Emergency & Community Services Committee
REPORT 07-004
Wednesday, March 21, 2007
1:30 p.m.
Council Chambers
Hamilton City Hall

Present: Councillors S. Merulla (Chair), T. Jackson (Vice Chair), S. Duvall, B. Morelli and R. Pasuta
Absent with Regrets: Councillor M. McCarthy – Other City Business
Also Present: J. Priel, General Manager, Community Services Department
J. Kay, General Manager/Chief Hamilton Emergency Services
D. Brodati, Manager, Policy and Program Development
K. Extance, Program Manager, Housing Development & Partnerships
B. Fenwick, Director, Culture & Recreation Division
S. Paparella, Legislative Assistant, Clerk’s Office

THE EMERGENCY & COMMUNITY SERVICES COMMITTEE PRESENTS REPORT 07-004 AND RESPECTFULLY RECOMMENDS:

1. Update on 2006 City of Hamilton Utilities Arrears Program (ECS07019) (City Wide) (Item 5.1)

That Information Report ECS07019 – Update on the 2006 City of Hamilton Utilities Arrears Program, be received.

2. Impact on Norman "Pinky" Lewis Recreation Centre in 2010 when Sanford Avenue School is Closed (CS06009(a)) (Ward 3) (Item 5.2)

That Information Report CS06009(a) – Impact on Norman "Pinky" Lewis Recreation Centre in 2010 when Sanford Avenue School is Closed, be received.
3. Approval for Alcohol as part of a Special Event (Bavarian Garden) at Bayfront Park (ECS07023) (Ward 2) (Item 5.3)

(a) That the following events be approved to host a Bavarian Garden as part of their program at Bayfront Park:

(i) Great Lakes Expo, May 25, 26, and 27, 2007; Bayfront Park, to be hosted by The Great Lakes Expo Organizing Committee.

(ii) Club Afrique, August 18, 2007; Bayfront Park, to be hosted by Club Afrique.

(b) That, if the request to host a Bavarian Garden is approved, the hosting organizations must comply with:

(i) The Ontario Liquor License Act, R.S.O. 1990, Chapter L.19 and the administration of the Act by the Alcohol and Gaming Commission of Ontario (AGCO).

(ii) The conditions contained within the City of Hamilton’s Municipal Alcohol Guidelines, Appendix A of the Policy for Special Event Planning.

(iii) The applicant must provide $5,000,000 comprehensive general liability insurance coverage (which shall include a host liquor liability endorsement), and that the City of Hamilton is named as an additional insured party to this Policy.

4. Everyone Has a Home: A Strategic Plan to Address Homelessness (ECS07020) (City Wide) (Item 8.1)

(a) That the Everyone Has a Home: A Strategic Plan to Address Homelessness, attached as Appendix A to Report 07-004, be approved and adopted as the City of Hamilton’s Service System Plan to manage homelessness within the city of Hamilton.

(b) That the thirty-six (36) strategies, which are part of the Strategic Plan, attached as Appendix B to Report 07-004, be approved.

(c) That staff bring forward any of the strategies that require additional resources or will incur additional costs to Council for approval before implementing.
5. Request for Proposals C10-30-06: Canada-Ontario Affordable Housing Program (COAHP) and Hamilton Affordable Housing Partnership Initiative Fund (HAHPIF) / Sale of 255 West Avenue North (ECS07016/PED07101) (Wards 3, 5, 6 and 7) (Item 8.2)

(a) That the Minister of Municipal Affairs and Housing be advised that the City of Hamilton recommends the following prioritized proponents be approved under the Brownfields component of the Canada-Ontario Affordable Housing Program:

(i) Stoney Creek Community Homes Inc., 255 West Avenue North;
(ii) J. Beume Real Estate Limited, 127 Burton Street

(b) That the Minister of Municipal Affairs and Housing be advised that the City of Hamilton recommends the following prioritized proponents be approved under the Rental/Supportive component of the Canada-Ontario Affordable Housing Program:

(i) T. Valeri Construction Limited, 480 Stone Church Road East;
(ii) Polish National Catholic Church of Canada, 2782 Barton Street East;
(iii) 815488 Ontario Inc., 1489-1493 Upper Gage Avenue; and,
(iv) Good Shepherd Non-Profit Homes Inc., 398 King Street West.

(c) That the maximum financial assistance in the form of a forgivable loan through the Hamilton Affordable Housing Partnership Initiative Fund (HAHPIF) be approved as follows:

(i) J. Beume Real Estate Limited, 127 Burton Street - $120,000;
(ii) T. Valeri Construction Limited, 480 Stone Church Road East - $315,000; and,
(iii) 815488 Ontario Inc., 1489-1493 Upper Gage Avenue - $280,000.

