost of \$1,270,000.		\$3,510,000 one time in 2023

Intervention	<p>What’s Working Well/Known to Work</p> <p>Gaps and Enhancements Needed</p>	Existing Investment (Federal, Provincial, Municipal)	Investment Needed
	<p>Temporary extension to May 31, 2023 of GS Cathedral as a temporary shelter for up to 100 single women at a cost of \$320 K monthly for an approximate total of \$640 K.</p> <p>\$1.6 M until March 2024 for continued drop-in supports through YWCA’s Carole Anne’s Place (\$964,512) and Mission’s Willow’s Place (\$599,556) for approximately 434 women to meet basic needs and get connected with additional housing supports.</p>		
	<p>3.d.2 Emergency Shelter – Women’s System Expansion of 40 beds to address persistent over-capacity in the women’s system both prior to and during the pandemic. The addition of 40 permanent beds was recommended through a report conducted by Social Planning and Research Council (SPRC) in June 2022 to inform shelter right-sizing to meet community needs.</p> <p>Reach: Expansion of 40 beds would bring permanent spaces in the women’s system to 86 beds. It is estimated that 40 beds would support approximately 120 people per year.</p>		<p>\$1,950,000.00 annual operating + capital costs TBD to support 40 new shelter beds in the women’s system</p>
	<p>3.d.3 Emergency Shelter – Family System Expansion of 50 Units/200 beds The Family Hotel Overflow Program currently seeks to address the gap in family emergency shelter & provincially funded Violence Against Women (VAW) beds; however, it is insufficient to meet demand. We have had to limit the number of families supported to 30 and even this service level creates a pressure. there is a need to bridge the gap between current pressures and a potential expansion of the family emergency shelter system. Continued engagement with the Ministry of Children, Community, and Social Services (MCCSS) seeks to obtain supports for the VAW specific families.</p> <p>Reach: 200 beds (50 units) expansion would expand current 20 unit/80 bed system to 280 beds for families. Rent supports and supplements could also be used as an alternative to secure and retain housing for families to prevent the need for prolonged shelter stays with no capital costs.</p>		<p>\$3,800,000.00 annual operating + capital costs TBD to support 200 new beds (50 units) in the family system</p>
	<p>Drop-ins What’s Working</p> <ul style="list-style-type: none"> • Prior to the pandemic, a review of drop-ins recommended that they not be funded by the homeless-serving sector as it was difficult to quantify how drop-in programs could be directly tied to housing outcomes. However, pandemic relief funds were mobilized throughout 2020-22 to maintain funding for drop-in centres through the end of March 2023. • Over the course of the pandemic drop-in services have demonstrated critical value as low barrier entry points to the homeless-serving system by providing supports that meet immediate needs, building trust and connection to additional resources, and conducting triage and assessment services that facilitate access to additional housing resources. • More than 875 people per quarter are supported by City-funded drop-in services. • The City of London and City of Kingston have established drop-in models as integrated health hubs supporting individuals experiencing homelessness, staffed with primary care and harm reduction workers with funding through the Ministry of Health. <p>What’s Needed Funding for drop-ins currently ceases at the end of March 2024. Closure of drop-ins at this time would leave significant service gaps in the Hamilton community including:</p> <ul style="list-style-type: none"> • Overall reduced access to services and resources to meet basic needs, especially for those with shelter service restrictions, women, youth, 2SLGBTQI+ individuals, and people experiencing hidden and unsheltered homelessness or who are service restricted. • Limited community capacity to support cold weather responses. 	<p>\$2,991,778 committed April 2022-March 2023</p> <p>Current commitment ends March 31, 2023</p>	<p>\$2,992,000 annually to maintain service level for 875 people reached per quarter with options for all ages and genders</p>

Intervention	<p>What’s Working Well/Known to Work</p> <p>Gaps and Enhancements Needed</p>	Existing Investment (Federal, Provincial, Municipal)	Investment Needed
