Project Agreement - CityLAB Semester in Residence Fall 2022
Due Date: Draft Due Monday September 19, Final Document Due Monday
September 26

Introduction: 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. Students are responsible for ensuring that all sections of this agreement are complete, with the knowledge that this agreement will be referenced throughout the semester. This agreement will form the structure of the final academic report.

Project Summary (50-100 words describing your project at a high level):

Project Team
Students: Anne, Bianca, Eunice, Ivan, Lucas
Project Advisors (please note here 2 or 3 of our advisors who you feel may be most relevant to your project):

Project Overview	Context: Affordable rental falls on the housing continuum between community housing and affordable home ownership. The term "affordable" in the city of Hamilton refers to the rent being no more than 30% of the household's gross income each month. Affordable rental in the city comes from policies surrounding land-use policies like inclusionary zoning, as opposed to subsidized housing seen in community housing. As the cost of living increases beyond the rise in wages, especially through the pandemic and its continued effects, the city has a need for affordable rental properties for its residents.
	Problem: As the demand for affordable rental increases, so do problems associated with this type of housing. There are gaps in policies that may allow developers in Hamilton to create insufficient and inadequate affordable rental properties; there may not be the appropriate number of affordable rental properties available, and/or the affordable rental properties available may not be large enough, safe, nor sustainable in their infrastructure. There is also the problem of addressing what affordability means and if

	30% is a justified quota of income for the residents of Hamilton.
	Design Challenge: How might we help design strategies and policies to strive to ensure that there is a sufficient amount of adequate rental properties that are affordable for the residents of Hamilton? How might we redefine "affordable" in the scope of rental housing?
	In Scope: • *Critically examining policies* surrounding both existing affordable rental properties and proposed properties • *Inquiring if the current standards of affordability are truly affordable* for Hamilton's residents • *Developing various affordable renter personas*, including students and newcomers • *Comparing Hamilton's affordable rental housing policies* with other jurisdictions • *Researching the progression between community housing to affordable ownership*
	Out of Scope: • Other parts of the housing continuum before community housing and after affordable ownership • Tenants' rights in association to aspects outside of cost of rent • Other rental problems, such as rent-related scams • Vacation rentals
Goals	**Community —> affordable rental —> affordable ownership** • Gather information about the factors and barriers in transitioning from community to affordable rental to affordable ownership housing • Analyze information to help suggest potential and feasible solutions regarding barriers the residents/tenants of the City of Hamilton are facing during transitions from community to affordable rental to affordable ownership housing

	- Construct a comprehensive project plan that discusses design, goals, plans, timelines that also addresses continuity and adaptability of project - Communicate and engage with local community members and stakeholders about objectives and expectations of the project to strengthen trust between the community and city officials - Propose possible amendments in policies, regulations, and bylaws to meet the needs of residents who desire to transition from community to affordable rental to affordable ownership housing ○ E.g., redefine "affordability"
Background Research	**Demographics**: - Moderate-income households - Target population for affordable rental (AR) - Mean/Median household income - Current mean/median cost of AR - Optimal/Realistic mean/median cost of AR **Definitions**: - CMHC: adequacy, affordability, suitability, safety - Current definition of AR - Optimal/Realistic definition of AR - Thresholds **Projections**: - Current capacity vs need (actual) - Projected capacity vs need - Income/Wages, Costs, Expenditures **Barriers** (current & anticipated): - Funding - Legislation - Jurisdiction - Bureaucracy **Reports** (existing, required) - HSC22042, Engage Hamilton - Prov & Fed **Comparable Municipalities** - Service Managers - National, Global

Relevant Stakeholders	**City**: ● Dept. Healthy & Safe Communities: GM, Director Housing Services; ● Dept. Planning & Econ. Development: GM, Director Building & CBO, Director Economic Development, Director Growth Management ● City Council **Public**: ● Service Manager (Housing Services Act) ● Prov & Fed Gov't (legislation, subsidies, transfers) ● Target demographic (incl. continuum periphery) **Private**: ● CMHC ● Developers, Builders, Land owners (new stock) ● Landlords, Operators (existing stock, private & commercial) ● Financial, Speculators, Real Estate ● NGOs, Community Organizations, Consumer advocacy/rights groups (eg. Indwell, ACORN)
Pursuing Equity Diversity and Inclusion	**EDI considerations needed for this work:** ● In gathering research and data from stakeholders, considerations must be made to consciously elevate the voices of groups and individuals who are affected by affordable rental policy but have not had their voices heard as loudly as others in the past. ● Steps ought to be made to ensure the outputs of the process reflect the principles of equity, diversity, and inclusion. ● Proposed outcomes should in part be in service of elevating EDI principles in Hamilton communities and the city more broadly. **Equity deserving groups or voices missing from this work:** Although more research is needed to understand the groups and voices in the current conversation surrounding affordable rentals and those excluded, it is quite probable the following equity-deserving voices

and groups are missing or not being elevated to the proper extent.