(d) That upon funding approval by the Minister of Municipal Affairs and Housing and in accordance with By-law No. 03-148, site specific municipal housing project facilities by-laws for affordable housing be enacted with respect to the following housing providers and respective projects, namely:

(i) J. Beume Real Estate Limited, 127 Burton Street, 24 units;
(ii) T. Valeri Construction Limited, 480 Stone Church Road East, 63 units; and,

(iii) 815488 Ontario Inc., 1489-1493 Upper Gage Avenue, 40 units.

(e) That upon funding approval by the Minister of Municipal Affairs and Housing, the housing providers J. Beume Real Estate Limited, T. Valeri Construction Limited and 815488 Ontario Inc. be required to enter into the standard form Forgivable Loan Agreement for the Hamilton Affordable Housing Partnership Initiative Fund (HAHPIF).

(f) That the Mayor and City Clerk be hereby authorized and directed to execute the standard form Forgivable Loan Agreement for J. Beume Real Estate Limited (127 Burton Street), T. Valeri Construction Limited (480 Stone Church Road East) and 815488 Ontario Inc. (1489-1493 Upper Gage Avenue).

(g) That the Mayor and City Clerk be hereby authorized and directed to execute the “Ministry of Municipal Affairs and Housing – Service Manager Administration Agreement for the Rental and Supportive Component of the Canada-Ontario Affordable Housing Program (2003)” in a form satisfactory to the General Manager, Community Services and the City Solicitor.

(h) That upon funding approval by the Minister of Municipal Affairs and Housing for the proposed development at 255 West Avenue North, the Real Estate Section of the Development and Real Estate Division of the Planning and Economic Development Department, be authorized and directed to sell the municipally owned property at 255 West Avenue North (West Avenue School), at fair market value, to Stoney Creek Community Homes Inc, in accordance with the "Procedural By-law for the Sale of Land", being By-law No. 04-299.

(i) That the proposed sale of 255 West Avenue North to Stoney Creek Community Homes Inc. be approved and completed subject to the following terms:

   (i) A sale price of $350,000;

   (ii) The Purchaser acknowledges and agrees that there are no warranties and/or representations by the Vendor whatsoever with respect to the property and that the property is being purchased on an "as is", "where is" basis;

   (iii) The Purchaser acknowledges that, in approving this Offer to Purchase, the approval of the sale does not constrain the discretion of the City Council of the City of Hamilton to determine whether to approve or deny any re-zoning or site plan applications.
or development applications or any other submission on the subject lands and any denial of any such application shall not be deemed to be acting in bad faith on the part of the City; and,

(iv) The Purchaser entering into a Heritage Easement Agreement with the Heritage & Urban Design Section, Planning and Economic Development Department of the City of Hamilton, to preserve the historic Victorian architectural component of the structure. The Offer and Agreement are to be finalized and registered contemporaneously with each other; and,

(v) The net proceeds of the sale be credited to Account No. 47702 3560150200 (Civic Property Purchases and Sales).

(j) That the Mayor and City Clerk be authorized and directed to execute and issue a Certificate of Compliance in the form prescribed pursuant to Section 268 of the Municipal Act, incorporating the following, if required:

(i) The property at 255 West Avenue North was declared surplus by resolution of the City Council on September 13, 2006 by adopting Item #5.5 of Report 06-015 of the Planning and Economic Development Committee;

(ii) An external appraisal of the fair market value of the real property intended to be sold was completed on June 5, 2006; and,

(iii) Notice of the proposed sale of land was given through the issuance of a Request for Proposal and by inclusion of the intended sale to City Council by Report ECS07016/PED07101.

6. Fires in Westdale Area Student Housing (Item 9.1)

WHEREAS, there have been three fires in student housing in the Westdale area surrounding McMaster University in the past 16 months, and;

WHEREAS, the Ainslie Wood/Westdale Community Association of Resident Homeowners Inc. (AWWCA) have been concerned for years about the condition of homes, which have been converted into student rentals, and believe that the situation is becoming more critical, and;

WHEREAS, on behalf of almost 19,000 undergraduate students, the McMaster Students Union (MSU), has requested that the City of Hamilton provide assistance by offering fire inspections to ensure that student housing is meeting code and that these homes are safe for residency, believing that the condition of some student homes are especially dangerous and may contain violations of the fire code.
THEREFORE BE IT RESOLVED that Hamilton Emergency Services be directed to work with the Ward 1 Councillor, the AWWCA, and the MSU to undertake a pilot project in which approximately 45 houses in three different neighbourhoods in Ainslie Wood and Westdale (including family homes and student homes) are inspected on a voluntary basis in order to gather information and assess fire safety.

FOR THE INFORMATION OF COMMITTEE:

(a) CHANGES TO THE AGENDA (Item 1)

The Committee Clerk noted the following changes to the agenda:

(i) Added as Item 6.2 – Ms. Mary Lou Reiman and Beverley Langley, on behalf of the Campaign for Adequate Welfare and Disability Benefits, respecting the Advocacy Role of Council, with the Provincial and Federal Governments, on Matters Related to Poverty (was postponed from the February 21st Committee meeting).

