Welcome (Paul Johnson)

- Contact Jay Carter if you’d like to use the storefront space
- View the evening’s presentation slides here

Agenda Overview Chris Phillips)

- Tonight’s agenda is flexible; we will spend more time on discussion items that are a higher priority to the group
- The discussion on the West Harbour vision statement is based on what we heard at West Harbour Sub-Committee meeting on February 9. We presented a vision statement to them that was based on the guiding principles from Setting Sail and they asked us to review and confirm the vision statement with the community at this meeting
- Deloitte has prepared a report on the West Harbour affordable housing and transition strategy. Tonight, Deloitte staff will share key highlights from their analysis.
- At the February 9 meeting of the West Harbour Sub-Committee, staff were directed to prepare a draft Expression of Interest (EOI) letter for the sale of the Pier 8 lands and present it to the Sub-Committee in December 2016. We will be talking about this in more detail at later meetings.
- We will have a discussion on affordable housing and establishing common language for the issue of affordable housing.
- Discussions tonight are designed to collect feedback from the entire group in a variety of different ways using individual reflection exercises and group discussion.
- Future meetings will focus on the land disposition process for the sale of the land.
- New City of Hamilton staff members working on West Harbour project were introduced: Edward John (planning), Diedre Beintema (community engagement), Philbert Kim (EOI process)

West Harbour Vision Statement Overview (Chris Phillips)

- The planning documents that have been created over the past decades (the Remedial Action Plan, Setting Sail, the Recreation Master Plan, the City of Hamilton’s Corporate Strategic Plan, the West Harbour Implementation Plan etc.) are all aimed at achieving a particular outcome in the West Harbour. All these documents share the same vision for the West Harbour area and explain how we can achieve it.
- The entire set of planning documents helps to create one vision for the future of the West Harbour area (from Barton Tiffany to the Haida)
- Setting Sail contains 8 Guiding Principles – City staff used these principles in particular to create a draft vision statement that explains what we’re looking to do in the West Harbour. The vision statement is meant to summarize what was written in the entire set of planning documents. The draft vision statement is: “The West Harbour is an area with a healthy harbour, strong and diverse neighbourhood, balanced transportation network, and is a celebration of Hamilton’s heritage. The West Harbour includes a waterfront that is safe, continuous, excellent in design, and containing physical and visual connections that enhance positive experiences for all Hamiltonians and visitors to our community.”
- The Core Principles from Setting Sail are:
Promote a healthy harbour
- Strengthen existing neighbourhoods
- Provide safe, continuous public access along the water’s edge
- Create a diverse, balanced and animated waterfront
- Enhance physical and visual connections
- Promote a Balanced Transportation Network
- Celebrate the City’s heritage
- Promote excellence in design

West Harbour Vision Statement Exercise (Paul Johnson)

- See the worksheet: Core Principles and Vision Worksheet
- The worksheet can be completed individually or in small groups
- Community members can volunteer to work with City staff at a later time to review the responses received on this worksheet and use the responses to revise the draft vision statement
- Questions about the worksheet and visioning exercise:
  - How will the vision be used?
    - Will be used as a decision making lens in the future as we continue to work towards land disposition/development
  - Many residents already have a very clear vision for our neighbourhood, which makes it difficult to define a vision for the entire area that is defined as “West Harbour”
    - There are many different ways to envision this area so it is a useful exercise to determine if your own personal vision aligns with the wider vision
  - What does each piece of the current draft vision statement mean?
    - The draft vision statement we presented is the eight guiding principles from Setting Sail translated into a narrative. The meaning is the same as was originally intended in Setting Sail.
    - We’re not replacing what has been already defined through Setting Sail and other plans, we’re just trying to summarize the key themes and capture them in one broad statement
- Feedback from the individual exercise:
  - Draft vision should include the concepts of “inviting and welcoming”
  - Draft vision should express the desire to balance the desire to attract visitors with the need to keep the community clean and green
  - Draft vision should include the concepts of “barrier free and accessible”
  - The word “diverse” as it is used in the draft vision statement is an overused word that doesn’t fully capture the need for social inclusion which accessibility
  - “Diverse” is too vague of a word. Does it refer to ethnic diversity? Economic diversity? Our vision statement needs to take into account different income levels and avoid creating a monoculture of the same income levels in the West Harbour.
  - Include future driven language in the vision that reflects the forward looking wording of the guiding principles
  - The West Harbour vision should include consideration of Hamilton’s new Community Vision that has just been ratified by Council. The process engaged over 48,000 Hamiltonians, we should ensure their feedback is integrated into the West Harbour vision
• Questions following the visioning exercise:
  o How will these responses be used?
    ▪ The responses will be used as a lens for future decision making
  o When will the monthly meetings include discussion on concrete and progressive plans for the West Harbour redevelopment?
    ▪ Concrete things we’ve talked about in the past have been Central Park, Urban Design Study but the meetings are a balance of concrete and visioning discussions
  o Question: why are we doing visioning exercises AFTER Deloitte already prepared a report with recommendations that weren’t inspired by our vision?
    ▪ Deloitte’s work followed the existing principles that were Setting Sail
    ▪ From now on, we will be using the vision as a decision making lens and the vision will help us interpret future recommendations and information that we receive
• Eight residents volunteered to participate in working sessions to further refine the vision for the West Harbour.

