



**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**

<b>TO:</b>	Mayor and Members General Issues Committee
<b>COMMITTEE DATE:</b>	November 20, 2024
<b>SUBJECT/REPORT NO:</b>	Housing Sustainability and Investment Roadmap 2024 Annual Update and 2025 Objective Setting (HSC23028(f)/FCS23055(d)/PED23099(g))
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Justin Lewis (905) 546-2424 Ext. 4026 Brian McMullen (905) 546-2424 Ext. 4549 Anita Fabac (905) 546-2424 Ext. 1258
<b>SUBMITTED BY:</b>	Grace Mater General Manager Healthy and Safe Communities Department
<b>SIGNATURE:</b>	
<b>SUBMITTED BY:</b>	Mike Zegarac General Manager Finance and Corporate Services Department
<b>SIGNATURE:</b>	
<b>SUBMITTED BY:</b>	Steve Robichaud Acting General Manager Planning and Economic Development Department
<b>SIGNATURE:</b>	

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## **RECOMMENDATIONS**

- (a) That the Progress on the Year 2 (2024) Program of Work for the Housing Sustainability and Investment Roadmap (HSIR) attached as Appendix “A” to Report (HSC23028(f)/FCS23055(d)/PED23099(g)) be received;
- (b) That the Year 3 (2025) Program of Work for the Housing Sustainability & Investment Roadmap (HSIR) attached as Appendix “B” to Report (HSC23028(f)/FCS23055(d)/PED23099(g)) be approved;
- (c) That the City of Hamilton Draft Housing Needs Assessment attached as Appendix “C” to Report (HSC23028(f)/FCS23055(d)/PED23099(g)) be received and that staff be directed to bring the final report back to the General Issues Committee in Q2 2025;
- (d) That the City of Hamilton Finance and Acquisition Action Plan attached as Appendix “D” to Report (HSC23028(f)/FCS23055(d)/PED23099(g)) be received;
- (e) That the HSIR Executive Committee to the Housing Secretariat under the oversight of the General Manager of the Finance and Corporate Services Department, receive delegated authority to enter into financial commitments of over \$2.5 million and up to \$6 million, provided the municipal contributions are being funded solely from funds managed by the City allocated to the Affordable Housing Funding Program Reserve account number 112257, the Affordable Housing Property Reserve account number 112256, the Supportive Housing Funding Account, and any other funds managed by the City that is deemed necessary or to be used for affordable housing;
- (f) That delegated authority be given to staff as it relates to the pre-development analysis, disposition strategies and sale of surplus land that has been identified for affordable housing, including:
  - (i) That the General Manager, Planning and Economic Development Department, or their designate, to initiate any and all necessary Planning Act applications as required, to develop and implement disposition processes including the authority to complete such disposition agreements and any ancillary agreements, to implement mechanisms to secure affordable housing units, to revise development concepts and disposition strategies for sites that have been deemed surplus and have previously approved strategies, to pay any necessary expenses and disbursements, and to amend and waive terms and conditions including development

- timelines on such terms as deemed reasonable, all in a form acceptable to the City Solicitor;
- (ii) That the Chief Corporate Real Estate Officer, or their designate, to negotiate any and all agreements relating to the sale and/or lease of current and future surplus municipal lands that have been identified and approved for affordable housing purposes for a nominal value based on terms and conditions to the satisfaction of the General Manager, Planning and Economic Development, and in a form satisfactory to the City Solicitor;
- (iii) That the Mayor and City Clerk be authorized and directed to execute all necessary documents respecting the disposition of all current and future surplus municipal lands identified and approved by Council for affordable housing, in a form satisfactory to the City Solicitor;
- (g) That staff be directed to submit applications for any funding opportunities available through the Federation of Canadian Municipalities, as needed, and report back to Council on the status of those applications.

## **EXECUTIVE SUMMARY**

The City of Hamilton's Housing Sustainability and Investment Roadmap was approved by Council in April 2023 (HSC23028/FCS23055/PED23099). It outlined four pillars of activity to respond to the growing housing crisis the City was facing: 1) new construction; 2) acquisition of at-risk rental housing; 3) preservation of existing affordable housing; and 4) increasing the supply of housing with supports. The Roadmap also established the "Infrastructure" necessary to successfully guide implementation of the priority activities, including the formation of the Housing Secretariat division who would facilitate actions across City departments and report annually to Council on progress.