(ii) A staff presentation has been added to Item 8.1 and hard copies have been placed before you.

(iii) As the April 4, 2007 meeting of the Emergency & Community Services Committee has been cancelled in order to accommodate a Committee of the Whole budget meeting, the proposed due dates for Items 11.5, 11.7 and 11.8 have been changed from April 4 to April 18, 2007.

The March 21, 2007, agenda of the Emergency & Community Services Committee was approved, as amended.

(b) DECLARATIONS OF INTEREST (Item 2)

There were none declared.

(c) APPROVAL OF THE MINUTES OF THE PREVIOUS MEETING (Item 3)

The Minutes of the February 21, 2007 meeting of the Emergency & Community Services Committee were approved, as presented.
(d) Update on the 2006 City of Hamilton Utilities Arrears Program (ECS07019) (City Wide) (Item 5.1)

Item “R” – Update on the 2006 City of Hamilton Utilities Arrears Program, was considered complete and removed from the Emergency & Community Services Committee Outstanding Business List.

(e) Impact on Norman "Pinky" Lewis Recreation Centre in 2010 when Sanford Avenue School is Closed (CS06009(a)) (Ward 3) (Item 5.2)

Item “F” – Impact on Norman "Pinky" Lewis Recreation Centre in 2010 when Sanford Avenue School is Closed, was considered complete and removed from the Emergency & Community Services Committee Outstanding Business List.

Staff was directed to ensure that when updates are provided to the Economic Development & Planning Committee, respecting the ongoing discussions between the Hamilton-Wentworth District School Board and the City of Hamilton regarding the dispute over parkland dedication, those updates also be provided to the Emergency & Community Services Committee.

(f) Seniors Advisory Committee Minutes, dated January 5, 2007 (Item 5.4)

The Minutes of the Seniors Advisory Committee meeting, dated January 5, 2007 were received for information.

(g) Paul Johnson, Chair of the Food, Shelter and Housing Advisory Committee respecting Item 8.1 - Everyone Has a Home: A Strategic Plan to Address Homelessness (ECS07020) (City Wide) (Item 6.1)

Mr. Paul Johnson, Chair of the Food, Shelter and Housing Advisory Committee, spoke in support of staff Report ECS07020 – Everyone Has a Home: A Strategic Plan to Address Homelessness; noting the essential goal of ending homelessness and hunger in the community. Mr. Johnson also emphasized several points that need to remain in the forefront; more specifically, that persistent pressure to all levels of government must continue in order to address the ongoing crisis of homelessness and hunger in our community; that in order for Hamilton to be the best place to raise a child, our children need to grow in a community without hunger and where they have safe and adequate housing; and that all levels of government need to invest in the programs and services that are essential in order to achieve these goals, as well as to invest in the staff supports to ensure the proper and expedient implementation of those programs and services.
The presentation by Mr. Paul Johnson, Chair of the Food, Shelter and Housing Advisory Committee, respecting staff Report ECS07020 - Everyone Has a Home: A Strategic Plan to Address Homelessness was received.

(h) Mary Lou Reiman and Beverley Langley, on behalf of the Campaign for Adequate Welfare and Disability Benefits, respecting the Advocacy Role of Council, with the Provincial and Federal Governments, on Matters Related to Poverty (Item 6.2)

Ms. Mary Lou Reiman presented the Campaign for Adequate Welfare and Disability Benefits as well as the areas that the organization believes need to be addressed with both the provincial and federal governments.

Beverley Langley, a resident who is experiencing difficulty obtaining the vital social assistance that she requires in order to obtain medical attention and services for her and her infant son, in a timeframe that is effective, shared the story of her struggle with the Committee.

In closing, Ms. Reiman urged the Committee to pass a motion that commits to developing strategies for ongoing lobbying, to other levels of government, for the issues outlined in the presentation.

The presentation, by Mary Lou Reiman and Beverley Langley, on behalf of the Campaign for Adequate Welfare and Disability Benefits, respecting the Advocacy Role of Council with the Provincial and Federal Governments, on Matters Related to Poverty was received.

That staff was directed to develop a strategy for ongoing lobbying in areas identified in the presentation, provided in Item 6.2, and report back to the Emergency & Community Services Committee.

(i) Everyone Has a Home: A Strategic Plan to Address Homelessness (ECS07020) (City Wide) (Item 8.1)

David Brodati, Manager, Policy and Program Development, provided as PowerPoint presentation, which outlined Report ECS07020 – Everyone Has a Home: A Strategic Plan to Address Homelessness.