Deloitte Report Presentation & Affordable Housing Discussion (Chris Phillips, Antony Lorius, Craig Leslie)
• Everyone has access to the full Deloitte report online – tonight they will present a condensed version
• Context before the presentation:
  o Deloitte was asked by the City of Hamilton to prepare a Real estate framework summary to determine the feasibility of building on the various City-owned properties in the West Harbour
  o City Housing Hamilton retained Deloitte to conduct a portfolio review of City Housing Hamilton’s assets in the West Harbour and provide recommendations for increasing the number of subsidized housing units in the West Harbour from 246 to approximately 400 Deloitte’s report is for factual information only, no decision has been made since this is not a policy document and its recommendations are not the only options available to us
  o Deloitte followed the planning rational, assumptions and principles that were previously laid out in Setting Sail
  o There are several constraints that will need to be taken into account as we create the land disposition strategy:
    ▪ The City is not the majority land owner in the WH but does it owns some very large areas of land in the WH
    ▪ Setting Sail has limits on intensification (clear max to height and/or # of units) so there are limits to how we can develop the site later on – which affects affordable housing
    ▪ Land values have risen and will continue to rise in the WH – it will be expensive if the City wants to procure more land in the WH
    ▪ The cost of construction is significant - $100-$125 million unit to build 330 units on the Jamesville site regardless of whether it will be affordable or market price housing?
    ▪ Significant capital will need to be spent on 500 MacNab and Jamesville properties – and CHH needs to spend more $ on its other properties elsewhere in the City of Hamilton
    ▪ CHH is not the only affordable housing provider in the City of Hamilton
  o Summary of Deloitte’s recommendations:
    ▪ Pier 8 is the prime redevelopment site
    ▪ Affordable housing can be addressed by selling some of the City-owned land (Pier 8) and reinvesting the profit in CHH
    ▪ Need plan for transition of CHH tenants and for CHH as an organization
If re-developed, the Jamesville site could accommodate approximately 330 residential units on – City needs to determine the final density for the site

As the # of units on a piece of land increases, so does the value of the land and so does the opportunity for investing more in affordable housing

More study is needed on 500 MacNab – an older study says the property needs $6 million in investment/upgrades in order to make it fully habitable but Deloitte says this study needs to be updated before a final decision is made

Barton Tiffany is envisioned in Setting Sail as a mixed income residential community with commercial – there is a potential for significant density on the property but more environmental assessment is needed (and underway) on the land

**Deloitte presentation**

- See the presentation on the West Harbour website here
- The goal of this study was to find the most feasible way to increase CHH’s number of subsidized housing units in the West Harbour by 100-150 units
- Looked at five assets: BT, Jamesville, 500 MacNab, Pier 6/7, Pier 8
- Five options for affordable housing:
  - Conversion of single family homes/plots to small multi-res buildings
  - Infill development
  - Redevelopment of Jamesville
  - Redevelopment of 500 MacNab
  - Redevelopment of BT - Under consideration because it’s City-owned and can fit a significant number of units
- Going forward, City Council has two options to choose from when making a decision on an approach: maintain status quo or take an aggressive approach to improving units and gaining more units?
- Inclusionary zoning – can be an effective way to increase the number of affordable housing units in an area but it is a very slow process to work with the developer to create a plan and negotiations with the developer have a higher likelihood of failing, meaning there is higher potential that no affordable housing units will be constructed at all

**Questions and comments on the Deloitte study and affordable housing in the West Harbour:**

- What is meant by the sentence “Deal structures were identified as almost secondary to the need for political consensus on the focus required on Affordable Housing” on slide 7?
  - Developers are looking for the least amount of risk when they negotiate with the City to purchase land. A faster deal reduces the level of risk they face.
- The City should consider providing grants for housing instead of being a direct social housing provider via City Housing Hamilton
- Why not test the market and the value of the land by selling a piece of land to a developer with the condition of 25% affordable housing?
  - We are able to provide housing supports faster as a direct social housing provider. Works in partnership to provide affordable housing and the land value in Hamilton still isn’t worth as much as a similar plot of land in Toronto.
  - Regent Park is a success story in affordable housing re-development today, but the ultimate solution was actually created through negotiations with the private developer, not solely by Toronto Community Housing or City of Toronto.
  - Market testing might happen in the future but we haven’t reached the point when we need to make that decision
Accessibility must be included in the conversation about affordable housing because disability doesn’t discriminate by income level