	<ul style="list-style-type: none"> Reduced service capacity may lead to an increase in visible homelessness in the downtown core and impact other service providers. <p>3.d.4 Continued funding of drop-in programs would enable providers to continue meeting immediate need and allow time for staff and partners to develop an optimal role and model for funding and delivering housing-focused drop-in services with potential for integration and shared funding through health sector partnerships.</p> <p>Reach: 875 people supported per quarter to meet basic needs and connect to additional housing and community resources.</p> <p>Wesley Day Centre (pending closure March 31, 2023): Annual budget of \$1,152,456, per quarter supports approximately 600 people of any gender.</p> <p>Carol Anne’s Place: Annual budget of \$964,512, per quarter supports 54 women and gender diverse individuals.</p> <p>Willow’s Place: Annual budget of \$599,556, per quarter supports approximately 380 women and gender diverse individuals.</p> <p>Living Rock: Annual budget of \$227,712, per quarter supports 20 youth of any gender.</p>		
	<p>Winter Response Strategy</p> <p>What’s Working</p> <ul style="list-style-type: none"> Jurisdictional scans of other Ontario municipalities demonstrate a strong need for low-barrier overnight spaces to maintain the safety of individuals experiencing homelessness during winter months. While the ideal solution is access to stable housing with appropriate supports for all individuals experiencing homelessness, it is essential to meet the immediate needs of people living unsheltered while they pursue stable housing. <p>What’s Needed</p> <p>Hamilton currently has no permanent Winter Response resourcing. This has led to significant service gaps over the 2022-23 winter season with people unable to secure warm indoor space during extreme cold and winter storms.</p> <p>3.d.5 Winter Response Strategy</p> <ul style="list-style-type: none"> HSC23012 committed to an immediate temporary Winter Response Strategy through March 2023. This includes commitment to staff City-run warming centres in recreational facilities during statutory holidays and inclement weather and a public callout seeking community partners to operate 50 additional low-barrier overnight warming spaces. Development of a long-term comprehensive winter response strategy is underway due for report back in August. This will help to ensure stable staffing and community infrastructure to respond to extreme cold and heat events. 	\$125 K (levy)	TBD August 2023
	<p>Housing Focused Street Outreach</p> <p>What’s Working</p> <ul style="list-style-type: none"> The Housing Focused Street Outreach (HFSO) Team is engaging with people living unsheltered 7 days per week. Individuals living unsheltered often have barriers that prevent them from accessing emergency shelters. It is important to have programs focused on meeting them where they’re at and building trust and connection to supports. Solutions to unsheltered homelessness are similar to solutions for people staying in shelters or couch surfing (with many people moving between all of these options). People experiencing homelessness require access to housing with supports matched to their level of need that will help them secure and retain it. The City’s Housing-Focused Street Outreach team (6 outreach workers and one supervisor) works 7 days per week, 12 hours per day to support people living unsheltered with supplies to meet basic needs, referrals to shelters and other community supports, assistance 	\$594,960 (HPP)	N/A

Intervention	<p>What’s Working Well/Known to Work</p> <p>Gaps and Enhancements Needed</p>	Existing Investment (Federal, Provincial, Municipal)	Investment Needed
	<p>securing social assistance, connecting to additional housing resources, and case management support to locate and secure permanent housing.</p> <ul style="list-style-type: none"> 1 in 3 individuals prioritized for housing case management programs (ICM or RRH) are people who have been living unsheltered. This is important to ensure that this population is overrepresented among those who are prioritized for case management support (given the relatively small number of people living unsheltered ~2.5% among the homeless population at any given time) without incentivizing living unsheltered as a fast-track to housing supports. <p>What’s Needed There is an opportunity to enhance the housing case management role of the outreach team to complement the work already done to connect people to shelters, income supports, and Access to Housing applications. In combination with enhanced landlord engagement and health supports available to case management programs, the HFSO team will be empowered to more actively work with unsheltered individuals in helping them access stable housing directly from their current location.</p> <p>3.d.6 Enhance and Evaluate Housing Case Management Capacities of the Housing Focused Street Outreach Team</p> <ul style="list-style-type: none"> Conduct evaluation of existing outreach services to clarify ideal role and scope of housing-focused street outreach services. Establish training and procedures to strengthen capacity to work with individuals living unsheltered to access permanent housing directly from current situation. <p>Reach: 272 people supported in 2022 to meet basic needs and connect to additional housing and community resources.</p>		