(j) Outstanding Business List Items (Item 11)

The new due dates for the following Outstanding Business List Items were approved:

Council – March 28, 2007
11.1 Item “A” – Fee Waiver Policy
(Due: March. 21/06) Proposed New Due Date: June 20, 2007

11.2 Item “E” – Employment Trends
(Due: Q1/07) Proposed New Due Date: April 18, 2007

11.3 Item “G” – Ontario Works Transition Directive 2005-02
(Due: Q1/07) Proposed New Due Date: April 18, 2007 (will be combined with Item “H”)

(Due: Q1/07) Proposed New Due Date: April 18, 2007 (will be combined with Item “G”)

11.5 Item “K” – Hamilton & Scourge Presentation
(Due: Q1/07) Proposed New Due Date: April 18, 2007

11.6 Item “M” – Ice Rates and Times for Non-Affiliated Clubs
(Due: Q1/07) Proposed New Due Date: May 9, 2007

11.7 Item “N” – Extended Pool Hours during Summer Months
(Due: Q1/07) Proposed New Due Date: April 18, 2007

11.8 Item “P” – Eastdale Park Bocce Group – Upgrades to Bocce Lanes in Park
(Due: Q1/07) Proposed New Due Date: April 18, 2007

(k) ADJOURNMENT (Item 13)

There being no further business, the Committee adjourned at 2:25 p.m.

Respectfully submitted,

Councillor S. Merulla, Chair
Emergency & Community Services Committee

Stephanie Paparella
Legislative Assistant
March 21, 2007
EVERYONE HAS A HOME

A Strategic Plan to Address Homelessness
On Any Given Night: Measuring Homelessness in Hamilton, released early in 2006, indicated that in 2004, 399 people used emergency shelters on a given night in November. While this figure has remained relatively consistent since 2001, it is more than double the number reported in 1995. In 2005, 3,795 people stayed in emergency shelters.

In addition, it is becoming increasingly difficult for Hamilton residents to afford a place to live. In 2001, approximately 45% of renter households spent more than 30% of their income on rent and 22% spent more than 50%.

While poverty is the root of homelessness, its effects are worsened by physical and sexual violence, social isolation, addiction, physical disability, mental health issues, immigration status, gender and age. Since homelessness affects many different types of people, unique solutions are required.

What is our aspiration for the future?

Our aspiration is for Hamilton to be a community where everyone has a home.

Principles

- Everyone has a right to housing. As a community, we need to ensure that adequate and affordable housing exists for everyone.

- Safe, healthy, inclusive neighbourhoods and communities are key. Neighbourhoods that include a mix of people with different income levels, abilities and ethno-cultural backgrounds create opportunities for building social capital.

- Everyone has a role to play in addressing homelessness. People experiencing homelessness, governments, service providers, employers, businesses and citizens can help reduce homelessness.

- We must be person-centred in our approach. Services need to be provided in ways that make sense for the people we serve.

- Through true collaboration, which involves communication, openness and trust, better outcomes will be achieved for everyone.

Why is a strategic plan important?

Addressing homelessness is complex. Services such as emergency shelters, food banks, mental health outreach programs and organizations addressing violence against women all work to address homelessness in some way. These services are funded through different sources, which can create 'silos' that can make it difficult for service providers to coordinate or plan together.

This is a crucial point in time. With the introduction of the province’s Consolidated Homelessness Prevention Program (CHPP), which gives municipalities more flexibility in funding local programs, and with the Supporting Community Partnership Initiative (SCP) nearing its end, it is important for us to regroup and consider how we can make the biggest difference going forward.

It is our responsibility to be a leader in addressing homelessness. The City of Hamilton is designated as the Service System Manager for homelessness. A key role in service system management is engaging the community in system planning. Successful implementation of the plan will require the participation of all levels of government and many sectors of the community.
What is the scope of the plan?

This is the three-year strategic plan for Hamilton’s service system for homelessness. It outlines strategies to prevent people from becoming homeless or to help them escape homelessness, provides direction for the funding and development of services, and sets a vision for where we want to go as a community.

This plan complements *Keys to the Home*, the City of Hamilton’s housing strategy. Achieving the outcomes of this plan is dependent on the work of The Hamilton Roundtable for Poverty Reduction, and the City of Hamilton’s Social Development Strategy’s Affordable Housing and Skills Development flagships. This supports The Hamilton Roundtable for Poverty Reduction’s aspiration that Hamilton be the best place to raise a child.

Who provided input into the plan?

A Community Advisory Group, representing various service sectors, provided input into the process to develop the plan. Many others were involved through a Homelessness Summit involving 90 participants from a variety of sectors across the community, and a planning session for City of Hamilton staff. Community group consultations were also conducted, along with three focus groups and 20 interviews with people experiencing homelessness.

Definitions

**Affordable Housing**

Canada Mortgage and Housing Corporation defines affordability as follows: A household is said to be in core housing need if its housing falls below at least one of the adequacy, suitability or affordability standards. An adequate dwelling does not, according to its residents, require major repairs. A suitable dwelling has enough bedrooms for the size and make-up of the occupying household. To be affordable, shelter costs must consume less than 30% of before-tax household income.