Report (HSC23028(f)/FCS23055(d)/PED23099(g)) herein is the second annual update, which provides a detailed update on the progress that has been made (Appendix "A") and lays out the 2025 Program of Work (Appendix "B"). Overall, 15 of the 24 objectives that were set in 2024 have been completed (some are ongoing) and 9 objectives have been partially achieved. Ongoing and partially achieved objectives will be included in the 2025 Program of Work.

Appendix "A" contains details on each objective. Some key accomplishments include:

- The creation and implementation of the Affordable Housing Development Project Stream ('Project Stream') that enables accelerated project approval and funding opportunities for affordable and supportive housing projects. To date, the Project

Stream has held three quarterly intake rounds for applications, receiving a total of 42 eligible submissions, currently representing 2,576 potential units.

- Municipal contributions have been approved to fund the construction of approximately 885 units, pending the finalization of agreements.
- Officially launched application process for the Housing Accelerator Fund (HAF) in May 2024. The HAF is a \$93.5 million allocation over four years from the federal government to support the creation of 2,675 housing units across the housing continuum.
- The creation of the Finance and Acquisition Action Plan with a focus on the purchase of at-risk affordable private rental housing (Appendix “D”).
- The completion of the Housing Needs Assessment as required by the HAF program (Appendix “C”).
- The successful renovation and occupation of 476 Rent-Geared-to-Income units by CityHousing Hamilton (currently 83% complete, on track for all by end of year.
- The development and ongoing implementation of a comprehensive and collaborative government relations action plan, communications and engagement plan, aimed at enhancing advocacy and engagement on the Roadmap.
- In June 2024, Habitat for Humanity completed two new townhomes donated by New Horizons Development for affordable home ownership
- The approval of a number of By-laws aimed to protect tenants, as well as the preservation of affordable rental housing.

The resulting 2025 Program of Work will feature continued implementation of the Housing Accelerator Fund, implementation of the Finance and Acquisition Action Plan, continued refinement of the AHD Project Stream, and expansion of the HSIR Government Relations Strategy and Communications and Engagement Plan. Details on the 2025 Program of Work are included in Appendix “B” to Report (HSC23028(f)/FCS23055(d)/PED23099(g)).

Other recommendations included in Report (HSC23028(f)/FCS23055(d)/PED23099(g)) are aimed to provide delegated authority to the Executive Committee and other Senior Leadership Team members in order to expedite the objectives of the HSIR, as well as recommendations to refer to the budget process the staff needed to continue establishing the Housing Secretariat.

**Alternatives for Consideration – Not Applicable**

## **FINANCIAL, STAFFING, AND LEGAL IMPLICATIONS**

### **Financial**

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Report (HSC23028(f)/FCS23055(d)/PED23099(g)) does not have direct financial implications, however, it is anticipated that resourcing requirements for the anticipated Year 3 (2025) Program of Work for the Housing Sustainability and Investment Roadmap (HSIR) will be brought forward through business cases in the 2025 Tax Budget process.

The lands identified as part of the City's disposition strategy will be transferred for a nominal value. All the costs related to pre-development feasibility work and real estate and legal costs related to the sale of surplus municipal lands identified for affordable housing, will be funded from the Housing Accelerator Fund Year 1 - Initiative 4 (Project ID 6742341304, Account Number 55801) and subsequent years' Housing Accelerator Fund allocations to this initiative and credited to Account No. 59806- 812036 (Real Estate – Admin Recovery), as appropriate. The use of the funds has been previously approved by Council through Report PED231439(c).

### **Staffing**

There are no direct staffing implications resulting from approval of this report.

### **Legal**

In conjunction with Municipal Licensing and By-Law Enforcement, a series of by-laws have already been prepared and reviewed, and others will be reviewed as needed to continue advancing the objectives of the (HSIR). Letters of Intent and Municipal Contribution Agreements have also been prepared in consultation with the Legal Division to ensure alignment with legal and procedural requirements.

