**RECOMMENDATION**

That Report CS10044 “Assessment of Everyone Has A Home: A Strategic Plan to Address Homelessness” be received for information

**EXECUTIVE SUMMARY**

The purpose of this report is two-fold:

- To provide a general assessment of Hamilton’s progress in addressing homelessness since the adoption by Hamilton City Council of *Everyone Has A Home: A Strategic Plan to Address Homelessness* (EHASH) and;

- To recommend that the Social Housing and Homelessness Division start the planning process for the development of a new housing and homelessness system plan for Hamilton. The efforts will build on and learn from the work of *Keys to the Home: A Housing Strategy for Hamilton* (2004) (HCS04037(a&
b)/PED04296) and *Everyone Has A Home: A Strategic Plan to Address Homelessness (2007)* (ECS07020).

EHAH was developed in consultation with the community and was adopted in 2007 by City Council to be Hamilton’s service system plan for homelessness for a three-year period from 2007 to 2010. March 2010 marked the end of the third year.

EHAH’s guiding principles are:

- 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.

EHAH includes 36 strategies that are categorized under five desired outcomes. The strategies are outlined in full in Appendix A to Report CS10044. The outcomes are as follows:

- The entire community is engaged to address homelessness

- A continuum of affordable housing that helps residents achieve their potential

- Increased supports to help people obtain and maintain housing

- Access to adequate income

- Efficient and effective use of community resources

Significant strides have been made in implementing EHAH’s strategic directions. Key accomplishments include:
Enhanced collaboration in system planning processes with community service providers

Hamilton’s participation in the Canada Ontario Affordable Housing Program (CS10016)

The provision of housing allowances through the Housing Allowance Program (ECS08007(a))

Intensive case management for chronic shelter users through the Hostels to Homes Pilot Project (ECS08047)

The introduction of basic emergency shelter standards and mobile case management in accordance with the Blueprint for Emergency Shelter System (CS09015(a))

Many of the 36 strategies have been accomplished while others require re-examination to reflect the current state of homelessness and the changing landscape of Hamilton’s homelessness service delivery. This assessment process has provided the opportunity to identify areas where further work is required and what to consider during the development of the next strategy.

Some areas for further consideration include:

- The Federal Homelessness Partnering Strategy (HPS) funds a significant portion of Hamilton’s homelessness programs in Hamilton. However, the funding is time limited with the current term ending March 2011. The impact of this potential loss of funding requires further exploration.

- The needs of specific populations of people, such as homeless youth, women and individuals with certain physical and mental disabilities, require continued efforts to be understood and comprehensively addressed.

- The impact of the recent economic downturn has resulted in greater demand for social services. There has been an increase in OW caseloads as well as social housing and child care waiting lists.

Given the interconnection between homelessness and housing, it is recommended that the next phase of planning include both areas. A renewed service system planning process will set the framework for the development of a Housing and Homelessness Strategy for the City of Hamilton. It will provide an opportunity to better understand how recent provincial and municipal initiatives impact on one another. Effective system planning will ensure that scarce resources are being utilized effectively with clear objectives.
It is expected that it will take up to a year to determine the planning process with key community stakeholders and to establish an implementation plan for the development of the housing and homelessness system plan. A status update will be provided to Emergency and Community Services Committee in the first quarter of 2011.

Alternatives for Consideration – Not Applicable

FINANCIAL / STAFFING / LEGAL IMPLICATIONS

Financial: There are no financial implications associated with Report CS10044.

Staffing: The work associated with the recommendations in Report CS10044 will be completed by existing staff in the Social Housing and Homelessness Division.

Legal: There are no legal implications associated with Report CS10044.

HISTORICAL BACKGROUND

In 2001, the City of Hamilton became the Municipal Service Manager for Social Housing and Homelessness. This responsibility involves the administration and management of the Social Housing Program and Provincial Homelessness Programs. The City of Hamilton is also the Community Entity that administers the Federal Homelessness Partnering Strategy Program.

In October 2004, The City of Hamilton adopted Keys to the Home: A Housing Strategy for Hamilton (HCS04037(a) PED04296). Keys to the Home provided the City with information and directions for housing matters including strategic recommendations on how to address affordable housing issues in our community and policy directions related to housing needs and development strategies. In May 2007, an update on the Implementation of Keys to the Home (HSC04037(b)) identified that all 24 recommendations in that strategy had either been completed or initiated.