3.e) Sector Capacity-Building	<p>Lived Engagement Strategy What’s Working HSD staff are committed to engaging people with living expertise to inform program and policy decisions. This includes work underway to develop a guiding framework and resources for empowering and compensating people to contribute to system planning. Promising practices to build from include:</p> <ul style="list-style-type: none"> Hamilton’s Community Advisory Board for Housing and Homelessness includes people with lived expertise to contribute to policy, program, and investment decisions. The Street Youth Planning Collaborative and Women’s Homelessness Planning Committee have established advisory committees made up of people with lived expertise to inform community planning and housing support programs. In conducting a review of shelter standards Oct 2022 through Feb 2023, HSD engaged more than 175 people with living experience accessing the shelter system to inform policies around shelter access, operations, and supports. Grenfell, Keeping Six, Good Shepherd, and YWCA have developed strong models of peer support with paid employment roles for people with lived expertise. These roles provide important support for individuals to feel comfortable contributing to community meetings, planning decisions, and accessing supports. <p>Currently engagement of people with lived experience of homelessness has been tied to specific committees referenced to the left or been ad-hoc in relation to specific initiatives.</p> <p>What’s Needed HSD is currently developing a formal framework for engaging people with lived experience. This framework outlines when, why, and how engagement is to take place ensuring accountability to feedback and adequate compensation and supports to honour the time and knowledge shared.</p> <p>3.e.1 Engagement of People with Lived Expertise in Ongoing Policy and Program Decisions</p>	\$50 K (Reaching Home 2023-24)	N/A

Intervention	<p>What’s Working Well/Known to Work</p> <p>Gaps and Enhancements Needed</p>	Existing Investment (Federal, Provincial, Municipal)	Investment Needed
	<p>Budget dedicated resources for per diem and peer support roles to assist with engagement of people with lived experience on core policy and program decisions.</p> <p>Reach: Approximately 250 people engaged through 2022 with budget of \$10 K. A budget of \$50 K for 2023 will contribute to enhanced compensation, peer support, and level of engagement.</p> <p>Coordinated Access What’s Working</p> <ul style="list-style-type: none"> Hamilton’s homeless-serving sector has developed a coordinated access system and through it have established common practices for intake, assessment, referral, and program matching as well as information-sharing to enable coordinated service delivery across 31 programs. This enables the sector to monitor and respond quickly to emerging needs of individuals and the broader population of people experiencing homelessness. Hamilton has been nationally celebrated for City-Indigenous co-leadership in developing coordinated access and for deep collaboration in developing housing first innovations as a community. The City provides all funded homeless-serving partners training on the triage and assessment tool, HIFIS, and has offered Indigenous Cultural Competency Training through the Hamilton Regional Indian Centre. <p>What’s Needed Hamilton’s homeless-serving sector has a strong foundation in our coordinated access system and a long history of collaboration. However, work remains to strengthen integration with other systems (particularly health) and to ensure consistent knowledge, skills, and best practices across the sector.</p> <p>3.e.2 Sector Training and Capacity Building</p> <ul style="list-style-type: none"> Housing Services worked with the City’s Equity Specialist to develop a concept for a 2SLGBTQA+ Cultural Capacity and Accountability Framework and with Indigenous Leadership to co-develop an Indigenous Cultural Capacity and Accountability Framework geared to all funded homeless-serving agencies, including shelters. While these concepts were initially unsuccessful in receiving federal funding, the Reaching Home incremental increase received in fall 2022 enables us to move forward. HSD is working with partners to determine the focus of a suite of training for the sector that the City would deliver or coordinate. Topics include but are not limited to: Applying Indigenous Cultural Safety in everyday program implementation; Harm Reduction; 2SLGBTQA+ competencies; and, Housing First implementation in all programs. <p>Reach: Whole Sector</p>	\$125,000.00 (Reaching Home 2023-24)	N/A