Additionally, all necessary documents related to the disposition of current and future surplus municipal lands, resulting from recommendation (f) of Report (HSC23028(b)/FCS23055(a)/PED23099(b)) will be prepared and executed in a form satisfactory to the City Solicitor.

### **HISTORICAL BACKGROUND**

The Housing Sustainability and Investment Roadmap (HSIR) was approved by Council in April 2023 as an action-oriented framework to address Hamilton's housing crisis. In November 2023, the first annual update on its Program of Work (HSC23028(b)/FCS23055(a)/PED23099(b)) was presented at GIC. This report outlined the substantial progress that had been made by City Departments on the priority actions, and it identified the objectives and actions for the 2024 Program of Work.

The Housing Secretariat brought forward two reports in 2024 on the AHD Project Stream, Report (HSC23028(d)/FCS23055(b)/PED23099(d)) on June 5 and Report

(HSC23028(e)/FCS23055(c)/PED23099(e)) on June 19. Through Report (HSC23028(d)/FCS23055(b)/PED23099(d)), the Director of the Housing Secretariat Division, under the oversight of the General Manager of Finance and Corporate Services Department through the HSIR Executive Committee received delegated authority to enter into financial commitments of up to \$2.5 million per project provided the municipal contributions are being funded solely from funds managed by the City allocated to the Affordable Housing Funding Program Reserve account number 112257, with proponents and lead administration of the program. As per Report (HSC23028(d)/FCS23055(b)/PED23099(d)) containing results from the Q1 intake of the AHD Project Stream, the Housing Secretariat committed to reporting all future quarterly intake results via a Communication Update to the Mayor and Members of Council.

On December 13, 2023, Council approved recommendation from Report PED23099(a)/HSC23028(a) contained within General Issues Committee Report 23-033 for staff to initiate a zoning by-law amendment application for the property municipally known as 9-15 Clarence Avenue, 1126 Garth Street, 70 Hope Avenue, and 5 and 13 Lake Avenue South, and to report back to General Issues Committee with a disposition strategy for a nominal value sale to a non-profit affordable housing provider or a direct partnership with a non-profit for the purpose of affordable 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 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.

The recommended delegated authorities for the General Manager, Planning and Economic Development and the Chief Corporate Real Estate Officer, are consistent with the City's Real Estate Portfolio Management Strategy Plan as approved by City Council on November 24, 2004, and Sale of Land Policy By-Law No. 14-204.

## **RELEVANT CONSULTATION**

- HSIR Advisory Committee, including the Hamilton Community Foundation and the Canadian Housing Evidence Collaborative (CHEC), consulted on a quarterly basis.
- HSIR Executive Committee, including City Manager, General Manager Healthy and Safe Communities, General Manager Planning and Economic Development,

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and General Manager Finance and Corporate Services, consulted on an as-needed basis.

- HSIR Steering Committee, including representatives from Planning, Real Estate, Building, Housing Services, Indigenous Relations, Corporate Finance, and Government Relations, consulted monthly. Consultation and communication is ongoing with other relevant staff such as Corporate Communications, Legal Services, and Public Engagement.
- Hamilton is Home coalition and other non-profit housing providers.
- CityLAB Hamilton student research projects.
- For-profit developers and investors interested in collaborating with the City on housing solutions.
- Community members, including people with lived experience of homelessness and housing insecurity through the Community Partnership Action Table.
- Municipal representatives and subject-matter experts from across the Greater Toronto Hamilton Area through housing-related working groups such as the Regional Planners Commission of Ontario Affordable Housing Group and the GTHA Regional Housing Table.

## **ANALYSIS AND RATIONALE FOR RECOMMENDATIONS**

Report (HSC23028(f)/FCS23055(d)/PED23099(g)) is presenting the progress on the objectives set in 2024 along with the proposed program of work for 2025. In addition, it is presenting a series of recommendations regarding delegating authority and staffing needed in order to secure that all the resources needed to advance the HSIR are in place.

The following are some of the key accomplishments from the 2024 work plan. Additional details and achievements are included in Appendix “A” to Report (HSC23028(f)/FCS23055(d)/PED23099(g)).

