

PROGRESS ON YEAR 2 (2024) PROGRAM OF WORK

ACTIVITIES	PROGRESS OF WORK TO DATE	LEAD	STATUS	
INFRASTRUCTURE FOR THE ROAD MAP				
1.	Continue to emphasize urgency, commitment, and collective will through the relationships created and nurtured in 2023.	<ul style="list-style-type: none"> • The Mayor's Office and Corporate Relations prioritized affordable housing in presentations at the Association of Municipalities of Ontario annual conference and the Ontario Municipal Social Services Association conference. • The Mayor's Office hosted visits from the provincial Minister of Municipal Affairs and Housing and the federal Minister of Housing, Infrastructure and Communities to discuss current developments of affordable housing. • The West End Homebuilder's Association partnered with the Ontario Homebuilder's Association and the Building Industry and Land Development Association to host the inaugural Central Ontario Housing Summit in April of 2024. The emphasis was on emphasizing public and private sectors' need to take drastic action to increase housing supply. • A Greater Toronto and Hamilton Area Regional Housing Table has been formed to collaborate on issues facing affordable housing. • The Regional Planning Commissioners of Ontario has formed a housing working group with the City of Hamilton serving as inaugural chair. • Hamilton is Home continues to communicate with provincial and federal representatives regarding the readiness of affordable housing sites. 	City Council, Executive Committee, Housing Secretariat, Community Partners	Achieved and Ongoing
2.	Develop a divisional organizational chart that includes transition of temporary positions to permanent positions.	<p>The Divisional Organizational Chart has been developed with 13 FTE being a full staff complement. Currently 8 of 13 have been filled.</p> <p>Housing Policy and Relations Section</p> <ul style="list-style-type: none"> • Hired: Program Coordinator, HSIR • To hire: Manager, Housing Policy and Relations and two Policy & Public Affairs positions <p>Infrastructure Planning and Development</p> <ul style="list-style-type: none"> • Hired: Manager, Senior Project Manager, and Program Coordinator, Contracts Analyst • To hire: two Senior Project Managers <p>Director's Office</p> <ul style="list-style-type: none"> • Hired: Administrative Assistant • Hired: Senior Policy Advisor 	Housing Secretariat	Partially achieved and ongoing.

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3.	Expand Governance structure to include Indigenous providers and stakeholders to implement a whole of Hamilton approach.	The Director, Housing Secretariat, is a regular participation in the Coalition for Hamilton's Indigenous Leaders as well as the Circle of Beads. The Secretariat works closely with the City's Director, Indigenous Relations.	Housing Secretariat, Indigenous Relations	Achieved and ongoing
4.	By Q3, 2024 deliver a five-year financing strategy and report back to Council annually through the Housing Secretariat's annual report.	Program funding will be delivered through Affordable Housing Funding Program, Supportive Housing Account (3 yr), Housing Accelerator Fund and Affordable Housing Funding Reserve. The City will use all available municipal funding to leverage provincial and federal program dollars.	Housing Secretariat, Corporate Finance	Achieved and ongoing
5.	Develop a detailed government relations strategy, including the addition of policy analysis capacity with the Secretariat, in partnership with the Mayor's Office and Council that addresses supportive housing, appropriate levels of investment in the homelessness sector, and approaching upper levels 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.	<p>The Government Relations Strategy has been drafted and work is underway. The City is piloting a "Portfolio" approach to government advocacy in partnership with the Hamilton is Home coalition to underscore their commitment to delivering affordable and supportive housing solutions in a collaborative and coordinated fashion.</p> <p>A corporate-wide Affordable Housing Strategy Group has been formed and is led by Corporate Communications, Housing Services, and the Housing Secretariat.</p>	Mayor's Office, Housing Secretariat, Housing Services, Corporate Communications and Government Relations	Partially achieved and ongoing

