

CITYHOUSING HAMILTON STRATEGIC PLAN 2023 -2027

CityHousing
HAMILTON

VISION 2027

Over the next five years, CityHousing Hamilton (CHH) will amplify its impact as a respected and credible housing leader committed to meeting Hamilton’s growing and increasingly complex housing needs.

CHH will continue to respond and adapt to tenants’ needs in Hamilton’s diverse neighbourhoods. We will enable multi-generational communities to prosper by providing a wide spectrum of mixed housing types and related services.

CHH will ambitiously work towards revitalizing our current portfolio of more than 7,100 units while developing new housing that adheres to best practices in accessibility, design and modern environmental standards. We will provide safe, affordable and inclusive housing, ensuring our tenants have access to the supports and services that empower them to thrive.

CHH will work collaboratively with the City of Hamilton, other housing providers, and the broader community to address homelessness and affordability. As a key stakeholder, CHH will champion access to funding and influence policy development at all levels of government.

STRATEGIC PRIORITIES



1. FLOURISHING COMMUNITIES: Empower tenants with the support and services they need to thrive.

Over the next five years, CHH will foster equitable, diverse and inclusive communities and continue to prioritize the safety and well-being for our tenants. Our goal is to provide services and supports that help tenants thrive in their homes and feel connected to their communities.

CHH will continue to develop strategic partnerships with other community agencies to bring appropriate resources, programs and opportunities to our tenants, wherever and whenever possible. This work will focus on alliances to mobilize community strengths and assets requiring an investment in staffing and an evaluation framework.

Based on the needs of our tenants, CHH will analyze its current community partnerships to assess impact, successes and gaps. This review will inform the development of a sustainable partnership plan to strategically deepen services for tenants.

2. PRIDE IN HOME: Preserve and upgrade CHH's current housing stock.



CHH will work to ensure tenants experience a good quality of life within their units and buildings.

The organization will maintain and strengthen its current portfolio of affordable housing, which includes more than 7,100 mixed housing units across the city.

We will fulfill a \$194 million commitment from the National Housing Co-Investment Repair and Renewal Fund as well as financial support from stakeholders, resulting in a positive impact affecting 63% of our units.

Where possible, new renewal strategies will be undertaken. This includes leveraging additional support from all levels of government to upgrade CHH's aging housing stock.

Guided by a commitment to prioritizing key stakeholder groups – including families, seniors, newcomers, racialized, Indigenous and other vulnerable groups across the city – CHH will continue to strategically reposition its portfolio to support renewal that meets identified community needs.

To support CHH's ability to serve a broader range of diverse community members, CHH will creatively use housing benefits, establish partnerships, and deepen its focus on equity, diversity and inclusion.

Day-to-day, CHH will strive for an operationally sustainable portfolio with responsive and timely pest control, maintenance, tenant supports and property management services.

CHH will continue to enhance its ability to reduce vacancy and arrear rates by creating operational efficiencies.



3. NEIGHBOURHOOD REVITALIZATION: Develop new and inclusive affordable mixed housing that builds strong and successful multi-generational communities.

Working closely with the City, CHH will develop a long-term housing plan that intentionally builds and revitalizes CityHousing’s existing affordable housing into safe and aesthetically pleasing housing, equitably distributed across Hamilton’s many neighbourhoods.

This long-term housing plan will apply a community development framework to the planning approach. Commencing with in-depth analysis of Hamilton’s broader housing needs against CHH’s current portfolio, CHH will identify demand (i.e. demographic, geographic, etc.) and develop a strategic approach that addresses housing inequality and contributes to community revitalization.

A diversity, equity and inclusion framework will guide this work, along with the following principles:

- Significantly intensify the lands
- Achieve an income mix
- Achieve a tenure mix
- Express a quality design
- Provide a mix of unit sizes
- Provide accessibility
- Ensure affordability
- Build community support capacity
- Optimize the number of social and affordable housing units

CityHousing Hamilton will continue to advance its current work plan that includes nine sites and approximately \$200 million in investment in projects, resulting in significant additional non-profit housing alongside private market rental.

CityHousing Hamilton will collaboratively work with “Hamilton is Home”, an alliance of community housing partners advocating for new funding to maximize and grow affordable housing city-wide.

The development strategy will map out options and tools to achieve various levels of affordability through net new development, rebuilds and revitalization. CHH will explore strategies including the sale of aging infrastructure, leveraging government funding, working with the municipality on co-investment, and real estate-based partnerships.

A focus will be given to the most efficient models of housing that are also viable and socially sustainable long term, such as mid-rise buildings and mixed-income communities. Family-friendly space will be a priority in any replacement of similar units, along with other human-centred design approaches for the demographics in demand identified in the development planning process.

Development will be guided by creative land use, best-in-class urban design, accessibility standards, and energy efficiency, with a commitment to innovative approaches to design, partnerships and programming. New approaches will also be explored, including: multi-generational buildings, and other emerging best practices and models in the housing sector.



4. A WHOLE TEAM APPROACH: Strengthen our people and performance.

CHH prides itself on being a well-managed, modern and fiscally responsible organization that engages professional, dedicated and competent leaders in its governance, oversight and operations. The organization will continue to build and develop a strong Board of Directors, a resilient staff team, and a group of dedicated community partners who are poised to support our tenants through their journey within their community.

CHH will embed an equity, diversity and inclusion framework in all operations ensuring the “whole team” of staff and community partners are respectful, responsive and adaptable.

A quality improvement approach will continue to modernize the organization for strategic growth and impact. Professional development for staff will remain a key priority, as well as updating infrastructure, systems, policies and procedures for greater efficiency. Additional resources and funding will support this work.

To fuel greater accountability and transparency, CHH will develop key performance indicators that measure the progress of the strategic plan, as well as ongoing evaluation of operations and tenant satisfaction.

CHH will increase the organization’s visibility by developing and implementing a multi-year communications plan that targets key stakeholders and audiences. The plan will celebrate our successes by highlighting the life stories of our tenants and the outcomes of our work.

STRATEGIC PRIORITIES

- 1.** Empower tenants with the supports and services they need to thrive.
- 2.** Preserve and upgrade CHH’s current housing stock.
- 3.** Develop new and inclusive affordable mixed housing that builds strong and successful multi-generational communities.
- 4.** Strengthen our people and performance.