

Progress on the Year 1 Program of Work				
ACTIVITIES IDENTIFIED WITHIN THE YEAR 1 PROGRAM OF WORK:	PROGRESS OF WORK TO DATE	LEAD	PROGRESS	
<b>INFRASTRUCTURE FOR THE ROADMAP</b>				
1	Urgency, commitment, and a collective will. Embrace an urgent shared vision and commit to using all available levers to achieve results, ensure alignment to achieve results, ensure alignment 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 maximize the take-up of available resources.	Three outcome areas of Term of Council Priorities focus on new construction, preservation, and maintenance of affordable and supportive housing.	City Council	Completed
		Extensive public participation in engagement sessions regarding approaches to homelessness and affordable housing.	Housing Service Division	Ongoing
		Hamilton Community Foundation announces \$50 million investment over 10 years to address shortage of affordable housing.	Hamilton Community Foundation	Completed
		Hamilton Chamber of Commerce and West End Homebuilders' report: <i>Who Will Swing the Hammer?</i> Which focuses on the need to create additional housing units.	Chamber of Commerce, West End Homebuilder's Assoc.	Completed
		The Just Recovery Coalition Report: <i>Bold Ideas in a Time of Change</i> emphasizes affordable housing development as a critical issue.	Just Recovery Coalition	Completed
		GTHA Regional Housing Meetings lead by the City of Toronto's Housing Secretariat Division.	Housing Secretariat Division	Ongoing
		First Federal Housing Roundtable was held on September 8, 2023 and was attended by the City of Hamilton.	Housing Secretariat Division, Mayor's Office	Completed
2	Create an Affordable Housing Secretariat Division. 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 nimbly lead the implementation of the Roadmap. The Housing Secretariat Division will suggest the required delegated authorities (e.g. regarding the rostering process, rezoning, and purchasing limits).	Hiring of Director, Senior Advisor, Program Coordinator, and Administrative Assistant of the Housing Secretariat Division, with 1 FTE funded by HCF.	Housing Secretariat Division	Completed
		Governance structure implemented: established Executive Committee, Steering Committee, and Advisory Committee.	Housing Secretariat Division	Completed
		Extended agreement to December 2025 with the Canadian Housing Evidence Collaborative (CHEC) to provide strategic oversight and develop an evaluation framework.	Housing Secretariat Division	Completed
		A report proposing a set of delegated authorities is in development by Legal Services, and is expected to be delivered to Council in Q1, 2024.	Legal, City Manager's Office	Ongoing
		Will establish an email address to increase communication, <a href="mailto:Housing.Secretariat@hamilton.ca">Housing.Secretariat@hamilton.ca</a> , and develop both internet and intranet pages to enhance communication and transparency with the community, Council, Mayor, and staff by December 31, 2023.	Housing Secretariat Division, Corporate Communications	Ongoing

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3	Expanded Affordable Housing development and acquisition capacity. New investments must be made in order to deliver on the strategic mandate to leverage all affordable housing opportunities and maximize the City's and community's existing land portfolio. (See Pillar #2 below for additional discussion).	Mapping of challenges and barriers to affordable housing development with community stakeholders.	Housing Secretariat Division	Ongoing
		Acquisition strategy for existing private market affordable housing in development.	Housing Secretariat Division, Advisory Committee	Ongoing
4	An Affordable Housing Resource Fund with a five-year financing strategy for the Roadmap. A known and predictable funding source and financing strategy for prioritized activities is critical for planning and success. The ability to act nimbly, maximize funding opportunities, and provide predictable resources are key benefits to this fund.	Beginning in the 2023 Operating Budget, Hamilton City Council contributed \$4 million annually toward affordable housing development (HSC23003).	City Council, Housing Services Division	Completed
		Approval in principle of a Multi-Year Housing Reserve Fund of \$31M (e.g. \$10.33M per year over 3 years) which will facilitate opportunities for affordable and supportive housing providers to leverage provincial and federal funds for projects in development (Appendix "C")	City Council, Housing Secretariat Division, Housing Services Division	Ongoing
		A five-year financing strategy is currently in the process of development and is expected to be presented to Council Q4 of 2024.	Housing Secretariat Division, Corporate Finance	Ongoing
		Included in the five-year financing strategy will be the allocation of 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).	Housing Secretariat Division, Real Estate Office	Ongoing