- Individuals who identify as a part of the following communities:
  - LGBTQ+
  - BIPOC
  - Those with disabilities
  - Newcomers to Canada
  - People of low socioeconomic status
- Individuals who are not currently a part of this section of the continuum but who may have had experiences with it or may be entering into it in the future.
  - Although individuals might belong to different community groups, their experience can sometimes be singular to them and might provide insights that knowledge from organizations cannot provide.

Voices or groups we are already hearing from:
More research will have to be conducted to further understand whose voices are being heard and where but preliminary indications suggest that the following voices and groups are those being heard the loudest.

- City Staff
- Developers
- Community Organizations
- Mayoral and City Councilor Candidates

Barriers or power imbalances that need to be addressed:

- Level of Education
- Previous experiences with the City of Hamilton
- Limited availability of certain equity-deserving groups.
- Level of access to certain methods of communication (internet).
- Not everyone will have the same base of knowledge about housing.

Timelines	**Phase 2 Priorities (September 19-October 7)**
	- Final Project Agreement (September 26th) - Stakeholder Engagement Workplan (September 26th) - Stakeholder Concept Note (September 26th) - Stakeholder Conversations - City Staff (September 22nd, 27th & October 5th) - Other Stakeholders (September 28th, 29th + TBD) - Stakeholder Engagement Findings Summary (October 7th) - Phase 3 Workplan (October 7th) - Phase 3 Concept Note (October 7th) **Phase 3 Priorities (October 17-November 17)** - Design Assignment #2 - Personas (October 17th) - Dialogue Invitation & Date (October 21st) - Design Assignment #3 - Exemplars (October 24th) - Draft Dialogue Plan (October 31st) - Dialogue Consultation Assignment (November 4th) - Final Dialogue Plan (November 4th) - Design Assignment #4 - User Journey Map (November 7th) - Dialogue Deliver (November 17th) - Final Project Package Workplan (November 18th) - Project Findings, Evaluation, & Recommendations Report - Outline (November 18th) **Phase 4 Priorities (November 21-December 8)** - Project Findings, Evaluation, & Recommendations Report - Draft (November 25th) 3-Minute Video (November 28th) - Infographic (November 28th) - Project Findings, Evaluation, & Recommendations Report - Final (December 1st)

	- Project Showcase (December 2nd) - Concluding Dialogue Structure and Delivery (December 5th) - Five-Minute Presentation (December 5th - Project Transition Report (December 6th)
Deliverables	**Anticipated Outputs (more tangible):** - Develop a feasible project plan that tackles the barriers in transitioning from community to affordable rental to affordable ownership housing - Propose recommendations on the City of Hamilton's 10-year housing strategy as a document - Recommend possible funding and staffing resources to support the project as a budget - Concept notes that quickly state the problem and questions for further clarification - Journey maps/workplans that visually show the deadlines and steps we need to take to accomplish a certain goal(s) **Anticipated Outcomes (less tangible):** - Ideas that could inform updated housing policies, regulations, and bylaws - Relationships that could foster new partnerships with various community stakeholders and organizations - Stronger partnerships between existing community stakeholders and organizations - A stronger sense of trust between community residents and government officials - Optimization of community and public collaboration and engagement
Resources	**Resources supplied to this project include:** - The time commitment of 14 weeks (1 semester) by CityLAB SIR staff and students developing the project - Collaborative efforts of city staff members for advising/consultation - The CityLAB Hamilton space for meetings, project work, etc. - Online tools (Engage Hamilton website, City of

	Hamilton social media, City of Hamilton website, etc.) for public engagement and further data collection through an online medium ● Existing online data/reports available online ○ Engage Hamilton, HSC22042, etc. ● $150,000 allocated by the City of Hamilton for a consultant for the Housing Sustainability & Investment Plan

Risk	**Potential risks involving carrying out this project may include but are not limited to:**
	● Invoking **disrespectful discourse** among those engaging (residents, city staff, etc.) and potentially causing mental/emotional stress
	   ○ Mitigate through making individuals aware first that any inappropriate or harmful discourse will not be tolerated
	   ○ **NIMBYism**
	● **Unmet expectations**/disappointment upon project realization/implementation
	   ○ Mitigate through openly discussing the limitations of the project during its development
	   ○ Being transparent during the development about timelines, modifications to previously announced plans
	      ■ Allow this transparency through the use of online/social media platforms, physical media (flyers, pamphlets) and scheduled public forums to announce updates
	   ○ Mitigate through inviting all appropriate stakeholders to contribute to the project development so that its scope addresses their true concerns
	      ■ Ensure a variety of platforms are used for engagement to allow accessibility to all stakeholders who want to contribute
	● **Loss of data confidentiality**
	   ○ Privacy measures in place (secure networks, non-disclosure agreements of staff, etc.)

