



CITY OF HAMILTON
HEALTHY AND SAFE COMMUNITIES DEPARTMENT
Housing Secretariat Division
and
CORPORATE SERVICES DEPARTMENT
Financial Planning, Administration and Policy Division
and
PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT
General Manager's Office

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	November 15, 2023
SUBJECT/REPORT NO:	Housing Sustainability and Investment Roadmap 2023 Annual Update and 2024 Objective Setting (HSC23028(b)/FCS23055(a)/PED23099(b)) (City Wide) (Outstanding Business List Item)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Justin Lewis (905) 546-2424 Ext. 4026 Director, Housing Secretariat Division
SUBMITTED BY:	Grace Mater General Manager Healthy and Safe Communities Department
SIGNATURE:	
SUBMITTED BY:	Mike Zegarac General Manager, Finance and Corporate Services Corporate Services Department
SIGNATURE:	
SUBMITTED BY:	Steve Robichaud Acting General Manager Planning and Economic Development Department
SIGNATURE:	

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

RECOMMENDATIONS

- a) That the Housing Secretariat Division 2023 update of progress on the first seven months of the Housing Sustainability and Investment Roadmap attached as Appendix “A” to Report HSC23028(b)/FCS23055(a)/PED23099(b) be received,
- b) That the proposed Housing Secretariat Division 2024 Program of Work for the Housing Sustainability & Investment Roadmap (HSIR) attached as Appendix “B” to Report HSC23028(b)/FCS23055(a)/PED23099(b) be received, and
- c) That staff be directed to develop an intake process for receiving, evaluating and prioritizing applications to create additional units of affordable and supportive housing projects for any available City funding, including, but not limited to: the proceeds from the sale of some surplus City-owned properties identified, as recommended in the Properties and Process for Disposition of Land for Affordable Housing Report (PED17219); any available funds through the Housing Accelerator Fund, any funds available in the Affordable Housing Funding Program Reserve Fund; and based on the process and criteria outlined in Appendix “C”, report back to GIC with the results of the intake process.

EXECUTIVE SUMMARY

As directed by Council following the April 19th, 2023 General Issues Committee, this report provides an update on the “progress of work in 2023 and the proposed program of work for 2024 for the Housing Sustainability and Investment Roadmap” (HSIR).

Over the seven months since Council’s approval of the HSIR in April, there has been substantial progress on the recommended eleven Year 1 Priority Actions identified in the HSIR and across the four pillars: 1) new construction; 2) acquisition; 3) preservation/retention of existing affordable housing; and 4) provision of housing-based supports. Seven of the eleven priority actions were mostly or fully achieved and four were partially achieved with work still underway and continuing into next year.

The HSIR also identified the “Infrastructure” required to successfully implement the four pillars – foundational resources with the responsibility, accountability, and means to push actions forward. The key infrastructure deliverable was the creation of the Housing Secretariat Division in April 2023, a small interdepartmental staff team with relationships across City divisions and departments, which will facilitate the strategies, tactics, and implementation of the HSIR.

Other highlights include funding to repair 476 rent-geared-to-income units of housing, the creation of 166 housing allowances for people who had experienced homelessness,

partnership with Social Innovation Canada to develop innovative financing approaches for transit-oriented affordable housing, the approval of a suite of by-laws and funding programs intended to protect tenants from eviction and protect purpose-built rental housing.

See Appendix “A” to Report HSC23028(b)/FCS23055(a)/PED23099(b) for a detailed update on the first seven months of implementation of the Housing Sustainability and Investment Roadmap (HSIR).

The Year 2 Program of Work will build on efforts to date and advance the HSIR. Highlights will include the refinement and finalization of a robust government relations strategy, a Finance and Acquisition Strategy, as well as implementation of the Housing Accelerator Fund.

See Appendix “B” to Report HSC23028(b)/FCS23055(a)/PED23099(b) for the proposed Program of Work for 2024.