**Community**

It refers to the City of Hamilton, to the neighbourhoods and groups that exist in the city, to the various sectors providing services to people experiencing homelessness, and to the people experiencing homelessness themselves.

**Home**

A home is more than a physical structure that shelters you from the weather. It is a place where you feel safe and feel that you belong. It meets your needs and it is affordable.

**Homelessness**

In this document, homelessness refers to the absolute homeless (those living on the street, in an emergency shelter or in a place unfit for human habitation), the hidden homeless (those who are marginally, inadequately or temporarily housed) and those at risk of homelessness (those paying large amounts of income on rent, those experiencing abuse, etc.).

**Prevention**

There are two types of prevention: primary and secondary. Primary prevention has to do with preventing an initial occurrence of homelessness while secondary prevention relates to preventing someone from becoming homeless on repeated occasions.
The plan outlines five outcomes and their supporting strategies:

OUTCOME 1

Entire community is engaged to address homelessness

Everyone in the community has a role to play in addressing homelessness. It is critical to engage everyone. Community organizations, individuals and people experiencing homelessness need to understand how they can be part of the solution. Neighbourhoods are also a critical part of the equation as there needs to be welcoming, safe places for everyone to call home.

Strategies

1.1 The Community Services Department continues to support the work of The Hamilton Roundtable for Poverty Reduction to educate and mobilize the community to take action on poverty and homelessness.

1.2 An advisory committee is struck to provide advice regarding implementation of the strategic plan and management of the service system.

1.3 The Community Services Department develops strategies to include new sectors in addressing homelessness. These sectors include, but are not limited to, landlords, healthcare providers, employment development program providers and employers.

1.4 The Community Services Department enhances collaboration with community organizations, providing appropriate timelines for planning and consultation and involving affected groups early in program planning.

1.5 As a community leader, the City of Hamilton ensures that its statements and actions reflect a positive portrayal of people living in poverty and experiencing homelessness, as a way to fight stereotypes.

1.6 The Community Services Department works with the community to develop and distribute evidence-based information for the purposes of education about homelessness and addressing NIMBY (Not in My Back Yard).
OUTCOME 2

A continuum of affordable housing that helps residents achieve their potential

Housing needs to be affordable, safe and appropriate to one's needs, which may change over time. Providing a continuum of housing from emergency shelter to affordable independent housing is key to addressing homelessness. It can help people achieve their full potential and move through the continuum, as appropriate.

Strategies

2.1 Hamilton City Council advocates with the federal and provincial governments regarding their critical role in funding programs to address homelessness at the municipal level.

2.2 Hamilton City Council advocates with other levels of government for funding of additional affordable housing units, transitional housing, supportive housing, rent supplements and allowances, and the Residential Rehabilitation Assistance Program (RRAP).

2.3 The City of Hamilton includes in its new Official Plan a statement on inclusionary housing principles and policy direction regarding condominium conversions, the affordable housing continuum, maintaining the city's existing dwelling stock, housing supply targets, residential intensification, accessory apartments and lowering the cost of new housing through alternative development standards.

2.4 The City of Hamilton ensures that the existing stock of rooming houses is preserved and improved through licensing and proactive enforcement of standards as recommended in Keys to the Home.

2.5 Public Health, Building and Licensing, Community Services and the Fire Department work to implement standards for emergency shelters and residential care facilities, in conjunction with the Residential Care Facilities By-law review.

2.6 The Community Services Department develops strategies to ensure financial viability of existing units and social housing providers (ie. addressing increased energy costs, limited capital resources, etc.).

2.7 City Housing Hamilton and other social housing providers explore ways to accommodate needs of newcomer/immigrant families.

2.8 The Community Services Department and service providers help people move through the housing continuum by targeting interventions to specific groups and more intensively addressing their needs.

2.9 The Community Services Department and community agencies develop and implement transitional housing for youth, women leaving abuse (second stage), as well as women and men leaving emergency shelter.
OUTCOME 3
Increase supports to help people obtain and maintain housing

A house is not a home unless you feel safe and that you belong. Supports can help people find housing that is right for them. It is important to ensure supports are in place so that people can maintain their physical, mental and spiritual health and remain housed.

Strategies

3.1 The Community Services Department collaborates with social housing providers and private sector landlords on the development and implementation of eviction prevention policies and practices.

3.2 The Community Services Department and community partners identify people who are staying in emergency shelters for 42 days or more, and provide appropriate supports to help them find and maintain affordable housing.

3.3 The Community Services Department collaborates with community partners to develop and implement a system of coordinated case management for people in emergency shelters.

3.4 The Community Services Department, other levels of government, and agencies increase availability and accessibility of mental health and addiction services, including harm reduction strategies, outreach and treatment.

3.5 The Community Services Department collaborates with the provincial government regarding the continuation and enhancement of the rent bank and utility support programs.