In March 2007, The City of Hamilton adopted Everyone Has a Home: A Strategic Plan to Address Homelessness (EHAH) as the City’s service system plan to manage homelessness for a three year period (ECS07020). Everyone Has A Home was developed in consultation with the community. The consultation process included work with two advisory committees that provided input to the plan’s development. There was an internal advisory committee consisting of City of Hamilton Community Services Department staff and a second advisory committee consisting of community service providers. A “Homelessness Summit” initiated the public phase of the planning process.
with representation from senior levels of government, social service agencies and advocacy organizations in attendance. The results of this, along with other public consultation initiatives, were integrated into a draft plan which ultimately resulted in the final Everyone Has a Home document.

Progress to Date

Since March 2007, there has been a significant amount of progress made towards achieving the desired outcomes. Though this report focuses on activities undertaken by the City of Hamilton, it is important to remember that there are many community collaboratives and agencies that have participated and provided leadership in this work. Appendix A to Report CS10044 outlines the thirty-six (36) Everyone Has a Home strategies and some key contributors to the success of those strategies.

The following is a brief description of each outcome category, the context in which this work has taken place, some achievements and areas identified for further work.

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.”

Context

Homelessness is an issue that affects multiple sectors in our community including many individuals and families. It is a complex and multilayered issue that requires an equally complex and multilayered response to be effective over the long term. In Hamilton, this response has included the work of community service providers, community based networks and planning tables, advocacy groups, provincial and federal planning bodies, government and foundation based funders, community leaders, political representatives, faith groups, the business community and the broader public including those who have experienced homelessness.

Key Accomplishments

- The work of the Hamilton Roundtable for Poverty Reduction (HRPR) has been integral in ensuring that the issue of poverty remains in the forefront. The Community Services Department is an active participant in that work by participating in the HRPR and by engaging representatives from other sectors in discussion about homelessness and housing. In its role of funder, the Community Services
Department has engaged a range of community stakeholders in establishing funding and planning priorities.

- On a program level, projects such as Hostels to Homes and the Housing Allowance Program have worked closely with less traditional sectors, such as market rent landlords.

**Examples of work that must continue**

- While initial steps have been made to bring a broader range of voices to the planning tables, more work needs to be done to actively engage certain sectors such as people experiencing homelessness and the private sector.

- The Community Services Department produces annual reports on the state of homelessness in Hamilton called *On Any Given Night*. More in-depth education is needed to help the community better understand the issues.

**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.”

**Context**

It is important to ensure that adequate housing is available at all points in the housing continuum. A continuum includes various structures and forms of housing and related supports, with the understanding that they are all intrinsically linked, overlapping and that movement through the continuum is not always experienced in a linear fashion. Table 1 illustrates the components of the housing continuum.
Table 1

<table>
<thead>
<tr>
<th>Continuum of homeless and housing circumstances</th>
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<tbody>
<tr>
<td>Homeless</td>
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<td>Living on the street</td>
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<td>Squatting</td>
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<td>Couch surfing</td>
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<td>Emergency shelters</td>
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<td>In correctional facility</td>
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<td>Supportive/Supported Housing</td>
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<td>Rooming Houses</td>
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<td>Residential Care Facilities</td>
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<td>Second Stage Housing</td>
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<td>Rent Geared to Income (RGI)</td>
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<td>COAHP 20% below market rent</td>
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<td>Market Rental</td>
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<td>Affordable Home Ownership</td>
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<tr>
<th>Emergency Shelters</th>
<th>Transitional Housing</th>
<th>Housing with Supports</th>
<th>Social Housing</th>
<th>Market Rental</th>
<th>Affordable Home Ownership</th>
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<th>Continuum of Housing Options</th>
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Key Accomplishments

- Since 2007, approximately 460 new rental units, at 20% below market rent, have been built or are under construction. Approximately 150 of those are already occupied.

- The City of Hamilton’s Official Plan policies identify affordable rental unit targets and promote a mix and range of housing options.

- 34 new units of transitional housing for youth have been created.

- Approximately $26 million has been invested in social housing stock capital improvements as a result of the Capital Repair Fund, Delivering Opportunities for Ontario Renters (DOOR) funds and Social Housing Renovation and Retrofit Program (SHRRP). A portion of these capital investments will directly result in increased energy efficiency and decrease operating costs for social housing providers.

Examples of work that must continue
• Population growth projections tell us that 629 new rental units need to be added to the housing stock annually in order to meet Hamilton’s rental housing demand in the next 20 years. An annual addition of 1,265 units of Rent-Geared-to-Income housing is needed to meet the existing and future demands of low income households in Hamilton.

