

<b>YEAR 3 (2025) PROGRAM OF WORK</b>				
<b>ACTIVITIES</b>		<b>LEAD</b>	<b>STATUS</b>	
			<b>Enhanced</b>	<b>New</b>
<b>INFRASTRUCTURE FOR THE ROAD MAP</b>				
1.	Continue to emphasize urgency, commitment, and collective will through the relationships created and nurtured in 2024. A “whole of Hamilton” approach.	City Council, Executive Committee, Housing Secretariat	<b>xx</b>	
2.	Expand Governance structure to include Indigenous providers and stakeholders to implement a whole of Hamilton approach. Begin building relationships with Indigenous Financial Institutions, Treaty Partners, and strive for Urban Indigenous representation on community partnership action tables. Explore “land back” principles.	Housing Secretariat	<b>xx</b>	
3.	<p>Continue to develop and implement a Government Relations plan. Follow up on the results of the pilot “Portfolio” approach to government advocacy in partnership with the Hamilton is Home coalition and on the work of the Affordable Housing Strategy Group.</p> <p>Continue to refine the collective “whole of Hamilton” message on housing.</p> <p>Develop and share resources on how to mobilize community-level advocacy on housing issues to provincial and federal levels of government.</p> <p>Include advocacy related to tenant protections, end-of-mortgage agreements, rent controls, and adequate income levels for tenants.</p>	City Manager, Housing Secretariat, Housing Services, Communications Government Relations	<b>xx</b>	
4.	Continue to implement the Affordable Housing Communications Plan to facilitate action on the HSIR in collaboration with community organizations, non-profits, and local stakeholders.	City Manager, Housing Secretariat, Housing Services, Communications Government Relations	<b>xx</b>	
5.	<p>Leverage the data from the Housing Needs Assessment to guide future work on affordable housing (evidence-based government advocacy, community outreach and education, policy changes, future growth planning, etc.)</p> <p>Use HNA findings to update and affirm the Roadmap. Strengthen the connection between the HNA and HAF and how it’s helping provide direction on how to implement the funds and what kind of housing is needed.</p>	Housing Secretariat Planning & Economic Development		<b>xx</b>

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<b>PILLAR 1: NEW CONSTRUCTION</b>					
7.	Enhance the process and criteria for the Affordable Housing Development Project Stream of pre-qualified and prioritized supportive housing and affordable housing projects based on the insights and lessons learned from 2024 intake; align program objectives with the Truth and Reconciliation Commission's Calls to Action as well as Office of Climate Change Initiatives, Green Building Standards and AODA Standards; and develop accreditation process for applicants to ensure the provider is able to deliver on solutions.	Housing Secretariat, Planning and Economic Development, Executive Steering Committee	<b>xx</b>		
8.	Enhance the Housing Accelerator Fund program by providing grants and loans to proponents of initiatives #1, #2 and #3. Increase accessibility for public consumption in coordination with internal and external stakeholders. This program targets the creation of 2,675 net-new units on the next 3 years and it is intended to focus on the entire housing continuum, not just affordable housing.	Housing Secretariat, Planning and Economic Development,			<b>xx</b>
9.	Leverage all available municipal mechanisms to advance pre-qualified projects through the first three stages of the development process —Phase 1: Initiation, Phase 2: Planning, and Phase 3: Execution— into Phase 4: Monitoring. This approach aligns with the Project Management Institute project phases adopted by Project Stream Program, as endorsed by Council through Report HSC23028(d)/FCS23055(b)/PED23099(d).  Conduct a review of municipal funds received from upper levels of government (e.g. OPHI, COCHI, COHB, Reaching Home) to ensure maximum benefit and alignment with the HSIR and Term of Council priorities related to affordable housing.	Housing Secretariat, Housing Services	<b>xx</b>		

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10.	Continue to identify city-owned properties that are suitable for development of affordable housing and develop a corresponding disposition strategy.  Monitor the “All for One” pilot project and its outcomes on expediting site plan processes for affordable housing development.	Housing Secretariat, Planning and Economic Development, Corporate Real Estate, Municipal Land Development Office	<b>XX</b>	
11.	Monitor and collaborate with Social Innovation Canada for the creation of a transit-oriented affordable housing fund for Hamilton; Social Innovation Canada has received a conditional grant from CMHC for this purpose.	Housing Secretariat		<b>XX</b>
12.	Bring forward recommendations for delegated authorities required by City Staff to maximize and expedite progress on Roadmap deliverables and Council endorsed goals.	Corporate Real Estate, Legal Services, Housing Secretariat, Municipal Land Development Office, Finance, Executive Leadership Team	<b>XX</b>	
13.	Collaborate with the Federal and Provincial governments as well as community stakeholders for the advancement of affordable housing projects to begin construction in 1-3 years.	Housing Secretariat		<b>XX</b>
<b>PILLAR 2: ACQUISITION</b>				
14.	Implement the Finance and Acquisition Plan as outlined in Appendix D to Report (HSC23028(f)/FCS23055(d)/PED23099(g))	Housing Secretariat, Finance, Real Estate		<b>XX</b>
15.	Explore options and make recommendations to enhance the Finance and Acquisition Plan to cover land or building purchases to facilitate additional units of affordable and supportive housing.	Housing Secretariat, Real Estate, Finance		<b>XX</b>
16.	Review the requirements, feasibility, and effort of creating a Social Debenture Framework or Municipal Bond Program that would help finance affordable and supportive housing projects.	Housing Secretariat, Finance		<b>XX</b>

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<b>PILLAR 3: PRESERVE AND MAINTAIN AFFORDABLE HOUSING</b>				
17.	Monitor the 20-year Development Strategy, and complementary Action Plan (subject to approval by the CityHousing Hamilton Board in October) aimed to guide and support the next phase of development of affordable housing by CHH.	City Housing Hamilton		<b>xx</b>
18.	Monitor progress on the Building Condition Assessments for social housing providers to guide reinvestment and maintenance priorities. Ensure independent providers are adequately funding maintenance reserves.  Identify assets for redevelopment potential and offload properties.	Housing Services	<b>xx</b>	
19.	Continue to monitor end-of-mortgage agreements; monitor and implement any by-laws created to protect purpose-built rental housing; and to protect tenants and prevent displacement and/or renovations.	Housing Services, Planning and Economic Development	<b>xx</b>	
<b>PILLAR 4: PROVISION OF HOUSING BASED SUPPORTS</b>				
20.	Continue to advocate for funding to operationalize housing with supports. Continue to identify and expedite housing projects that can provide permanent supportive housing for people with mid-high acuity needs who are experiencing chronic homelessness.  Provide planning and project support to Indigenous-led supportive housing projects to expedite and accelerate projects, with input from Indigenous Relations.	Housing Services	<b>xx</b>	
21.	Implementation of RCF review recommendations	Housing Services, Public Health Services	<b>xx</b>	
22.	Continued expansion of the shelter system through call for proposals from shelter providers	Housing Services,	<b>xx</b>	