3.6 The Community Services Department collaborates with the Local Health Integration Network (LHIN), healthcare providers and agencies to increase coordination of, and access to, healthcare for those with mental and/or physical health issues that could cause them to lose their housing or limit their ability to move along the housing continuum.

3.7 The Community Services Department collaborates with other agencies to promote social inclusion through access to affordable recreation, transportation and other services.

3.8 The Community Services Department and emergency food service providers work together to implement the Homeless Individuals and Families Information System (HIFIS) and analyze the data.

3.9 The emergency food sector engages in system planning through the development of a strategic plan.

"Recovering addicts want clean buildings – not buildings full of drug users when they are trying to stay clean."
OUTCOME 4
Access to adequate income

Adequate income underpins many issues relating to homelessness. If people do not have adequate income, they cannot pay for food, housing or other basic necessities.

Strategies
4.1 The City of Hamilton advocates with the provincial and federal governments that benefits paid by income maintenance programs such as Ontario Works (OW), Ontario Disability Support Program (ODSP) and the Canada Pension Plan (CPP) be increased and indexed to reflect the actual cost of living, and eligibility criteria be improved.

4.2 The City of Hamilton advocates with the provincial government for an end to the National Child Benefit claw back.

4.3 The City of Hamilton explores adoption of a Living Wage policy.

4.4 Ontario Works explores opportunities to maximize access to benefits for clients including coordinating with other programs such as ODSP and Guaranteed Income Supplement (GIS) for seniors.

4.5 Ontario Works increases access to employment supports to help people move along the employment continuum.

4.6 The Community Services Department works with the provincial government and service agencies to advocate for guardianship programs for those who would benefit.

"With such an intimate link between healthcare and housing, we know we need to create a system in which there is better integration of services and better outcomes for individuals experiencing homelessness, and for those who are at risk of becoming so. We believe this strategic plan is critical to building and sustaining a network that focuses on the health of these individuals."

Myles Sergeant, Medical Director, Shelter Health Network
OUTCOME 5

Efficient and effective use of community resources

It is important to see funds spent to address homelessness as an investment. If funds are well spent, they can reduce costs in other areas. It is also important to use our human and financial resources to the best of our ability. This means finding the answers to the questions, what has worked well and what do we need to do differently.

Strategies

5.1 The Community Services Department facilitates discussions with community funders regarding the coordination of funding for homelessness programs.

5.2 The Community Services Department works with other funders regarding sustainable funding to maintain key programs.

5.3 The Community Services Department and service agencies expand evaluation and monitoring efforts of homelessness programming to ensure that effective programs are funded.

5.4 The Community Services Department develops an implementation framework to ensure the strategic plan links to other initiatives such as the Official Plan, The Hamilton Roundtable for Poverty Reduction, Human Services Plan, Social Development Strategy and Vision 2020.

5.5 The Community Services Department works to increase coordination between Ontario Works, the Housing Branch and the Ontario Disability Support Program.

5.6 The Community Services Department provides a strategic plan update in 2009.

Next Steps

The next steps involve development of an advisory committee and engagement of the community to develop an implementation plan. For the purposes of monitoring implementation of the plan, indicators will be developed. The indicators will be developed in the areas of emergency shelter use, housing, supports, income and employment, and will measure progress toward the outcomes.

Quotes from people experiencing homelessness were provided by the Social Planning and Research Council.

Photos provided by Photovoice, a Hamilton-based project designed to give people a chance to share their views, ideas, and experiences.

For more information, please contact:

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### Everyone Has a Home: A Strategic Plan to Address Homelessness