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5	A robust and prioritized government relations strategy focused on leveraging partnerships and resources from other orders of government to address affordable housing and homelessness.	Inclusion of affordable housing and homelessness in Term of Council priorities.	City Council	Completed
		Submission of a History of Supportive Housing Advocacy (HSC23054) in August 2023, which outlined advocacy for additional supportive housing units for people experiencing homelessness with very high needs.	Housing Secretariat Division	Completed
		Five (5) meetings with provincial ministers and senior staff through the Association of Municipalities of Ontario.	City Manager's Office, the Mayor's Office, Housing Secretariat Division	Completed
		Hosted a July Roundtable with local MP's re: affordable and supportive housing.	City Manager's Office, the Mayor's Office, Housing Secretariat Division	Completed
<b>PILLAR 1: NEW CONSTRUCTION</b>				
1	Complete units of affordable and supportive housing that are under construction and have received City funding, with a special focus on Indigenous projects. Continue to work with non-profit and supportive housing providers to develop a Housing Development Stream of projects.	Since Jan 2021, there have been 318 new permanent supportive housing units completed, and 268 non-profit affordable units (168 rent-geared-to-income).	Community Stakeholders, Housing Services Division	Completed
		Anticipated completion of an additional 42 units of affordable housing and 42 units of supportive housing to be occupied by Q2, 2024.	Community Stakeholders, Housing Services Division	Ongoing
		Hamilton is Home identifies 418 units of supportive housing and 981 units of affordable housing that, with capital and operating funding, could be constructed in the next 36 months.	Hamilton is Home, Housing Secretariat Division	Ongoing
2	Engage with Social Innovation Canada, Canada Mortgage and Housing Corporation, Federation of Canadian Municipalities, Hamilton Community Foundation, and community stakeholders in the Transit Oriented Affordable Housing lab to find innovative financing strategies for a range of affordable housing close to major transit routes.	Substantive engagement of a wide range of affordable and supportive housing providers as well as government staff to explore the best possible pilot sites.	Housing Secretariat Division	Ongoing
		Three pilot projects identified: 1) conversion of scattered single units to multi-plex, 2) development of supportive housing for people who have been homeless, and 3) non-profit acquisition of existing private market rental units.	Housing Secretariat Division	Ongoing
		CMHC will pilot an "Enterprise" model of delivering catalyst funding to move the projects along.	Housing Secretariat Division	Ongoing

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3	Develop a promotion and incentive strategy for increased accessory dwelling units and conversions to fourplexes.	Incentivizing accessory dwelling units and conversion to fourplexes is central to the City's approved allocation from the Housing Accelerator Fund, which will have a significant impact.	Housing Secretariat Division, Planning & Economic Development	Ongoing
4	Develop a planning package of incentives that can be applied to encourage moderately affordable housing. Some examples of incentives could include reduced parkland fees, reduced parking requirements, funding for pre-development activities, increased density, or priority during the planning process.	This work is ongoing. Reduced requirements for parking minimums are under exploration, as are property tax exemptions, and additional fee relief.	Planning & Economic Development	Ongoing
5	To relieve pressure on the rental sector, encourage the development of 350 moderately affordable units, including accessory units (up to 125% of average market rent) with low levels of subsidy.	In 2022, 341 accessory units were added. At the end of August 2023, an additional 295 accessory units were registered.	Planning & Economic Development	Completed
		Planning is underway to explore the conversion of scattered single units of non-profit housing to fourplexes – creating three units of additional moderately affordable rentals with each conversion.	Planning & Economic Development, Housing Secretariat Division	Ongoing
		Roundtable discussion with West End Homebuilder's Association to be held in October 2023 to identify strategies to create moderately affordable rental units.	Housing Secretariat Division, West End Homebuilder's Assoc., Planning & Economic Development	Ongoing
		Some non-profit housing providers are exploring building moderately affordable units as part of their strategic plans.	Housing Secretariat Division	Ongoing
6	Identify opportunities for integrating affordable housing into planned capital projects.	This work is ongoing.	Housing Secretariat Division	Ongoing

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7	Identify under-utilized city-owned properties that may be suitable for additional intensification and affordable housing.	Housing Sustainability and Investment Roadmap Work Program: City Property Review and Property Disposition Strategies (PED23099(a) HSC23028(a)) report outlined a proposed work plan to complete the review of all city-owned properties over the course of 2024.	Planning & Economic Development, Housing Secretariat Division	Completed
		Six city-owned surplus properties have been recommended for a disposition strategy (PED23099(a) HSC23028(a)) that will include proactive City-led re-zoning with a focus on use for affordable and supportive housing.	Planning & Economic Development, Housing Secretariat Division	Ongoing
		The 2024 Program of Work will focus on the disposition strategy for these six properties and may develop an additional set of surplus properties for the next annual update.	Planning & Economic Development, Housing Secretariat Division, Finance & Administration	Ongoing
<b>PILLAR 2: ACQUISITION</b>				
1	Start a 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.	Discussions have been held with the Hamilton Community Foundation (HCF) regarding the alignment of an acquisition fund. The HCF has acquired two properties as a pilot program. There has been general agreement that the HCF program should be aligned with, but not formally linked to any City strategy.	Housing Secretariat Division, Senior Leadership Team, Hamilton Community Foundation, Planning & Economic Development	Ongoing
		The City has developed a first draft of a municipal strategy based on the Housing Access Resource Centre in British Columbia, which published a detailed guide for how municipalities can create an acquisition fund focused specifically on acquiring existing private market affordable rental housing. The City of Toronto has also established a \$21.5 million Multi-Unit Residential Acquisition (MURA) program intended to facilitate acquisitions. Staff are currently reviewing criteria, terms, scope, and an implementation plan for maximum effectiveness. A report to Council on an Acquisition Strategy will be brought in Q4, 2024.	Housing Secretariat Division, Planning & Economic Development, Finance & Administration	Ongoing
		One of the pilot projects of the Transit Oriented Affordable Housing will be focused on the acquisition of an existing private market affordable rental project.	Housing Secretariat Division	Ongoing

