

Year 2 Program of Work					
DESCRIPTION		LEAD	STATUS		
			Existing	Enhanced	New
INFRASTRUCTURE FOR THE ROADMAP					
1	Continue to emphasize urgency, commitment, and collective will through the relationships created and nurtured in 2023.	City Council, Executive Committee, Housing Secretariat Division		XX	
2	Continue to develop capacity within the Housing Secretariat Division and adjust staffing complement as required through the 2025 budget process.	Housing Secretariat Division		XX	
3	Expand Governance structure to include Indigenous providers and stakeholders to implement a whole of Hamilton approach.	Housing Secretariat Division		XX	
4	By Q4, 2024, finalize the Acquisition Strategy which will be inclusive of all four pillars of the Roadmap for existing private market affordable housing units and vacant or under-utilized properties.	Housing Secretariat Division, Real Estate Office, Finance & Administration			XX
5	By Q4, 2024 deliver a five-year financing strategy and report back to Council annually through the Housing Secretariat's annual reporting in October.	Housing Secretariat Division, Corporate Finance			XX
6	Develop a detailed government relations strategy, including the addition of policy analysis capacity with the Housing Secretariat Division, in partnership with the Mayor's Office and Council that addresses supportive housing, appropriate levels of investment in the homelessness sector, and approaching other orders of government to fund new affordable housing development in aggregate, rather than on a project-by-project basis. Convene a Community Working Group on Government Relations to set key messages and maximize impact.	Housing Secretariat Division, The Mayor's Office			XX

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7	Develop and implement a Communications Strategy to facilitate action on the Roadmap. In partnership with Corporate Communications, develop an internet/intranet presence, media plan, quarterly newsletters, and involvement in the Government Relations strategy.	Housing Secretariat Division, Corporate Communications			XX
PILLAR 1: NEW CONSTRUCTION					
8	Ensure the affordable units currently under construction by community stakeholders are completed.	City Council, Housing Secretariat Division, Executive Steering Committee			XX
9	Implementation of the Housing Accelerator Fund workplan (to be approved by City Council).	Housing Secretariat Division, Planning & Economic Development,			XX
10	Use all available municipal levers to move pre-qualified projects through pre-development activities to the point of having a building permit. This will allow projects to be "shovel-ready" when funding is made available.	Housing Secretariat Division, Planning & Economic Development		XX	
PILLAR 2: ACQUISITION					
11	By Q4, 2024, develop an Acquisition Strategy focused on two types of activities: <ul style="list-style-type: none"> a. the purchase of existing affordable private market rental units that include proposed terms, objectives, and funding envelope with financing strategy; and b. the purchase of vacant or under-utilized land that is suitable for affordable housing development including adjacent properties (land assembly) that maximize available sites. 	Housing Secretariat Division, Real Estate Office, Finance & Administration	XX		
PILLAR 3: PRESERVE AND MAINTAIN AFFORDABLE HOUSING					
12	Complete the Building Condition Assessments of community housing inventory and the repair of off-line units. Undertake an asset rationalization to prioritize capital needs and create a 10-year portfolio renewal strategy.	Housing Services Division	XX		
13	Continue to monitor end-of-mortgage agreements and implement a framework and funding formula to protect the city's community housing stock.	Housing Services Division	XX		

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14	Conduct a review of municipal funds received from other orders of government (e.g. OPHI, COCHI, Reaching Home) to ensure maximum benefit and alignment with the HSIR and Term of Council priorities related to affordable housing and homelessness.	Housing Services Division, Housing Secretariat Division			XX
15	Monitor the effectiveness of any by-laws created to protect purpose-built rental housing and amend them accordingly. Review best practices from similar jurisdictions that may be applicable to Hamilton.	Planning & Economic Development	XX		
16	Implement Council approved by-laws intended to protect tenants and prevent displacement and/or renovations.	Planning & Economic Development, Housing Services Division			XX
17	Include policies related to tenant protections, end-of-mortgage agreements, rent controls (vacancy de-controls), and adequate income levels for tenants (specifically, increased social assistance rates, or creation of a Housing Benefit) in the Government Relations strategy.	Mayor's Office Housing Secretariat Division, City Manager's Office		XX	
PILLAR 4: PROVISION OF HOUSING-BASED SUPPORTS					
18	Conduct due diligence on and develop a transparent process and criteria to prioritize, recommend, and expedite housing projects that can provide permanent supportive housing for people with mid-high acuity needs who are experiencing chronic homelessness.	Housing Secretariat Division, Planning & Economic Development, Procurement			XX
19	Provide planning and project support to Indigenous-led supportive housing projects to expedite and accelerate projects.	Housing Secretariat Division, Planning & Economic Development		XX	
20	Monitor the modernization of the Residential Care Facility system, including the addition of 100 units to house people who are experiencing homelessness.	Housing Services Division, Public Health Services	XX		
21	Continue to monitor the needs of emergency response and the homelessness service system, and invest as necessary, while shifting to a system more focused on prevention and long-term solutions. The emergency response and homelessness service system is ideally suited to help people whose episodes of homelessness are rare, brief, and non-reoccurring.	Housing Services Division, Housing Secretariat Division	XX		