### **Affordable Housing Development Project Stream**

The Affordable Housing Development Project Stream was created to support non-profit and charitable organizations in developing and retaining affordable housing options in Hamilton. The program provides financial support through waivers of fees and permits, capital grants, and administrative support to aid non-profit organizations in their development journey. This initiative aligns with the City's broader Housing Sustainability & Investment Roadmap and Housing and Homelessness Action Plan, aimed at increasing the supply of affordable and supportive housing solutions while reducing chronic homelessness.

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Since its launch in January 2024, the Project Stream has held three quarterly intake rounds for applications, receiving a total of 42 eligible submissions, currently representing 2,576 potential units. Of the submissions, 17% are dedicated to supportive housing for individuals with high-acuity needs, while the remainder focuses on affordable rental housing solutions for families, seniors, and individuals with low-to-moderate incomes. These applications have highlighted a diverse range of housing solutions, reflecting the broad spectrum of housing needs in the community.

Throughout this process, the Housing Secretariat has worked closely with participating organizations, gaining a deeper understanding of their needs and the challenges they face in advancing affordable housing projects. In response to feedback and in line with our commitment to make any necessary changes to ensure the effective delivery of the Project Stream program, and successfully amended the advancement schedule to better support projects in the early stages of development.

The amended schedule now provides 90% of the pre-development funding upon signing, with a 10% holdback contingent on building permit issuance. This adjustment ensures that pre-development funds are administered in alignment with eligible costs listed in the Affordable Housing Development Project Stream program guidelines—such as consultation fees, studies, architectural designs, and site approvals—facilitating project progress from pre-development activities to a construction-ready state.

These amendments to the advancement schedule to accommodate pre-development funding are essential for the effective delivery of the Project Stream program and for fulfilling our commitment to stakeholders. The successful adoption of this change allows proponents to use their municipal funding to achieve critical early milestones without delay, enabling a smoother transition to construction readiness and advancing our goal of creating affordable and supportive housing options for Hamilton residents.

The Affordable Housing Development Project Stream continues to be a cornerstone of the City's efforts to provide sustainable, affordable housing solutions while fostering collaboration with local non-profit partners. Through these ongoing improvements, the Project Stream is positioned to meet the immediate needs of housing providers while strengthening affordable housing options across Hamilton.

#### Housing Accelerator Fund

The Housing Accelerator Fund (HAF) represents a pivotal opportunity for the City of Hamilton to expedite housing development and meet ambitious targets for residential unit growth. Through the approval of Report HSC23017(a)/FCS23062(a)/PED23143(a), Council has committed to executing seven key initiatives identified in the Housing Action Plan, backed by a \$93.5 Million allocation from the Canadian Mortgage and Housing Corporation (CMHC). These funds, to be distributed over four payments, aim to

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incentivize the creation of 2,675 net new market and affordable residential units by December 2026, above the City's historical five-year average.

The HAF Program officially launched in May 2024 and began accepting applications for three key HAF-supported incentive under the HAF Program:

- Additional Dwelling Unit and Multi-Plex Housing Incentive Program
- Rapid Transit Multi-Residential Rental Housing Incentive Program
- Housing Acceleration Incentive Program

These incentives are designed to encourage both market and affordable housing development, with a particular emphasis on increasing density along rapid transit corridors and supporting multi-plex development. While the HAF primarily focuses on accelerating overall residential unit growth, it includes provisions for the creation and maintenance of affordable housing, allowing surplus funds to be directed toward affordable housing initiatives. The HAF Program is a critical component of the City's long-term housing strategy, helping to address housing supply gaps, support diverse housing options, and ensure that Hamilton can meet the demands of its growing population. By aligning local development with federal housing targets, the program reinforces Hamilton's commitment to creating solutions across the housing continuum.

Since the program launch, the Housing Secretariat has received significant interest from community members, non-profit organizations, and for-profit developers. Staff has been engaged in an informational campaign to raise awareness about the program, while also conducting detailed project-specific research to rigorously assess eligibility and ensure that the program is accessible to all, regardless of their level of building or construction experience. As interest rates begin to decrease, staff expects a significant uptick in applications as more developers and community members can take advantage of the available incentives.