**Strategies and Potential Resource Implications**

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<th>Strategy</th>
<th>Potential Implications</th>
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<tr>
<td><strong>Outcome: Entire community is engaged to address homelessness</strong></td>
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<tr>
<td>1.1 The Community Services Department continues to support the work of the Poverty Roundtable to educate and mobilize the community to take action on poverty and homelessness.</td>
<td>• This fits with City and Department vision and supports the continuation of actions of Social Development and Housing and Homelessness teams.</td>
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<td>1.2 An advisory committee is struck to provide advice regarding implementation of the strategic plan and management of the service system.</td>
<td>• Within current resource allocation, staff can continue to provide co-ordination and support.</td>
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<td>1.3 The Community Services Department develops strategies to include new sectors in addressing homelessness. These sectors include but are not limited to landlords, healthcare providers, employment development program providers and employers.</td>
<td>• No financial or resource implications as this can occur within the existing staff compliment.</td>
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<td>1.4 The Community Services Department enhances collaboration with community organizations, providing appropriate timelines for planning and consultation and involving affected groups early in program planning.</td>
<td>• There are no financial implications but will require staff time and resources to develop and promote new business processes.</td>
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<td>1.5 As a community leader, the City of Hamilton ensures that its statements and actions reflect a positive portrayal of people living in poverty and experiencing homelessness as a way to fight stereotypes.</td>
<td>• No financial implications</td>
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<td>1.6 The Community Services Department works with the community to develop and distribute evidence-based information for the purposes of education about homelessness and addressing NIMBY (Not in My Back Yard).</td>
<td>• Existing staff can research and produce NIMBY reports • City efforts can be linked with other NIMBY initiatives (e.g. OMSSA and CMHC)</td>
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<td><strong>Outcome: A continuum of affordable housing that helps achieve their potential</strong></td>
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<tr>
<td>2.1 Hamilton City Council advocates with the federal and provincial governments regarding their critical role in funding programs to address homelessness at the municipal level.</td>
<td>• City Council to continue playing an active role in advocating for homelessness funding.</td>
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<td>2.2 Hamilton City Council advocates with other levels of government for funding of additional affordable housing units, transitional housing, supportive housing, rent supplements and allowances and the Residential Rehabilitation Assistance Program (RRAP)</td>
<td>• See above</td>
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<td>2.3 The City of Hamilton includes in its new Official Plan a statement on inclusionary housing principles and policy direction regarding condominium conversions, the affordable housing continuum, maintaining the city’s existing dwelling stock, housing supply.</td>
<td>• This strategy supports existing housing policy recommendations from Keys to the Home.</td>
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<td>Strategy</td>
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<td>targets, residential intensification, accessory apartments and lowering the cost of new housing through alternative development standards.</td>
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<tr>
<td>2.4 The City of Hamilton ensures that existing stock of rooming houses is preserved and improved through licensing and proactive enforcement of standards as recommended in <em>Keys to the Home</em>.</td>
<td>• This strategy supports existing housing policy recommendations from <em>Keys to the Home</em>. • Council may make decisions about stock preservation and proactive enforcement once Business Case information is presented by Building and Licensing staff – no resource implications at this time.</td>
</tr>
<tr>
<td>2.5 Public Health, Building and Licensing, Community Services and Fire Departments work to implement standards for emergency shelters and residential care facilities in conjunction with the Residential Care Facilities By-law.</td>
<td><em><strong>While MCSS has provided funding for RCF Standards, there may be financial implications for emergency shelters and City staff resources to develop, implement and monitor shelter standards.</strong></em></td>
</tr>
<tr>
<td>2.6 The Community Services Department develops strategies to ensure financial viability of existing units and social housing providers (e.g. increased energy costs, limited capital reserves).</td>
<td>• This supports CityHousing Hamilton’s mandate and the City of Hamilton’s responsibility as Service System Manager. No financial implications at this time beyond those identified as part of this mandate.</td>
</tr>
<tr>
<td>2.7 CityHousing Hamilton and other social housing providers to explore ways to accommodate needs of newcomer/immigrant families.</td>
<td>• Using existing resources, staff can explore ways to address the needs of newcomer/immigrant families. No financial implications at this time.</td>
</tr>
<tr>
<td>2.8 The Community Services Department and service providers help people move through housing continuum by targeting interventions to specific groups and more intensively addressing their needs.</td>
<td>• The City is involved in several activities to help people move through the housing continuum such as Hostels to Homes pilot, Youth Transitional Housing, HOAP and Hamilton HomeStart. Future resource implications beyond these types of initiatives is unknown</td>
</tr>
<tr>
<td>2.9 The Community Services Department and community agencies develop and implement transitional housing for youth, women leaving abuse (second stage), as well as women and men leaving emergency shelter.</td>
<td><em><strong>Currently the City is collaboratively involved in a number of transitional housing projects such as the CityHousing Hamilton/Wesley youth project, the MCSS funded Hostels to Homes Pilot project. There may be financial implications for the City if more transitional housing programs are created beyond those projects currently underway in terms of any City contributions towards project costs and subsidies; however, new housing projects will be dependent upon senior government funding.</strong></em></td>
</tr>
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</table>