To build on efforts related to Pillar 1 New Construction and Pillar 4 Housing with Supports focus on 200 new permanent supportive housing units for people experiencing chronic homelessness, recommendation c) directs staff to develop and report back on an intake process for affordable and supportive housing projects as outlined in Appendix “C”.

Alignment with Term of Council Priorities

As a part of the Term of Council Priority “Safe and Thriving Neighbourhoods”, three outcomes were identified which relate to the HSIR: 1) Streamlined and accelerated approvals of new residential development, with a goal of 30% rental and 10% affordable or supportive housing; 2) preservation and expansion of affordable rental housing; and 3) reduce the number of individuals who are actively homeless by 30%.

These outcomes align strongly with the four pillars of the HSIR and provide a set of targets by which progress can be measured. The Action strategies presented in the Term of Council priorities are the same strategies identified in the HSIR.

The HSIR is designed to help fulfil the City of Hamilton’s vision to be the best place to raise a child and age successfully.

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: None

Staffing: None

Legal: None

HISTORICAL BACKGROUND

In April 2023, through Report HSC23038/FCS23055/PED23099, Council approved the Housing Sustainability and Investment Roadmap, which was developed as a “whole-of-Hamilton” approach to the housing crisis facing our community. The Roadmap was based on broad input from over 44 community groups and organizations, substantive input from all City divisions and departments, and strategic advice from the Canadian Housing Evidence Collaborative (CHEC) at McMaster University. The Roadmap is built on the City’s Housing and Homelessness Action Plan, the City’s Official Plan, and numerous secondary plans, and is designed for impact across Hamilton’s affordable housing system. The Roadmap focuses especially on the segment of the housing continuum from community housing to the lower end of private market rental and ownership housing.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS:

The HSIR builds on the City of Hamilton’s Strategic Plan and Vision, the Housing and Homelessness Action Plan (HHAP) created in 2013 and renewed in 2019, as well as the Official Plan and relevant Secondary Plans. The HSIR is also supported and informed by other strategies including the Urban Indigenous Strategy which calls for an increase in accessible and affordable housing for Indigenous people, as well as the Hamilton Climate Action Strategy, the Hamilton Community Safety and Well-being Plan and the 2023 City of Hamilton Housing Pledge.

RELEVANT CONSULTATION

- HSIR Advisory Committee, including community stakeholders and the Canadian Housing Evidence Collaborative (CHEC)
- HSIR Executive Committee, including City Manager, General Manager Healthy and Safe Communities, General Manager Planning and Economic Development, and General Manager Finance and Corporate Services.
- HSIR Steering Committee, including staff representatives from Planning, Real Estate, Building, Housing, Indigenous Relations, Corporate Finance, and Government Relations.
- Hamilton is Home and other non-profit housing providers.

ANALYSIS AND RATIONALE FOR RECOMMENDATIONS:

In the seven months since the approval of the HSIR, there has been substantial progress on all Year 1 Priority Actions and across the four pillars. Together this progress represents the beginning steps of a longer-term strategy to change the housing profile for the City of Hamilton.

The recommended 2024 Program of Work builds on Council's Strategic Priorities, desired outcomes and the first seven months of the activities within the Housing Sustainability and Investment Roadmap and will continue to strengthen Hamilton's response to the current housing crisis.

Construction and operation of new affordable and supportive housing requires active investments from municipal, provincial, and federal governments. Traditionally, municipal governments are one of the last funders to the table – covering the construction shortfall (or over-run), making grants (capital or operating) to a particular project, donating property, waiving fees, etc. By creating a transparent intake process for affordable and supportive housing projects, City Council will be able to identify prioritized projects that meet the City's requirements and plan for the implementation of these project over the term of Council. It is anticipated that, in many cases, this process would accelerate the process of construction once funding is available and will strengthen the ability to leverage additional funding from other levels of government and funders.

APPENDICES AND SCHEDULES ATTACHED

Appendix "A" – 2023 Progress on the Year 1 Program of Work for HSIR

Appendix "B" – Proposed 2024 Program of Work for HSIR

Appendix "C" – Multi-Year Housing Reserve Fund: Program Criteria and Terms