

CityLAB Project Agreement Winter 2024

The role of the project agreement is to document the expectations for the project, define objectives, clarify constraints or limitations, and outline responsibilities to ensure clarity for the project.

CityLAB can help you and your partner complete this document, feel free to reach out for support at any time. Email us at citylab@hamilton.ca

Project Title: **Housing Secretariat – Acquisition Strategy**

Is this project continuing from a previous CityLAB project?

- Yes
- No

If yes, what was the project title:

Challenge summary

Please summarize the challenge you wish to work on solving in plain language in one sentence.

What are potential approaches for creating an Acquisition Strategy to acquire properties or housing units to increase the availability of affordable housing for Hamilton?

This project will be paired with a second (Project #9) focused on strategies for community engagement as the Housing Secretariat develops a housing finance strategy

Project Description

What is the problem you are trying to solve and what is the context?

If applicable, use the original challenge description found on www.citylabhamilton.com/challenges.

The Housing Secretariat is interested in collaborating with an IBH student team to investigate potential approaches for creating an Acquisition Strategy to acquire properties or housing units to increase the availability of affordable housing for Hamilton. An Acquisition strategy typically involves identifying, purchasing, or otherwise gaining control over real estate assets that can be used to provide affordable housing options for individuals or families in need.

We are seeking suggestions for:

- Research to develop best practices for Hamilton’s Housing Secretariat team’s Acquisition Strategy which should include the following:
 - Who should own and operate any units that are purchased (the City or community stakeholders?)

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| | <ul style="list-style-type: none"> • How are other municipalities working with non-profits, indigenous communities (Land Bank), and other equity-deserving groups in these ventures • Research on the creation of an Acquisition Assistance Fund with social enterprise investors that would enable the City and non-profit housing providers to purchase existing affordable private rental housing. <p>Several municipalities have formulated acquisition strategies. It would be beneficial for the students to perform a cross-jurisdictional analysis of municipalities of similar size, to offer potential approaches for the Housing Secretariat team in Hamilton to consider.</p> <p>There will be a second student team working on a related project. On the first team (acquisition strategy) the focus is on models of finance and administration. A second team will focus on priorities and strategies for community engagement as the Housing Secretariat develops an acquisition strategy. Students from the two teams may wish to collaborate on key informant interviews.</p> |
| <p>Background Research (optional)</p> <p>What kind of research will be required to pursue the challenge?</p> | <p>Literature review on municipalities acquiring affordable housing</p> <p>Environmental scan and/or key informant interviews with officials doing similar work in other municipalities</p> |
| <p>Communication Plan</p> <p>How frequently will partners from different institutions communicate, in what method and who will initiate.</p> | <p>Communication: zoom meeting or meetings in person at City Hall</p> <p>Expectation is biweekly communication, with the possibility of weekly communication as the project nears conclusion.</p> <p>Project begins with a zoom or in person meeting between the student teams and designated city staff, ideally between 1:00 and 2:15 on Friday, Jan. 26.</p> <p>A further communication plan (which student on the team will reach out to city staff with questions/how frequently</p> |

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| | <p>the student team will meet with the staff member) will be worked out at this meeting</p> <p>The student team will have guidance from one member of the teaching team from IBH 4AB6B, either the instructor or one of the TAs.</p> |
| <p>Timeframe</p> <p>Will the project run for one or two terms?</p> | <p>January – April 2024.</p> <p>This is a significant challenge. In the event the student team is unable to complete all elements of the work, the students are responsible for creating a hand off/next steps document and the teaching team is responsible for brokering further partnerships or options to complete the research as appropriate.</p> |

City Staff Information

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| <p>City staff details</p> | <p>Staff lead name: Amanda Ciardullo</p> <p>Staff lead’s position: Program Coordinator</p> <p>Staff lead’s department: HSC, Housing Secretariat</p> |
| <p>Additional City staff</p> <p>If applicable include names, emails, and positions of additional staff supporting the project.</p> | <p>Justin Lewis, Housing Secretariat Director</p> <p>Michelle Bilek, Housing Secretariat Sr. Advisor</p> |
| <p>Intended Outcomes</p> <p>How will this work be used by City Staff once the project has been completed?</p> | <p>This research will be used to inform decision-making, inform policies, guide financial planning, foster community engagement, and contribute to the overall improvement of affordable housing initiatives in the community.</p> |