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2	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.	The Real Estate Division is working with the Housing Secretariat Division to establish criteria, a process, and a financing strategy for this action. A report will be brought to Council in Q4, 2024.	Planning & Economic Development, Housing Secretariat Division, Finance & Administration	Ongoing
		As part of the disposition strategy of the six City-owned parcels discussed above, staff are exploring the purchase of adjacent properties that will maximize the development potential of these sites	Planning & Economic Development, Housing Secretariat Division	Ongoing
<b>PILLAR 3: PRESERVE AND MAINTAIN AFFORDABLE HOUSING</b>				
1	Support legacy 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 housing stock. Specifically, identify funding and initiate the repair process for 476 rent-geared-to-income units within the CityHousing Hamilton portfolio that are currently offline and in need of renovation.	Renewal of 146 units at CityHousing Hamilton (114 Rent-geared-to-income, 32 affordable market rent units) completed in late 2022	CityHousing Hamilton	Completed
		Funding identified to repair 476 rent-geared-to-income units that are currently offline approved during the April 19, 2023 General Issues Committee. Unit repairs will be completed by December 2024	CityHousing Hamilton	Ongoing
		Funding established to complete Building Condition Assessments for legacy social housing providers. Results will then be used to scope the asset rationalization work.	Housing Services Division	Ongoing
2	Undertake negotiations related to end-of-mortgage agreements for legacy social housing providers to ensure their re-mortgaging and thus the continuation of affordable units for City of Hamilton.	A draft framework and funding formula has been prepared for approval by Council in Q3 2023.	Housing Services Division	Ongoing

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3	To protect existing rental housing, establish a policy package that includes a rental replacement by-law. Encourage additional policy initiatives that protect purpose-built rental housing.	The Planning & Economic Development Department will present a draft rental replacement by-law to Council in Q4, 2023.	Planning & Economic Development	Ongoing
		A by-law limiting short-term rentals was passed by Council in Q1, 2023 with an implementation strategy currently in development. (PED17203(c))	Planning & Economic Development	Ongoing
		As part of the Term of Council priorities, the Canadian Housing Evidence Collaborative (CHEC) will be working with the Housing Secretariat Division to develop a set of indicators to measure the gain/loss of private market rental units.	Housing Secretariat Division, Advisory Work Group	Ongoing
4	Develop and resource a City Coordinated Tenant Response Team that will respond to addressing tenant concerns and issues (including responses around "renovictions") and design a campaign to ensure tenants know their rights to remain in their homes.	In Q3, 2023, City Council approved the Hamilton Tenant Support Program report (HSC23023(b)) which recommended a \$150 K enhancement to create a Tenant Defence Fund in partnership with the Hamilton Community Legal Clinic and referred an annual budget allocation of \$1.197 M to the 2024 budget discussions. This fund would enable up to 200 tenants annually to challenge eviction notices and above-guideline rent increases at the Landlord Tenant Board	Housing Services Division	Ongoing
		In Q3, 2023, City Council approved the Safe Apartments By-Law, which requires all apartment buildings over 2 stories to adhere more strictly to property standards by-laws, and has proposed a new division of pro-active housing inspectors within the by-law and licensing division. This proposal has been referred to the 2024 budget process.	Planning & Economic Development, Housing Services Division	Ongoing
		In Q3, 2023, City Council approved updates to the Vital Services By-Law that strengthen the City's ability to quickly enforce necessary repairs in apartment buildings where vital services are not being provided.	Planning & Economic Development	Completed
		In Q4 2023, City Council will review a "first of its kind" proposed anti-renoviction by-law that will require any landlord looking to evict tenants to complete major renovations to obtain a license. The license would require obtaining an engineer's professional opinion that moving the tenants out is necessary to complete the repairs. Additionally, landlords would be required to find suitable nearby accommodation for tenants at no more than 15% higher monthly rents.	Planning & Economic Development, Housing Services Division	Ongoing