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6.	Develop and implement a Communications Strategy to facilitate action on the HSIR. In partnership with Corporate Communications, develop an internet/intranet presence, media plan, quarterly newsletters, and involvement in the Government Relations strategy.	<p>An Affordable Housing Communications Plan (inclusive of Community Engagement Plan) has been drafted and implementation ongoing.</p> <p>Highlights include:</p> <ul style="list-style-type: none"> Expanding the Housing Secretariat website with new program information (HAF, AHD Project Stream applications) Undertaking a marketing campaign for the Housing Accelerator Fund Initiating the Community Partnership Action Table Engaging the community on the housing continuum framework, Overseeing public consultation for the Housing Needs Assessment, and; Housing Investment landing page on the City's website. 	Housing Secretariat, Corporate Communications, Government Relations	Achieved & ongoing
7.	Complete a detailed Housing Needs Assessment that will guide corporate strategy on affordable housing.	<p>One of the program requirements of the Housing Accelerator Fund is to complete a detailed Housing Needs Assessment. Social Housing Strategists has been contracted to deliver this assessment under the supervision of the Housing Secretariat, Housing Services, and Planning and Economic Development.</p> <p>The Housing Needs Assessment will include detailed demographic and statistical information, alongside qualitative data from public consultation carried out in summer/early fall 2024. Activities included a dozen community consultations across Hamilton, a resident survey on housing need, and key stakeholder focus groups.</p>	Housing Secretariat	Achieved

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PILLAR 1: NEW CONSTRUCTION				
8.	<p>Create a Multi-Year Supportive Housing Fund. This \$31 million fund was proposed in HSC23054 and was approved in principle in HSC23041, dependent on a financing strategy and criteria for usage of the fund. By creating this fund, the City will allow for greater leverage of funding from upper levels of government, and accelerated projects.</p>	<p>The Supportive Housing Account, a 3 year, \$31 million fund, has been established. The funding is operated through the Affordable Housing Development Project Stream, which consists of two funds: the Supportive Housing Account and the Affordable Housing Fund.</p> <p>The first round of funding allocations were reported to Council on June 20, 2024 (Report (HSC23028(e)/FCS23055(c)/PED23099(e)) and the fund operates via the Affordable Housing Development Project Stream. Throughout the first two rounds of the Project Stream program, municipal contributions have been approved to fund the construction of approximately 885 units, pending the finalization of agreements.</p> <p>In addition, the Housing Secretariat was approved funding for \$250,000 from the City’s Climate Change Reserve to support affordable and supportive housing projects that meet the terms of the Climate Change Reserve Policy.</p>	<p>City Council, Housing Secretariat, Executive Steering Committee</p>	<p>Achieved and ongoing</p>
9.	<p>Develop a process and criteria for an Affordable Housing Development Project Stream of pre-qualified and prioritized supportive housing and affordable housing projects based on criteria, such as the ability to leverage funding from upper levels of government, timeline for development, ability to respond to the City’s highest needs (encampments, homelessness), and alignment with the Truth and Reconciliation Commission’s Calls to Action.</p>	<p>City Council approved the creation of and program guidelines for the Affordable Housing Development Project Stream in June 2024. The project stream is an innovative method to prioritize affordable and supportive housing projects for funding, while building readiness for projects earlier in the development process.</p> <p>The Project Stream has held three quarterly intake rounds for applications, receiving a total of 42 eligible submissions, currently representing 2,576 potential units.</p>	<p>Housing Secretariat, Planning & Economic Development, Executive Steering Committee</p>	<p>Achieved and ongoing.</p>

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10.	Implementation of the Housing Accelerator Fund workplan (to be approved by City Council). Note: if applicable.	<p>The City received a commitment of \$93.5 million over four years from the federal government’s Housing Accelerator Fund. The first annual allocation of \$23.5 million was received in April 2024. HAF is a key investment for the City’s efforts to create additional housing, and it is intended to focus on the entire housing continuum, not just affordable housing.</p> <p>To complement the Housing Accelerator Fund requirements, the City has introduced by-law reforms aligning with each of the HAF initiatives to encourage the expansion of, while protecting the current supply, of housing. Highlights include:</p> <ul style="list-style-type: none"> • Allowing single, semi-detached, triplexes, fourplexes and street townhouses in all urban areas of the City of Hamilton • Adding residential permissions in commercial areas to allow for commercial properties to redevelop as either mixed-use or stand alone residential • Established infill housing guidelines to ensure that new infill development responds to climate change considerations as well as neighbourhood concerns about the “look” of new infill development • Allowing Accessory Dwelling Units (ADU’s) as of right for both urban and rural areas • Established a dedicated Allowing Accessory Dwelling Unit team to assist customers with the permitting process • Eliminated minimum parking requirements in neighbourhoods adjacent to the LRT corridor, and reduced parking requirements in other areas of the City • Development of Low Impact Development Guidelines and Green Building Standards 	Housing Secretariat, Housing Services, Planning and Economic Development, Corporate Real Estate, Corporate Finance	Achieved and ongoing.