#### Finance and Acquisition Action Plan

The acquisition pillar of the HSIR has been emphasized due to research that for every new affordable rental unit that was being built, the City of Hamilton was losing 23 affordable units through inflation of rents, large rent increases for vacant rental units, and renovations/renovictions. Between 2011 and 2021, Hamilton lost over 16,000 rental units with rents below \$750, (over 1,500 units per year). The intent of the Finance and Acquisition Action Plan is to assist the purchase of private rental units that are at risk of being sold (with significant risk of major rent increases) by community sector non-profit providers to protect the affordability of the units over time.

The proposed plan is included as Appendix "D" to Report (HSC23028(f)/FCS23055(d)/PED23099(g)). The Program was developed over the first

eight months of 2024 under CHEC’s guidance and included feedback from an internal City advisory committee with representatives from Finance and Corporate Services, Corporate Real Estate Office, Municipal Land Development Office, Housing Services, with additional feedback from CityHousing Hamilton and the Hamilton Community Foundation. The non-profit membership of Hamilton is Home was also consulted.

The Finance and Acquisition Action Plan is proposed as a two-year pilot program that will achieve several outcomes: 1) build “readiness” for a Federal Rental Protection Plan; 2) pre-qualify non-profit organizations with the capacity to acquire and operate additional rental units; 3) provide limited capital funding, a ten year property tax exemption, and rent supplements for up to 100 units of rental housing; 4) evaluate and monitor progress; and 5) conduct additional research on enhancements and other possible financing strategies. The proposed budget for this Pilot program is \$5.0 M over two years for capital funding with operating impacts from capital of \$300,000 to create up to 40 rent supplement units.

### Housing Needs Assessment

The City of Hamilton has engaged SHS Consulting to conduct a comprehensive Housing Needs Assessment (HNA) as a deliverable of the City’s Housing Accelerator Fund (HAF) allocation. This HNA provides a detailed, city-wide analysis of housing demand, supply, and affordability and is distinct from the 2022 Housing Needs Assessment that is focused on the City’s Inclusionary Zoning study. The findings of this new and holistic assessment will guide future housing policy, development strategies, and advocacy efforts aimed at solutions across the entire housing continuum.

The main objectives of the HNA include:

- Meeting federal requirements under the HAF program by producing an up-to-date analysis of housing needs
- Analysing local housing needs
- Engaging with diverse stakeholders
- Providing a foundation for future strategies and investments:

### Key Findings

The draft Housing Needs Assessment has identified several pressing issues that will shape the City’s housing strategy. Some of the issues we have identified thus far include:

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- Urgent demand for rental housing: There is a significant need to increase the supply of purpose-built rental units, particularly as renter households are outpacing the availability of rental stock. From 2021 to 2023, the primary rental universe in Hamilton decreased by 526 units, despite growing demand.
- Diverse housing types: The mismatch between household sizes and available housing stock has highlighted the need for both smaller affordable ownership units and larger family-sized rental units. This diversity is critical to meeting the needs of Hamilton’s aging population and growing families, and other shared households.
- Supportive housing: The demand for supportive housing—particularly for individuals experiencing or at risk of homelessness with high acuity needs or who are ageing remains a top priority as emphasized by the community.
- Aging housing stock: A large portion of Hamilton’s housing, particularly those built before 1960, requires rehabilitation and retrofitting to improve safety, accessibility, and energy efficiency.

The City will receive the final report from SHS Consulting in December 2024; staff will report back to the General Issues Committee in Q2 2025 with the findings of the final Housing Needs Assessment and recommendation for future work.

#### City Housing Hamilton

As of September 30, 2024, 397 (83%) of these units were repaired and occupied and are on track to be completed by end of 2024. Additionally, City Housing Hamilton (CHH) has reduced its attritional vacancy rate from 9.07% to 3.68% and is on track to meet a 2% target by the end of 2024. As of September 30, CHH has housed 604 households so far in 2024. For reference, it housed 559 households in 2023 and 444 in 2022.