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<b>PILLAR 4: PROVISION OF HOUSING-BASED SUPPORTS</b>				
1	Work with <b>other orders of government</b> to create 200 additional, purpose-built, permanent, supportive housing units for people who have highly complex needs and are experiencing chronic homelessness.	The Hamilton is Home coalition developed a "postcard" of 418 units of potential supportive housing that, if funded, could be constructed and occupied within 36 months. City staff are currently conducting due diligence on these projects as well as a process to expedite progress if funding is obtained.	Housing Secretariat Division	Ongoing
		The need for capital and operating funding to support new supportive housing from other orders of government has been a central component of the delegations at the Association of Municipalities of Ontario (AMO) as well as meetings with provincial and federal representatives.	City Council, Housing Secretariat Division, City Manager's Office, Finance & Administration	Ongoing
		The Hamilton Community Foundation has indicated its willingness to support projects advancing to the "shovel-ready" stage within its funding parameters.	Housing Secretariat Division, Hamilton Community Foundation, Advisory Work Group	Ongoing
		The Housing Secretariat Division has proposed the creation of a Multi-Year Housing Reserve Fund of \$31M, which has been approved in principle by City Council (Appendix "C"). This fund would be used to leverage investments from other orders of government to create additional units of supportive housing.	Housing Secretariat Division, Planning & Economic Development, Finance & Administration	Ongoing
		City Council is providing funding to create 24 units of affordable housing for families, as well as providing funding that will allow Indwell to provide supports for 24 units of new affordable housing. This will allow tenants who require supports with daily living and have a history of homelessness to have permanent housing (HSC23041).	Housing Services Division	Completed
		There are 18 units of supportive housing that received funding in prior years of the Rapid Housing Initiative that are expected to be occupied in Q2, 2024.	Housing Services Division	Completed



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2	Support Indigenous organizations, housing providers, Indigenous-led programs and funding decisions and the Indigenous Continuum of Supports program.	The Housing Secretariat Division is working with Sacajawea Non-Profit Housing and Ontario Aboriginal Housing Services Division on several Indigenous-led supportive housing projects.	Housing Secretariat Division, Indigenous Relations	Ongoing
		Building capacity in the Housing Secretariat Division to support, promote, and expedite Indigenous-led housing projects is a strategic priority for 2024.	Housing Secretariat Division, Indigenous Relations	Ongoing
		When establishing criteria for programs and funding described above, addressing the Truth and Reconciliation Commission's Calls to Action will be included.	Housing Secretariat Division, Indigenous Relations	Ongoing
3	Modernize the Residential Care Facilities system to ensure people living in these units receive adequate supports that are well matched to individual needs.	Housing Services Division is working with procurement on retaining a consultant to review the Residential Care Facility system and make recommendations for its modernization.	Housing Services Division, Finance & Administration	Ongoing
		As an emergency measure, the Housing Services Division has recommended creating 100 additional subsidized spaces in the Residential Care Facility system to provide housing for people experiencing homelessness. This recommendation has been forwarded to the 2024 budget discussions.	Housing Services Division	Ongoing
4	Work with the Housing Services Division, the Greater Hamilton Health Network, Ontario Health, local stakeholders, and other orders of government to increase the number of people with high acuity and complex needs who receive residentially-based health supports.	The history of these advocacy efforts was delivered to the Emergency and Community Services Committee in Q3, 2023 (HSC23054) and are ongoing. Increasing the number of residentially-based health supports will continue to be central to the government relations strategy.	Housing Services Division, Housing Secretariat Division, Public Health	Ongoing

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5	<p>Improve the system of homelessness services and supports to individuals and families who are unsheltered and/or accessing shelters through the creation of portable housing allowances, bolstering prevention and diversion programs, expanding emergency capacity for women and families, and the overall emergency response.</p>	<p>Described in a series of reports in Q2-Q3, 2023, City Council has made substantial investments in the emergency response system of homelessness services and supports. These investments include:</p> <ul style="list-style-type: none"> <li>○ The creation of 133 additional housing allowances for people exiting homelessness, with another 366 housing allowances referred to the 2024 budget process;</li> <li>○ Sustaining funding to provide families with emergency overflow spaces in hotels while longer-term solutions can be developed;</li> <li>○ Bolstering shelter diversion programs;</li> <li>○ Providing a site for a 25-unit pilot project with Hamilton Alliance for Tiny Shelters (HATS); and,</li> <li>○ Ensuring a winter emergency response strategy is in place.</li> </ul>	Housing Services Division	Completed