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11.	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.	<p>The City's Planning and Economic Development Departments has announced the creation of a new pilot project that is focused on expediting and prioritizing affordable housing projects through the pre-development and development process. This pilot will be implemented in Q4 2024 and PED staff will work closely with Secretariat staff to evaluate its effectiveness.</p> <p>The City's Planning Division is also continuing to pre-zone properties through its Zoning By-law update workplan to ensure projects are shovel ready. New mid-rise zoning will be brought forward in Q1 2025.</p>	Housing Secretariat, Planning and Economic Development	Partially achieved and ongoing
12.	Partner with Social Innovation Canada and others on an Equitable Transit-Oriented Affordable Housing to design and implement new financing models and maximize funding pathways to CMHC.	As a result of the first year of the Lab process, SI Canada has received a conditional grant from CMHC to pursue the creation of a transit-oriented affordable housing fund for Hamilton that will leverage funding from social and private equity investors to provide a variety of financial tools to promote affordable housing in transit corridors.	Housing Secretariat, Social Innovation Canada, Hamilton is Home, Hamilton Community Foundation	Partially achieved and ongoing.
13	Identify city-owned properties that are suitable for development of affordable housing and develop a corresponding disposition strategy.	<p>Six city-owned surplus sites were identified for the development of affordable housing. City Council approved sale of one of these sites to fund the other sites' development. Five sites are in planning and disposition phases (Report PED23099(a)/HSC23028(a)).</p> <p>CREO has hired 3 FTE's to continue to identify and develop additional city-owned and/or provincial and federal lands that are suitable for affordable housing development; and to review opportunities for integrated developments where affordable housing can be paired with other public or private assets, such as libraries, fire stations and places of worship.</p>	Corporate Real Estate, Municipal Land Development Office, Housing Secretariat	Achieved and ongoing.

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14.	<p>Bring forward recommendations for delegated authorities required by City Staff to maximize and expedite progress on Roadmap deliverables and Council endorsed goals.</p>	<p>In June 2024, City Council granted the Executive Leadership Team delegated authority up to \$2.5 million per affordable housing project from the Affordable Housing Program Fund, the Supportive Housing Account, and the Affordable Housing Property Reserve (Report (HSC23028(d)/FCS23055(b)/PED23099(d)).</p> <p>City Staff continues to prepare a more in-depth examination of delegated authorities that could expedite progress on affordable housing projects.</p>	<p>Corporate Real Estate, Legal Services, Housing Secretariat, Municipal Land Development Office, Finance, Executive Leadership Team</p>	Partially achieved and ongoing.

PILLAR 2: ACQUISITION

15.	<p>By Q2, 2024, develop an Acquisition Strategy focused on two types of activities:</p> <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. 	<p>The Draft Finance and Acquisition Plan is included in Appendix "D" of Report (HSC23028(f)/FCS23055(d)/PED23099(g))</p> <p>It proposes a two year pilot program for acquisition of 100 units by non-profits with the goal of getting ready for the rollout of the federal rental acquisition plan. It also proposes a one-time capital budget of \$5 M for capital grants, a ten year property tax exemption, and 40 rent supplements for deep affordability (40% of the units).</p>	<p>Housing Secretariat, Real Estate, Finance</p>	Partially achieved and ongoing
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PILLAR 3: PRESERVE AND MAINTAIN AFFORDABLE HOUSING				
16	Repair, renovate and occupy 476 rent-geared-to-income apartments that have been off-line due to need for repairs (CityHousing Hamilton)	<p>As of September 30, 2024, 397 (83%) of these units were repaired and occupied. Continue to be on track to be completed by end of 2024.</p> <p>Additionally, as of September 30, 2024, 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.</p>	CityHousing Hamilton	Achieved.
17.	<p>Undertake an asset rationalization to prioritize capital needs and create a 10-year portfolio renewal strategy.</p> <p>Complete the Building Condition Assessments of community housing inventory and the repair of off-line units.</p>	<p>Housing Services has funded three Social Housing providers to complete their own Building Condition Assessments, for approximately 1800 units, and then funded another seven providers with approximately 540 units through Provincial and Federal funds. For 2024, provincial funding for BCAs is delayed. In the interim, providers that are capable to do so, are self funding BCAs to continue progressing forward.</p> <p>There has been significant federal funding to support the renewal of the community housing stock:</p> <ul style="list-style-type: none"> • CityHousing Hamilton is on Year 4 of a 7 year, \$165 Million renewal strategy. • Victoria Park Community Homes received \$12.3 M to renew 1,203 rental units in Hamilton (announced July 16, 2024) • East Kiwanis Non-profit Housing received \$6.5 M to renew 650 rental units (announced July 16, 2024) • Stoney Creek Community Homes received \$2.3 M to repair 60 units of rental housing (announced July 16, 2024) 	Housing Services, Community Housing Providers	Partially achieved and ongoing
18.	Continue to monitor end-of-mortgage agreements and implement a framework and funding formula to protect the city's community housing stock.	Underway. Monitor progress and respond to end-of-mortgages for social housing with goal of preserving affordable and RGI housing units.	Housing Services	Achieved and Ongoing