	○ Ensuring that participants are aware that withdrawal of participation/information is possible if they feel unsafe or uncomfortable at any point **Ethical concerns** ○ Mitigate through careful review of how project work may impact participants and ensuring that their needs and concerns are prioritized ○ Anonymity (when requested) **Discomfort of residents** (concerning invaded privacy, unwanted communication with the city, distrust, etc.) ○ Ensure that permission of residents to engage in dialogue is granted ○ Pursue non-invasive methods of engagement (open public forums in public spaces that do not obstruct resident day-to-day activity or cause excess disturbance, remaining respectful of noise levels and space, online engagement, ensuring that all engagement is made voluntary and not forced) ○ Appropriate compensation of residents for their time, efforts, resources, etc.
Learning Objectives	- To learn more about affordable rental housing and other parts of the housing continuum that interact with the focus of our project. - To research the socioeconomic, historical, and political context of affordable rental housing in Hamilton - To inquire about practices of community engagement and dialogue by facilitating sessions. - To develop skills related to project management. - To engage in design thinking in relation to developing potential solutions - To practically apply the concepts of EDI and principles of community engagement into tangible project tasks - To acquire skills needed to gather relevant information surrounding a complex topic

	(housing) to identify the problems associated with said information and to generate feasible ideas.

How will we work together?	**Meeting Frequency and Process** (How often will we meet? How will we delegate tasks? How will we share and rotate meeting roles?):
	● The group has an allocated time (Sundays, 8-9 PM) if meetings beyond class time are necessary
	    ○ If additional time is needed, the **When2Meet** platform will be used to select a time
	● Tasks will be **delegated according to individual skill and interest** levels
	    ○ Input from all group members is welcomed, and work will be reviewed by all group members before finalization
	● Meeting roles will remain flexible and dynamic. There will not be one assigned person for each role (i.e. notetaker). Rather, we will assign roles on an informal rotating basis.

	Communication (How will we stay in touch? What platform will we use to share files, manage deadlines, etc.): ● Communication outside of class time (coordinating times for group meetings, deadline sharing, delegating work, updates, etc.) will take place over a **Facebook Messenger** group chat ● Online meetings will take place over the **Zoom** conferencing platform ● The **When2Meet** platform will be used to collaboratively select meeting dates and times outside of class ● A **Google Drive folder** will be used for sharing files and collaborative work ● All communication will remain respectful

	Conflict Resolution (How will we address challenges as they arise?): ● First address challenges as a group, and talk about them together ● If problems are more personal, turn to one-to-one meetings and compromise and delegate tasks to ensure timeliness and quality of work ● Encourage members rather than discouraging them ● Ask for help if needed ● Set clear and specific goals and expectations ● Holding regular meetings that tracks progress and where the group is at for the project ● Empathize as members may be dealing with difficult situations ● Creating an open, non-judgemental space for members to share ideas ● Listening with an open and non-judgemental ear ● Building, strengthening and demonstrating trust between members ● Converse in dialogue rather than discussion
	Principles of Community Engagement (What principles will guide our work?): Transparency & Trust: ● Be clear about expectations ● Tell group ahead of time if work cannot be completed Accountability & Action ● Take responsibility for assigned tasks Inclusion, Diversity & Equity ● Be intentional about implementing EDI (see section below) Create Opportunities for Active Participation: ● Providing time and encouragement for all members to share ideas Collaboration, Cooperation & Shared Purpose ● Delegating tasks and working together as a group to work towards a shared goal(s) ● Completing tasks before due date ● Reaching out if help is needed ● Encouraging members to share ideas and opinions ● Allowing others to speak up ● Listening with an open ear Ongoing Engagement & Open Communication: ● Provide opportunities for meaningful work ● Recognize contributions and achievements ● Ensure fluid, clear & open communication channels

	- Share necessary/relevant information with all group members - Ensure all members are able to express ideas Learning, Reflection & Evaluation - Ask for and implement feedback at each checkpoint - Reflect on progress during meetings - Evaluate strengths and weaknesses Capacity for Engagement - Stay within scope - Clearly identify out-of-scope tasks - Being mindful of individuals' capacity to engage with one another and the work
	Principles of Equity Diversity and Inclusion: As we work together on this project, we will be **intentional** about implementing EDI within group work. In terms of **equity**, we recognize that each member has unique and potentially intersecting identities that affect how they contribute to group work. It is important for us to be constantly learning about equity and striving that our words and actions are anti-oppressive and anti-racist to create a safe(r) space for group work. A tangible application of equity is offering varied meeting times that can accommodate members who have part-time work commitments or family commitments. Acknowledging **diversity**, we will work to be active listeners to the different perspectives that each group member brings. To achieve active listening, we will try to avoid interruptions, give opportunities for quieter group members to engage, and offer positive and constructive feedback to overall empower diverse voices. This ties in with **inclusion**, for which we will acknowledge each group members' strengths and allow for these strengths to be used in group work. We will also allow room for growth and for each member to contribute in ways that allows them to improve their weaknesses. We will strive to ensure that work is split fairly and that all are included in decisions.

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[1] Magowan K. Outcomes vs outputs: what's the difference? [Internet]. BMC Blogs. [cited 2022 Sep 18]. Available from: https://www.bmc.com/blogs/outcomes-vs-outputs/