**Outcome: Increase supports to help people obtain and maintain housing**

<p>| 3.1 The Community Services Department | • There are no financial implications but |</p>
<table>
<thead>
<tr>
<th>Strategy</th>
<th>Potential Implications</th>
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<tr>
<td>collaborates with social housing providers and private sector landlords on the development and implementation of eviction prevention policies and practices.</td>
<td>will require staff time and resources to develop and promote new business processes.</td>
</tr>
<tr>
<td>3.2 The Community Services Department and community partners identify people who are staying in emergency shelters for 42 days or more and provide appropriate supports to help them find and maintain affordable housing</td>
<td>• This will be accomplished through the H2HP using existing and new resources provided by MCSS.</td>
</tr>
<tr>
<td>3.3 The Community Services Department collaborates with community partners to develop and implement a system of coordinated case management for people in emergency shelters.</td>
<td>• See above</td>
</tr>
<tr>
<td>3.4 The Community Services Department, Public Health Services, other levels of government and agencies increase availability and accessibility of mental health and addiction services, including, harm reduction strategies, outreach and treatment.</td>
<td>• Staff will continue to provide co-ordination and support within existing resources. Mental health and addictions services are primarily a provincial area of responsibility.</td>
</tr>
<tr>
<td>3.5 The Community Services Department collaborates with the provincial government regarding continuation and enhancement of the rent bank and utility support programs.</td>
<td>• No financial or resource implications as this can occur within the existing staff compliment.</td>
</tr>
<tr>
<td>3.6 The Community Services Department collaborates with the Local Health Integration Network (LHIN), healthcare providers and agencies to increase coordination of and access to healthcare for those with mental and/or physical health that could cause them to lose their housing or limit their ability to move along the housing continuum.</td>
<td>• No financial implications</td>
</tr>
<tr>
<td>3.7 The Community Services Department collaborates with other agencies to promote social inclusion through access to affordable recreation, transportation and other strategies.</td>
<td>• Social Development team is currently working on a Social Inclusion policy – financial implications are unknown.</td>
</tr>
<tr>
<td>3.8 The Community Services Department and emergency food service providers work together to implement Homeless Individuals and Families Information System (HIFIS) and analyze the data.</td>
<td>• Although HIFIS is funded through the federal NHI/SCPI program, there may be minimal City staff resource implications as staff collect and analyze HIFIS data.</td>
</tr>
<tr>
<td>3.9 The emergency food sector engages in system planning through the development of a strategic plan.</td>
<td>• Using existing resources, staff can provide support but the City’s role is currently undefined, therefore, financial implications are unclear.</td>
</tr>
</tbody>
</table>

**Outcome: Access to adequate income**

4.1 City of Hamilton to advocate with Provincial and Federal governments to increase benefits paid by income maintenance programs such as OW, ODSP and CPP and to ensure that they are indexed to reflect the actual cost of living.  Attention should also be ***This is consistent with the City’s current advocacy efforts with senior levels of government. However, should advocacy efforts prove successful, there could be financial implications in the future in terms of the City’s share of any additional***
<table>
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<tr>
<td>given to improving eligibility criteria for these programs.</td>
<td>subsidies.</td>
</tr>
<tr>
<td>4.2 City of Hamilton advocate with Provincial government for an end to the National Child Benefit claw back</td>
<td>*** Advocating for end of the NCB claw back is consistent with current policy direction but there may be program and resource implications – see report SSC06023</td>
</tr>
<tr>
<td>4.3 City of Hamilton to explore adoption of a Living Wage policy.</td>
<td>• Researching of a living wage policy does not carry any financial implications but adopting such a policy may in the future.  This strategy is consistent with Council direction already provided.</td>
</tr>
<tr>
<td>4.4 Ontario Works to explore opportunities to maximize access to benefits for clients including coordinating with other programs such as ODSP and GIS for seniors.</td>
<td>• No financial or resource implications as this can occur within the existing staff compliment</td>
</tr>
<tr>
<td>4.5 Ontario Works to increase access to employment supports to help people move along the employment continuum.</td>
<td>• The City is already undertaking several initiatives to increase access to employment supports.</td>
</tr>
<tr>
<td>4.6 Community Services Department to work with provincial government and service agencies to ensure trusteeship programs are available to those who would benefit</td>
<td>• There are no financial implications but staff time and resources are needed to support and provide analysis of trusteeship programs.</td>
</tr>
<tr>
<td><strong>Outcome: Efficient and effective use of community resources</strong></td>
<td></td>
</tr>
<tr>
<td>5.1 Community Services Department to facilitate discussion regarding coordination of funding for homelessness programs across the community funders</td>
<td>• Within current resource allocation, staff can continue to provide co-ordination and support.</td>
</tr>
<tr>
<td>5.2 Community Services Department to work with other funders regarding sustainable funding to maintain key programs</td>
<td>• No financial or resource implications as this can occur within the existing staff compliment.</td>
</tr>
<tr>
<td>5.3 Community Services Department and service agencies to expand evaluation and monitoring efforts in homelessness programming to ensure that effective programs are being funded</td>
<td>***There are potential staff resources implications to undertake/co-ordinate evaluation and monitoring.</td>
</tr>
<tr>
<td>5.4 Community Services Department to develop an implementation framework to ensure Strategic Plan is effective and includes links to other City of Hamilton initiatives such the Poverty Roundtable, Human Services Plan, Official Plan, Social Development Strategy and Vision 2020.</td>
<td>• Existing staff resources can be used to complete the implementation framework and ensure linkages between the Strategic Plan and other initiatives.</td>
</tr>
<tr>
<td>5.5 Community Services Department to work to increase coordination between Ontario Works, the Housing Branch and ODSP.</td>
<td>• Within current resource allocation, staff can continue to co-ordinate and collaborate</td>
</tr>
<tr>
<td>5.6 Community Services Department Develop a strategic plan update in 2009</td>
<td>***There are potential staff resources implications to update the strategic plan.</td>
</tr>
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