Other achievements include:

- Completed a 24 unit passive house on King William. This property provides 24/7 supports to individuals being housed from the City’s By-name List.
- On track to complete a 55-unit passive house build at 106 Bay Street North by the end of 2024. This traditional build features 1 and 3 bedroom units, supporting multi-generational living.
- The commissioning of a 20-year Development Strategy, and complementary Action Plan to guide and support the next phase of development of affordable housing by CHH.
- Significant progress on two other CHH builds taking place at the site of the former City Motor Hotel. Constructed to meet passive house standards, 55 Queenston Road is a 40-unit mid-rise building with 1 and 3 bedroom units and 1620 Main Street East is a mass-timber 42-unit mid-rise with 1 and 2 bedroom units. These buildings are scheduled to be completed in 2025.

## Government Relations, Communications and Engagement

### Communications

Progress has been made in developing and implementing a communications plan for the Housing Sustainability and Investment Roadmap since Council's endorsement in April 2023.

Key communications milestones for 2024 include:

- Public communication on the Affordable Housing Development (ADH) Project Stream, raising community awareness of the City's commitment to tackling housing issues;
- Launch of the "Whole of Hamilton Housing Approach" dedicated webpage; providing up to date information on housing initiatives and a summary of housing investments ([www.hamilton.ca/housinginvestments](http://www.hamilton.ca/housinginvestments));
- Launch of the Housing Secretariat email address and webpage, engaging stakeholders on homelessness and affordable housing development; and,
- Launch of a comprehensive communications campaign for the Housing Accelerator Fund program, including print and digital media, radio ads, and social media outreach.

### Community Engagement and Public Input

By collaborating with the City's Public Engagement team, the Housing Secretariat is committed to creating a transparent and inclusive environment. The HAF-funded Housing Needs Assessment is successfully piloting this approach through ward-based pop-ups and the launch of a resident survey. Key issues identified include: the rising rates of homelessness, the need for affordable and supportive rental units, and renovations.

The findings from the HNA will help inform:

- Housing types that support a wide range of needs under the Housing Accelerator Fund (HAF);
- Policy and advocacy efforts;
- Zoning changes;
- Affordability targets; and,
- Housing-based supports.

A key objective for Year 2 of the Roadmap was to engage a diverse range of stakeholders, including the public, non-profit housing providers, developers, elected

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officials, and communities experiencing homelessness or housing insecurity. The Community Partnership Action Table (CPAT) was created to provide an opportunity for community members with lived experiences to share their knowledge with the aim to advance the HSIR objectives.

#### Government Relations

The Housing Secretariat continues to engage with key stakeholders, such as the Hamilton is Home coalition, to enhance the efficiency of advocacy efforts and secure funding for shovel-ready projects. Key government relations milestones in 2024 include:

- The City received \$17.5 million in funding through the Province’s Building Faster Fund in March 2024. This funding was critical in achieving the City’s 2024 approved budget;
- Conducted a Shovel-Ready Affordable Housing Tour on June 17 with Paul Calandra, Ontario’s Minister of Municipal Affairs and Housing, during which a AHD Project Stream Shovel-Ready Sites Information package and a Funding Request was presented to underline the urgent need for additional funding for affordable and supportive housing;
- Delegation with the Ministry of Municipal Affairs and Housing at the Association of Municipalities of Ontario (AMO) conference on August 19-20, further emphasizing the need for provincial investment in housing initiatives; and,
- Hosted a meeting on July 23 with Sean Fraser, Canada’s Minister of Housing, Infrastructure and Communities, highlighting how the City is using federal funds to eliminate barriers to affordable and supportive housing solutions through innovative zoning and by-law reforms, a land disposition strategy, and direct building incentives.

#### Delegated Authorities

Following the delegated authority to the Director, Housing Secretariat Division to enter into financial commitments of up to \$2.5 million per project, as approved by Council through Report HSC23028(d)/FCS23055(b)/PED23099(d), staff are recommending to extend the delegated authority to the HSIR Executive Committee to the Housing Secretariat under the oversight of the General Manager of the Finance and Corporate Services Department to enter into financial commitments of over \$2.5 million and up to \$6 million to support staff-led program administration, approvals, and program amendments on a go-forward basis of the Project Stream.