Why is the land value so low considering its size? The land is valuable already because of the close proximity to the LRT, GO station, vibrant downtown and the value is likely to increase over time. Did Deloitte look at ways the City could retain ownership for longer then sell the land later in time in order to maximize profit?
  - We haven’t looked at this yet but it is a next step as we create the disposition strategy

The Deloitte report didn’t mention collaboration with other levels of government Is the City going to collaborate with other levels of government to address local affordable housing issues?
  - City Housing Hamilton (CHH) is the largest social housing provider in Hamilton. CHH is currently facing significant challenges including renovating and updating older buildings to improve living conditions and the high demand for units. 500 MacNab has asbestos problems that need to be addressed and many of the townhomes at Jamesville are too small to accommodate large family sizes so many residents are “underhoused” in units that don’t meet their needs. The buildings at 500 MacNab and Jamesville are two of CHH’s oldest buildings and it will take a lot of money to renovate these buildings so they meet standards.
  - The challenges that City Housing Hamilton faces today are the result of federal and provincial downloading of services. There are no additional funds coming from the province or federal government as of right now. The federal government has made indications that some funding for affordable housing from the federal government may be given to municipalities eventually. The provincial budget released on February 25th did not make any clear promises for funding for affordable housing.
  - Because the need to improve CHH units is urgent, they need to start working to address current CHH challenges immediately because we cannot afford to wait for provincial and federal funding while CHH tenants are living in sub-standard conditions.
  - CHH currently has $1million in the bank to cover emergency repairs when needed for 7000 units. Annually, City Housing Hamilton needs $16 million to maintain its units.
  - CHH is land rich and cash poor — this is why previous CHH Boards decided to sell many single family properties in order to build new seniors units on Stone Church. The decision needs to address sub-standard conditions, underhousing issues, need for more units and need to generate revenue. No decisions have been made at CHH regarding whether to redevelop or sell the 500 MacNab or Jamesville properties but CHH’s goal is to accommodate everyone. Decisions in the West Harbour need to look very seriously at opportunities to generate a revenue stream that can be re-invested to cover CHH’s pressing needs. A higher profit from Pier 8 means more money will be available to put towards the repair of existing CHH properties in the West Harbour.

Comment from resident: Much of CHH’s budget is spent on administrative costs, this could be better spent via housing grants instead of administered through CHH

What is the total cost to rehabilitate CHH units?
  - 2011 data said cost to rehabilitate 500 MacNab was $6 million, the current number is $12 million in capital cost to update buildings plus $1million/year to operate the building – this is a 15 year forecast

Will current residents be moved into other CHH units while their current buildings are being renovated or will they be expected to find their own accommodations in the interim?
All tenants at Jamesville and MacNab are rent geared to income so they will be placed in the same type of accommodations but at different locations. Although no decisions have been made as of yet, CHH Staff will work with tenants on a re-location & transition plan.

- Will there be any affordable housing units at Pier 8?
  - Affordable housing on Pier 8 isn’t off the table but it’s not the most likely scenario, which would be to maximize the value of the land and then re-investing those proceeds into building new affordable housing in a different location.

- Affordable housing should also consider the other social determinants of health – supports for all facets of people’s lives are necessary. Is that part of the scope of Deloitte’s study?
  - Deloitte’s scope is the feasibility of leveraging the assets.

- Will all parts of the affordable housing continuum be considered in the West Harbour?
  - Yes, we are looking at it and there was an exercise planned based on that for later on in this meeting. We are looking all parts of the continuum all across the city.
  - A copy of the exercise on affordable housing that was planned for the meeting can be found on the West Harbour website, here.

- The plan for the West Harbour needs to consider “people” not just “profit”

- Is the City considering to “blow out the skyline for the sake of affordable housing?”
  - We’re willing to have the conversation on increasing building heights if it means there is potential to increase the number of affordable housing units

- Are the tenants at 500 MacNab and Jamesville being consulted?
  - CHH staff have already conducted extensive, in person consultation with CHH tenants at 500 MacNab and Jamesville in late 2015. 73% of the residents consulted indicated they wanted to stay in their current neighbourhood and they valued the local supports that were in place. See the report results on CHH website here.

- What do you mean when you’re talking about affordable housing? Please provide a definition of the term.
  - A description of each aspect of the continuum was provided, a graphic of the housing continuum can be found on the West Harbour website, here.

- When will you start developing a transition strategy?
  - This is Deloitte’s next step

**Conclusion**

- Because of the important discussion we had during the meeting, we didn’t have time to get to the affordable housing exercise we had planned. The exercise was designed to help facilitate a discussion of the constraints we face in implementing affordable housing in the West Harbour. A copy of the affordable housing exercise can be found on the West Harbour website, here.

- The conversation on affordable housing will be ongoing as we continue working to create the EOI document