• Continued advocacy is necessary to revise the per diem funding model for shelters from the Province.

• Continued and increased capital investment is necessary to improve and maintain the existing social housing stock in Hamilton

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.”

Context

The supports required to help people obtain and maintain housing can be a complex system of services. At present, it is funded by various sources with varied mandates. Coordination and integration of services must be well developed to provide an effective service.

Key Accomplishments

• 145 people have been housed, of whom 109 remain housed, as a result of the Hostels to Homes Pilot Project.

• Locally, the Rent Bank Program has changed its rules from a loan to a grant based support program for households at risk of eviction due to rent arrears.

• The Affordable Transit Pass project continues to operate on a pilot basis.

• Emergency Food Providers have joined together to develop strategic directions and system planning for the emergency food system.

• The Comprehensive Room House Strategy has been initiated to improve the condition of existing lodging homes through inspections, enforcement, education and improved relationships with lodging home operators.
• The City of Hamilton is participating in the Canada Ontario Affordable Housing Program Homeownership Program which provides down payment assistance to eligible low and moderate income renter households wishing to buy a home.

**Examples of work that must continue**

• Hostels to Homes Project has been integrated into the “Transitions to Home” (T2H) program. Funding, however, is temporary.

• Increased availability of mental health and addictions services, including harm reduction strategies is still necessary. Long wait times for treatment programs are a barrier to retaining and maintaining housing.

• Some research has been completed and recommendations developed regarding system planning of housing with supports services. Increasing the integration & coordination of planning, service delivery, funding and policies is a necessary piece of work that must be completed in order to address system gaps and needs of community members.

**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.”

**Context**

Without access to adequate income, many of the approaches to address homelessness are temporary in nature. The stresses associated with living in poverty are multiple. Many people are faced with the dilemma of paying for rent or food, as they can’t afford both. Minimum wage is not yet a living wage and the recent economic downturn has made prosperous employment opportunities more difficult to secure. Social assistance benefits such as Ontario Works (OW) and Ontario Disability Support Program (ODSP) fall below the Low Income Cut Off (often referred to as the “poverty line”).

**Key Accomplishments**

• Since the introduction of the Housing Allowance Program in late 2006, 440 rental subsidies of $200 per month have been made available to make market rent units more affordable to low-income renters.

• ODSP has removed the “addictions exclusion provision” from their eligibility criteria, therefore opening up benefit eligibility to include more people who suffer from substance addictions than was previously the case.
• The National Child Care Benefit has been replaced with the Ontario Child Benefit which has resulted in a higher monthly income for many low income families in Ontario.

• Minimum wage has increased from $8 per hour in 2007 to $10.25 per hour in March 2010.

*Examples of work that must continue*

• The impact of the recent economic downturn has resulted in greater demand for social services. There has been an increase in OW caseloads as well as social housing and child care waiting lists.

• Housing Allowances last for a maximum of five years. The first phase of Housing Allowances will begin to expire in 2011. There is no funding to expand or extend the Housing Allowance program.

• It is difficult for many individuals to apply for ODSP benefits due to a shortage of physicians and other health professionals who must complete the necessary medical documentation.

• In 2006, more than 18% of Hamilton residents lived in poverty and more than 20% of renter households paid more than 50% of their income on shelter costs.

**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.”

*Context*

After 10 years as Service System Manager for Homelessness and Social Housing, the City of Hamilton has continued to build capacity and expertise in its role. Effectively coordinating and integrating these programs is challenging work.

*Key Accomplishments*

• The Blueprint for Emergency Shelters plan is complete and implementation is in progress. It is a two year plan that will better integrate the emergency shelter system and more effectively use existing resources to better serve people experiencing homelessness in Hamilton.
• The Homelessness Individuals and Families Information System (HIFIS) has been implemented in the food banks. This allows for the standardized collection and analysis of data regarding food bank usage.

• In collaboration with community agencies and the Hamilton Community Foundation, the City has been participating in the “Community Hub” model of integrated service delivery in neighbourhoods

Examples of work that must continue

• It is necessary to increase the coordination of funding and reporting processes to increase efficiency and better meet local needs.
• There is great opportunity for the social assistance and housing programs to work in a more coordinated and integrated manner to improve service.

• The impact the Federal Homelessness Partnering Strategy funding has had in Hamilton and the possibility for necessary programs to be funded by sustainable sources needs to be further explored.