Instructor / Course Information

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| <p>Instructor and student details</p> | <p>Instructor name: Karen Balcom</p> <p>Course name: IBH 4AB6 - Social Entrepreneurship Capstone</p> <p>Number of students: 4-5</p> <p>Student names (if known):</p> |
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| <p>In Scope</p> <p>Clarify the components of the project that are feasible for this course/term.</p> | <p>Literature Review</p> <p>Environment Scan</p> <p>Co-ordination with the second student team</p> <p>This team will focus on the financial and administrative elements of a municipal affordable housing acquisition strategy. In consultation with the city partner, the student team and the Teaching Assistant this project may also include a discussion of inter-governmental relations as part of the acquisition strategy.</p> |
| <p>Out of Scope (optional)</p> <p>Clarify the components of the project that are not feasible for the course/term.</p> | |
| <p>Student Learning Objectives (optional)</p> <p>By the end of this project/term, students should be able to:</p> | |

Project Deliverables, Timelines, and Strategic Priorities

For the below table, please select all options that apply to your project. The dropdown boxes contain common checkpoints and milestones to help you envision the partnership. Please use the notes column for extra detail as needed and feel free to add in your own relevant items.

| Timeline | Notes | Date |
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| Pre-semester meeting between faculty and staff | | November 2023 and January 2024 |
| Class visit #1 | 45 – 60 min meeting with student teams (two teams together). May take place via zoom or in person on campus | Ideally, Jan. 26, 1:15 pm. Other times can be arranged |
| Group meeting with staff | At least every two weeks for a check in with the student team leader and/or the entire group as needed. | Schedule of meetings to be laid out in the student research |

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| | | proposal created after the Jan, 26 meeting |
| Students share draft work | A presentation by the students to fellow students, the instructional team, and city staff (optional) to share in-process work. | March 8, during class time (11:30 – 2:20). Zoom feed available. City staff attendance is not required |
| Staff provides feedback | Ongoing, as students draft materials and request support. | Ongoing |
| Final Deliverables – Please select from the drop-down menus below | | |
| Literature Review | Delivered as a plain language report (combined with literature Review) | Mid-April 2024 |
| Environmental Scan | Delivered as a plain language report (combined with environmental scan) | Mid-April 2024 |
| Co-ordination with second student team | This may be a short, separate document or a joint introduction to a single report containing the research results of both student teams. | Mid-April 2024 |
| Choose an item. | | |
| CityLAB Deliverables | | |
| Infographic / Poster | | TBD |
| Presentation and/or video at Project Showcase ** | | TBD |
| Alignment with City of Hamilton Strategic Plan Priorities: | | |
| <input checked="" type="checkbox"/> Community Engagement and Participation <input checked="" type="checkbox"/> Economic Prosperity and Growth <input checked="" type="checkbox"/> Healthy and Safe Communities <input checked="" type="checkbox"/> Clean and Green <input checked="" type="checkbox"/> Built Environment and Infrastructure | | |

- Culture and Diversity
- Our People and Performance

Please submit your project agreement to CityLAB by emailing citylab@hamilton.ca before January 2024 for Winter semester projects.

CityLAB Deliverables and Semester Schedule

****PLEASE NOTE:** If you are completing a project over two consecutive terms, students will only be required to participate in one of the Project Showcases.

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| Project Agreements Due | January 5, 2024 |
| Mid-Semester Check-in (CityLAB and faculty) | February 19-23, 2024 |
| Project Showcase Materials Due | March 28, 2024 (tentative) |
| Project Showcase | April 5, 2024 (tentative) |
| Project Data and Reports due (final day of classes) | April 12, 2024 |
| Exit Surveys sent to faculty and City staff (to be completed by staff and faculty) | April 15-19, 2024 |
| Post-Project Check-in with City staff | April 15-19, 2024 |