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19.	Establish a municipal tenant support program that supports tenants in both altering and sustaining permanent housing solution	Program implemented housing emergency fund established partnerships, established with community agencies.	Housing Services, Housing Secretariat	Partially achieved
20.	Monitor the effectiveness of any by-laws created to protect purpose-built rental housing, protect tenants, and prevent displacements and amend them accordingly to maximize their impact.	<p>In Q3, 2023, City Council approved the creation of the Hamilton Apartment Rental Program, which was a suite of four major initiatives intended to preserve and maintain the city’s rental stock. The four major initiatives are:</p> <ul style="list-style-type: none"> • The Safe Apartments By-Law, which will regulate apartment building standards and oversee apartment licensing, • The Renovation License and Relocation By-Law was passed in April 2024, and, beginning in Jan 2025, will regulate rental renovations that require relocation of tenants and includes a number of protections to existing tenancies, • An updated Vital Services and Property Standards By-Law that will better regulate the supply of vital services and will prescribe clearer standards for maintenance and occupation of rental units, • The extension of the rental housing licensing pilot project in certain wards. <p>In addition to the Hamilton Apartment Rental Program, in June 2024 the Rental Housing Protection by-law was approved, which establishes the conditions that must be met before rental housing stock can be converted to other uses or demolished.</p> <p>Hamilton City Council approved the creation of a Vacant Unit Tax. Beginning in early 2025, the City will be charging an additional 1% of a property’s assessed value for any property that was vacant over 183 days in the prior year. The revenue generated will be used to support the City’s housing initiatives.</p>	Planning & Economic Development	Achieved and ongoing.

PILLAR 4: PROVISION OF HOUSING BASED SUPPORTS

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21.	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.	<p>Supportive housing projects are facilitated through the AHD Project Stream and are included in the PED pilot program to expedite planning approvals.</p> <p>The City continues to require additional supportive housing units that provide intensive supports for very high acuity people, requests for which has been incorporated in the Government Relations Strategy with input from Housing Services and Hamilton is Home Supportive Housing providers.</p> <p>In addition, Macassa Lodge Redevelopment is an ongoing work with the Ministry of Long Term Care and is expected to be completed by 2026 consisting of a new wing for 64 residents, with 20 net new LTC beds.</p>	Housing Secretariat, Planning and Economic, Housing Services	Achieved and ongoing
22.	Provide planning and project support to Indigenous-led supportive housing projects to expedite and accelerate projects.	Sacajawea has submitted two projects to Q1 2024 of the AHD Project Stream for the potential to realize 70 supportive housing projects serving learners and tenant support and healthcare services. Ontario Aboriginal Housing Services has submitted several re-development opportunities to the Affordable Housing Development Project Stream.	Housing Secretariat, Planning and Economic Development, Indigenous Relations	Achieved and ongoing.
23.	Review of subsidized Residential Care Facility system,	Housing Services has retained a consultant to undertake this work; preliminary results expected by the end of the year.	Housing Services, Public Health Services	Partially achieved and ongoing.
24.	Working with homelessness system providers to address the demands and needs of the individuals experiencing homelessness	Temporary expansion of shelter systems by 272 new beds	Housing Services	Achieved and ongoing.