Lessons Learned

Based on the assessment of implementation of Everyone Has A Home, a number of “lessons learned” have been identified that should be considered in future planning.

Community Engagement & Participation

Most of what has been accomplished over the past three years has been through the involvement of other partners through the community. Community service providers, community planning and advisory groups, municipal, provincial and federal funding and planning bodies, individuals and families experiencing homelessness and various other community partners must be actively engaged in the planning and implementation process as both participants and leaders in the work. There are challenges in developing a plan that is intended to act as community vision and strategy when there are so many stakeholders involved in the process. It is important to listen to all of the voices, balance the different opinions and reflect them in the plan.

Progress Reporting - Benchmarks, Measurement & Evaluation

EHASH provided the City with a framework of goals and directions. Through the assessment process it has become evident that there would have been great benefit had specific measurement tools been developed and implemented for regular progress
reporting. This would have helped ensure a clear understanding of the current state of affairs, the desired outcomes, and how to measure success.

Next Steps

It is important to develop an approach for future planning. Given the interconnection between homelessness and social housing, it is recommended that the next phase of planning include both areas. It is anticipated that this will lead to a more coordinated and integrated approach to address the needs of people experiencing homelessness and those in need of social housing.

It is recommended that Social Housing and Homelessness staff develop a planning approach and report back to Emergency and Community Services Committee. The plan will include the following areas:

- The scope, framework and timeline for a new housing and homelessness strategic planning process.
- Identify & recruit key community participants and leaders that can bring a breadth of view, experience and skill to the planning table.
- Initiate broader consultation with community stakeholders regarding activities and outcomes that further contribute to our Assessment of Everyone Has A Home

POLICY IMPLICATIONS

The end result of this proposed housing and homelessness strategic planning process will replace the current Homelessness Strategic Plan titled Everyone Has A Home: A Strategic Plan to Address Homelessness in Hamilton (2007.)

RELEVANT CONSULTATION

- Social Development and Early Childhood Services Division, Community Services Department
- Healthy Living and Mental Health Outreach, Public Health Services,
- Employment & Income Support Division, Community Services Department,
- External Homelessness Strategic Planning Advisory Group for Everyone Has A Home
- Senior Development Officer, Homelessness Partnering Strategy, Service Canada,
- Program Supervisor, Ministry of Community & Social Services,
• Affordable Housing Flagship
• HPS Community Advisory Board

**ANALYSIS / RATIONALE FOR RECOMMENDATION**

EHAH was adopted in 2007 as a three-year strategic plan for Hamilton’s service system for homelessness. Although, all of the five desired outcomes identified in EHAH are still relevant and require further work to be fully realized, many of the 36 strategies have either been accomplished or require re-examination to reflect the current state of homelessness and landscape of homelessness service delivery in Hamilton.

Engaging in strategic system planning will provide a better understanding of how initiatives impact on one other. Relevant policy, implementation, planning and evaluation efforts include:

• Anticipated Provincial Affordable Housing Strategy
• City of Hamilton’s New Official Plan
• Human Services Planning Initiative
• Anticipated planning need that will be necessary for future federal homelessness funding.
• Emergency Shelter Blueprint Implementation
• Emergency Food System Planning Initiative
• Consolidated Homelessness Prevention Program (CHPP) Review
• Domiciliary Hostel Program Review
• Provincial Poverty Reduction Strategy

This system planning work will help us ensure that our resources are being used effectively and our efforts are coordinated so as to reduce duplication and inefficiencies.

**ALTERNATIVES FOR CONSIDERATION**

There are no alternatives for consideration.

**CORPORATE STRATEGIC PLAN**


**Skilled, Innovative & Respectful Organization**

• A culture of excellence
Vision: To be the best place in Canada to raise a child, promote innovation, engage citizens and provide diverse economic opportunities.
Values: Honest, Accountability, Innovation, Leadership, Respect, Excellence, Teamwork

- A skilled, adaptive and diverse workforce, i.e. more flexible staff
- More innovation, greater teamwork, better client focus
- An enabling work environment – respectful culture, well-being and safety, effective communication
- Opportunity for employee input in management decision making
- Council and SMT are recognized for their leadership and integrity

Effective Inter-governmental Relations

- Influence federal and provincial policy development to benefit Hamilton
- Acquire greater share of Provincial and Federal grants (including those that meet specific needs)
- Maintain effective relationships with other public agencies