<p>4. Building capacity in the development of Indigenous owned capital resources and Indigenous-led programs Outcome 3: Provide people with the individualized supports they need to help them obtain and maintain housing Outcome 5: Provide people with respectful, quality service within a “user-friendly” system</p>			
Indigenous Identified and Led Housing Solutions	<p>4.a) Proportionate Indigenous-led Funding Decisions What’s Working Since 2004, the City of Hamilton has allocated 20% of federal homelessness program funding to Indigenous-led interventions selected by the Indigenous Community Advisory Board to respond to the disproportionate rate of homelessness among Indigenous people in our community.</p> <p>A continuum of Indigenous-led Housing Supports is delivered through Hamilton Regional Indian Centre, Native Women’s Centre, Sacajawea, including: drop-in supports, shelter intervention, early intervention, case management, permanent housing.</p>	Levy-funded Indigenous-led Poverty Reduction: \$1,000,000*	TBD through further engagement with CHIL to determine sustainable resource needs

Intervention	<p>What’s Working Well/Known to Work</p> <p>Gaps and Enhancements Needed</p>	Existing Investment (Federal, Provincial, Municipal)	Investment Needed
	<p>Reaching Home COVID-19 funding was used to bring online 12 new units of permanent supportive housing for Indigenous households through a partnership between Indwell and Sacajawea Non-Profit Housing. This collaboration in affordable housing between a non-Indigenous and Indigenous agency aims to set a new precedent for Hamilton’s housing sector.</p> <p>What’s Needed The Indigenous program stream faces unique challenges in recruiting and retaining experienced Indigenous staff. The smaller hiring pool means fewer potential candidates in an already stretched system. Meanwhile organizations, including the Indigenous CE, operate with out sustainable funding or adequate staff complements, meaning that those staff who remain carry a higher load and are at risk of burnout.</p> <p>This puts significant strain in existing staff and jeopardizes timely delivery of programs and strategies due to capacity constraints.</p> <p>4.a.1 Stable operational funding for CHIL To address workload capacity and sustainability of Indigenous leadership in fulfilling Community Entity role.</p> <p>Reach: Whole sector. Approximately 500 Indigenous people known to be supported by homeless-serving system per year.</p>	<p>RH Incremental Increase (23/24): \$637,534</p> <p>*CHIL reallocates/sub-contracts 85% to other Indigenous organizations, keeping \$150 K for CHIL administrative operations</p> <p>HRIC: \$1,329,695</p> <p>Sacajawea Non-Profit Housing: \$750 K (one-time RH capital); \$473,250 housing subsidies (2022)</p>	<p></p> <p>TBD</p>
	<p>4.b) Indigenous Shared Leadership of Coordinated Access What’s Working</p> <ul style="list-style-type: none"> CHIL’s report on Revisioning Coordinated Access has been promoted nationally as a guide for other communities. CHIL and HSD staff presented a CAEH webinar in March 2022 on how to operationalize Indigenous leadership in establishing community prioritization processes for linking people to housing support resources. <p>What’s Needed Indigenous peoples face longstanding barriers to accessing culturally appropriate and wholistic supports within non-Indigenous programs. Barriers include lack of staff knowledge of Indigenous culture, worldviews, and historical trauma; spaces and program structures that are institutional and colonial; data collection, management, and interpretation that is not grounded in Indigenous knowledge or principles on Indigenous data governance. While Hamilton’s homeless-serving sector has been committed to actualizing Indigenous Data Stewardship and Cultural Accountability, proposals for funding to support this work were originally unsuccessful.</p> <p>4.b.1 Indigenous Data Liaison and Cultural Capacity and Accountability Framework CHIL and the City have worked together to design an Indigenous Data Liaison project to establish and embed Indigenous data governance principles and Indigenous knowledge broadly across all Coordinated Access agencies and practices. This work complements plans to develop and implement an Indigenous Cultural Capacity and Accountability Framework. The Reaching Home incremental increase received in fall 2022 enables this work to move forward.</p> <p>Reach: Whole sector</p>	<p>\$320,000 (Reaching Home 2023-24)</p>	<p>Beyond 2024 TBD</p>