The increased delegated authority will support expeditious approvals and program administration of new affordable housing development projects in the City of Hamilton. This will allow staff to meet the objectives outline in the Housing Sustainability and

Investment Roadmap, the Housing and Homelessness Action Plan, and established Council Priorities.

The rationale for this request stems from the fact that a number of projects have already received City funding from previously identified sources, and current funding limits prevent additional financial support from being allocated to them. This has caused delays and created obstacles to moving these critical projects forward. By increasing the threshold for financial commitments, the City can address these setbacks and help avoid further interruptions to project timelines.

Furthermore, the request to extend delegated authority directly addresses concerns raised by affordable housing developers regarding obstacles that slow down project progress. This revised framework allows the City to more efficiently identify and prioritize projects that meet both community needs and municipal goals. By streamlining the approval process, speeding up access to funding, and accelerating the start of construction, the City can respond more quickly to the demand for affordable housing. In addition, this approach enhances the City's ability to attract and utilize additional funding from provincial, federal, and private sector sources. By reducing delays in approvals, the City can better respond to community concerns about slowdowns in housing projects during the current housing crisis.

Staff also require a range of delegated authorities to facilitate the implementing processes to support the disposition strategies outlined in previous reports approved by Council, which supports the use of surplus municipal land for affordable housing development. The delegated authority that staff require include:

- Authority to make Planning Act applications, including consultation with the public, to ensure the appropriate policy and zoning is in place to permit the development of affordable housing that is reflective of community need, neighbourhood context and represents good planning;
- Authority to enter into negotiations and agreements with a successful proponent to secure affordability requirements and facilitate the eventual transfer of surplus municipal land; and,
- Authority to execute documents to secure affordability and other requirements, as appropriate, and to transact the properties.

Staff anticipate a streamlined implementation of the approved disposition strategies resulting from delegated authority of the administrative elements of disposition of municipal land. Staff can more effectively and efficiently plan and execute on Council direction by eliminating the requirement to seek further Council approval on a site-by-site basis for the administrative elements of pre-development land use approvals work

and land disposition. Updates on the disposition of lands will be provided through the annual reports on the Housing Sustainability and Investment Roadmap.

### Other Achievements in Housing

During 2024, Hamilton has seen other achievements that contribute to alleviate the crisis across the housing continuum. Some notable developments that were completed or will be completed during the upcoming months are:

- 225 Additional Dwelling Units (\*)
- 39 Supporting housing units (CHH/Indwell; St. Mathew's House)
- 55 Affordable housing units (CHH – 106 Bay St. North)
- 600 Student residence units (McMaster University; Mohawk College)
- Funding for renewal of 1,913 rental units

In addition, several other projects are undergoing and expected to be ready by 2025 and 2026 including two projects by CHH (55 Queenston Rd. and 1620 Main St. East) and McMaster's Lincoln Alexander Hall.

(\*) Figures may not be updated as a result of the cyberattack.

### 2025 Program of Work

Appendix "B" to Report (HSC23028(f)/FCS23055(d)/PED23099(g)) contains the 2025 Program of Work. The following are some of the key calls to action set for 2025:

- Expand Governance structure to include Indigenous providers and stakeholders to implement a whole of Hamilton approach;
- Implement the Finance and Acquisition Action Plan;
- Continue to develop strategies that advance government relations, communications and community engagement work;
- Create of a Housing Sustainability and Investment Roadmap Reserve
- Enhance the process and criteria for the Affordable Housing Development Project Stream;
- Enhance the Housing Accelerator Fund program;
- Continue to identify possible sources of funding, city-owned properties and increase collaboration with community partners to advance affordable and supportive housing projects;

**ALTERNATIVES FOR CONSIDERATION**

Not Applicable

**ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN**

As a part of the Term of Council Priority “Healthy and Safe Communities”, 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.

**APPENDICES AND SCHEDULES ATTACHED**

- Appendix “A” – Progress on Year 2 (2024) Program of Work
- Appendix “B” – Year 3 (2025) Program of Work
- Appendix “C” – Draft Housing Needs Assessment
- Appendix “D” –Finance and Acquisition Action Plan