Social Development

- Everyone has a home they can afford that is well maintained and safe
- Hamilton residents are optimally employed earning a living wage
- Residents in need have access to adequate support services
- People participate in all aspects of community life without barriers or stigma

Healthy Community

- An engaged Citizenry
- Adequate access to food, water, shelter and income, safety, work, recreation and support for all (Human Services)

APPENDICES / SCHEDULES

Appendix A to Report CS10044 - Everyone Has A Home Strategies and Key Contributing Participants
### Everyone Has A Home Strategies and Key Contributing Participants

<table>
<thead>
<tr>
<th>Outcome 1: Entire community is engaged to address homelessness</th>
<th>Strategy</th>
<th>Key Contributing Participants</th>
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<tbody>
<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></td>
<td>• Members of the Hamilton Roundtable for Poverty Reduction (HRPR)</td>
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</table>
| 1.2 An advisory committee is struck to provide advice regarding implementation of the strategic plan and management of the service system. | “Touchstone Group” included City staff from: | • Housing Division (now Social Housing & Homelessness and CityHousing Hamilton respectively)  
• Ontario Works  
• Recreation  
• Early Learning & Social Development |
| 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. | | • City of Hamilton Community Services Management and staff  
• Hamilton Roundtable for Poverty Reduction  
• Affordable Housing Flagship  
• Extensive list of community services providers and community based planning/advisory committees |
| 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. | | • City of Hamilton Community Services Management and staff  
• Street Youth Planning Collaborative  
• Hamilton Executive Directors Aboriginal Coalition (HEDAC)  
• Hamilton Emergency Shelters Integration & Coordination Committee (HESICC)  
• Emergency Food System Planning Table  
• Community Advisory Board  
• Hamilton Roundtable for Poverty Reduction  
• Affordable Housing Flagship  
• Extensive list of community services providers |
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.

- City of Hamilton Council Members, management and staff

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).

- City of Hamilton Community Services Management and staff
- Hamilton Roundtable for Poverty Reduction
- Affordable Housing Flagship
- Social Planning & Research Council

### Outcome 2: A continuum of affordable housing that helps residents achieve their potential

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<tr>
<th>Strategy</th>
<th>Key Contributing Participants</th>
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| 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. | - City of Hamilton Council Members, Management and staff  
- Federation of Canadian Municipalities  
- Ontario Municipal Social Services Association  
- Hamilton Roundtable for Poverty Reduction  
- Affordable Housing Flagship  
- Association of Municipalities of Ontario  
- HPS Community Advisory Board |
| 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) | - City of Hamilton Council Members, Management and staff  
- Federation of Canadian Municipalities  
- Ontario Municipal Social Services Association  
- Shelter Health Network  
- Hamilton Addiction & Mental Health Coalition- Housing Sub-Committee  
- Hamilton Roundtable for Poverty Reduction  
- Affordable Housing Flagship |
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.

- City of Hamilton Council Members
- City of Hamilton Planning Division
- City of Hamilton Housing Division (now Social Housing & Homelessness and CityHousing Hamilton respectively)

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 *Keys to the Home*.

- Roomers and Boarders Committee
- City of Hamilton Planning Division
- City of Hamilton Community Services Department
- Hamilton Housing Help Centre

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.

- City of Hamilton Public Health Services
- City of Hamilton Fire Department
- City of Hamilton Planning Division
- City of Hamilton Housing Division (now Social Housing & Homelessness and CityHousing Hamilton respectively)-Housing
- Hamilton Emergency Shelters Integration and Coordination Committee
- Residential Care Facility Operators
- Residential Care Facilities Tenants Association

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).

- City of Hamilton, Social Housing & Homelessness Division
- CityHousing Hamilton

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Vision: To be the best place in Canada to raise a child, promote innovation, engage citizens and provide diverse economic opportunities.

Values: Honest, Accountability, Innovation, Leadership, Respect, Excellence, Teamwork
2.7 CityHousing Hamilton and other social housing providers to explore ways to accommodate needs of newcomer/immigrant families.

- City of Hamilton, Social Housing & Homelessness Division
- City of Hamilton Early Learning & Social Development
- CityHousing Hamilton
- Access To Housing
- Community Consultation Committee On Social Housing
- Affordable Housing Flagship

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.

- Extensive list of community services providers
- City of Hamilton, Community Services Department

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.

- Extensive list of community services providers
- Street Youth Planning Collaborative (and associated agencies)
- Woman Abuse Working Group (and associated Agencies)
- Hamilton Emergency Shelters Integration and Coordination Committee
- City of Hamilton, Social Housing & Homelessness Division

| Outcome 3: Increase supports to help people obtain and maintain housing |
|---|---|
| Strategy | Key Contributing Participants |
| 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. | - City of Hamilton, Social Housing & Homelessness Division
- CityHousing Hamilton
- Community Consultation Committee On Social Housing
- Network of Social Housing Providers
- Hamilton Housing Help Centre
- Community Legal Clinics |
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.

- Hamilton Emergency Shelters Integration and Coordination and Committee (and associated agencies)
- City of Hamilton, Social Housing & Homelessness Division- Hostels to Homes Program
- Wesley Urban Ministries- Claremont House
- Good Shepherd Centres- HOMES Program

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.

- Hamilton Emergency Shelters Integration and Coordination and Committee (and associated agencies)
- City of Hamilton, Social Housing & Homelessness Division- Hostels to Homes Program
- City of Hamilton, Ontario Works
- City of Hamilton Public Health Services

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.

- Extensive list of community services providers
- City of Hamilton, Public Health Services
- Shelter Health Network
- Wesley Urban Ministries- Claremont House
- Hamilton Addiction and Mental Health Coalition
- Local Health Integration Network

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

- City of Hamilton, Social Housing & Homelessness Division
- City of Hamilton, Ontario Works
- Hamilton Housing Help Centre

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.

- Shelter Health Network
- Hamilton Addiction and Mental Health Coalition
- City of Hamilton Public Health Services
- Extensive list of community services providers
- Local Health Integration Network

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

- City of Hamilton, Community Services Department
- Extensive list of community services providers

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.

- City of Hamilton, Community Services Department
- Hamilton Food Share
- Extensive list of food banks

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

- City of Hamilton, Social Housing & Homelessness Division
- HPS Community Advisory Board
- Emergency Food System Planning Table (and associated agencies)

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<th>Outcome 4: Access to adequate income</th>
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<td><strong>Strategy</strong></td>
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| 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 given to improving eligibility criteria for these programs. | • City of Hamilton Council Members
• City of Hamilton Public Health Services
• City of Hamilton Community Services
• Community Legal Clinics
• Hamilton Roundtable for Poverty Reduction
• Campaign for Adequate Welfare and Disability Benefits |
| 4.2 City of Hamilton advocate with Provincial government for an end to the National Child Benefit claw back | • City of Hamilton Council Members
• City of Hamilton Public Health Services
• City of Hamilton Community Services
• Community Legal Clinics
• Hamilton Roundtable for Poverty Reduction
• Campaign for Adequate Welfare and Disability Benefits |
| 4.3 City of Hamilton to explore adoption of a Living Wage policy | • City of Hamilton Community Services Department
• Hamilton Roundtable for Poverty Reduction |
### 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.

- City of Hamilton, Community Services Department
- Ontario Disability Support Program
- Council on Aging

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

- City of Hamilton, Community Services Department
- Skills Development Flagship
- Hamilton Roundtable for Poverty Reduction

### 4.6 Community Services Department to work with provincial government and service agencies to ensure trusteeship programs are available to those who would benefit.

- City of Hamilton, Social Housing and Homelessness Division
- Mission Services of Hamilton
- Good Shepherd Centres
- Salvation Army of Hamilton

### Outcome 5: Efficient and effective use of community resources

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Key Contributing Participants</th>
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| 5.1 Community Services Department to facilitate discussion regarding coordination of funding for homelessness programs across the community funders | City of Hamilton, Community Services Department  
Ministry of Community and Social Services  
Service Canada  
HPS Community Advisory Board |
| 5.2 Community Services Department to work with other funders regarding sustainable funding to maintain key programs | City of Hamilton, Community Services Department  
Ministry of Community and Social Services  
Service Canada |
| 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. | City of Hamilton, Community Services Department |
## 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.

- City of Hamilton, Community Services Department

## 5.5 Community Services Department to work to increase coordination between Ontario Works, the Housing Branch and ODSP.

- City of Hamilton, Community Services Department
- Ontario Disability Support Program

## 5.6 Community Services Department

Develop a strategic plan update in 2009

- City of Hamilton, Community Services Department

**Vision:** To be the best place in Canada to raise a child, promote innovation, engage citizens and provide diverse economic opportunities.

**Values:** Honest, Accountability, Innovation, Leadership, Respect, Excellence, Teamwork