

Council Orientation and Education Workshop Meeting Agenda

Tuesday, July 11, 2023, 7:00 p.m.

Council Chambers

Guelph City Hall, 1 Carden Street

Changes to the original agenda are noted with an asterisk "*".

Council Orientation and Education Workshop meetings are live streamed at guelph.ca/live.

To listen to the meeting over the phone, call 1-416-216-5643 and enter access code 2344 854 0861.

	Pages
1. Call to Order	
1.1 Disclosure of Pecuniary Interest and General Nature Thereof	
*2. Housing in Guelph Workshop	1
(*Presentation material added to the revised agenda)	
Presentation:	
Jayne Holmes, Deputy Chief Administrative Office, Infrastructure Development and Enterprise	
Colleen Clack-Bush, Deputy Chief Administrative Office, Public Services	
Krista Walkey, General Manager, Planning and Building Services	
Terry Gayman, General Manager, Engineering and Transportation Services	
Tara Baker, General Manager Finance/City Treasurer	
Luke Jefferson, Strategic Property Advisor	
Scott Stewart, Chief Administrative Officer	
Glen Lombard, Manager Community Engagement	
3. Adjournment	

Housing in Guelph

The City's role in facilitating housing
for our community

July 11, 2023

HOUSING CONTINUUM

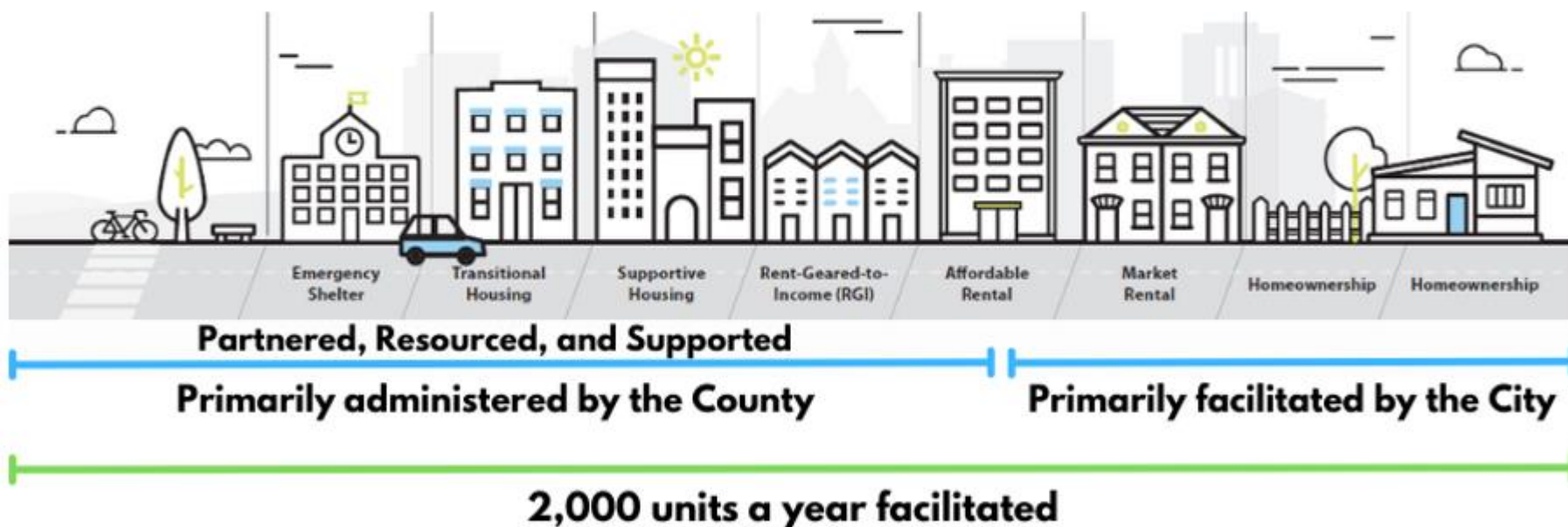
Guelph-Wellington



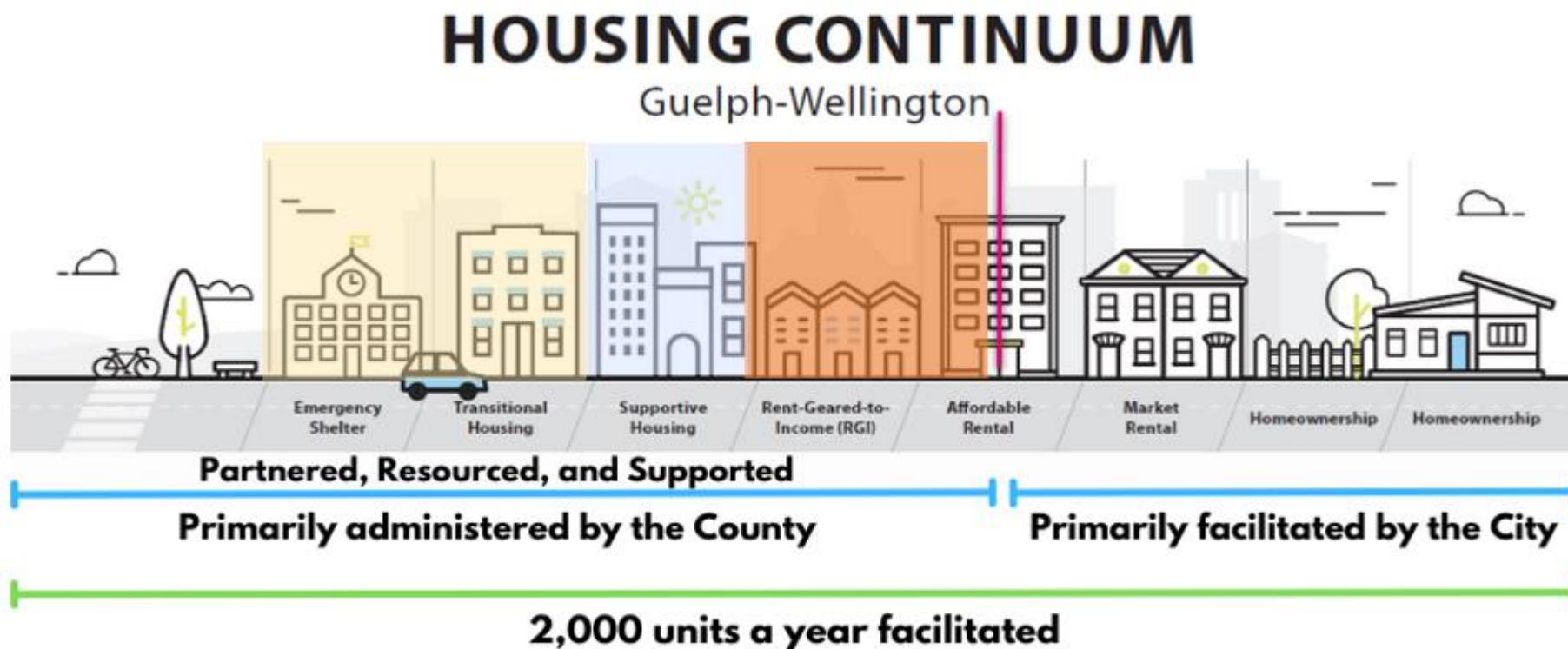
Emergency shelter and transitional housing

HOUSING CONTINUUM

Guelph-Wellington



CMSM role - Wellington County



City pays ~ \$17 million annually to the County to fund Guelph's share of the provision of these critical housing services

Emergency shelter and transitional housing – additional City investments

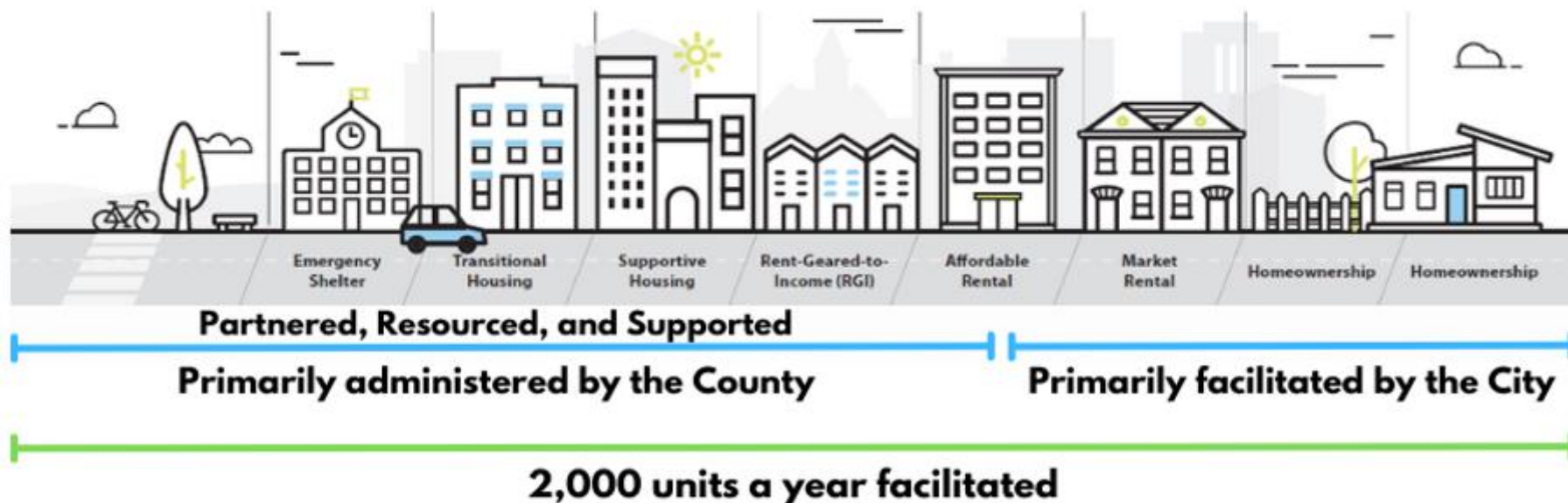
In addition to the ~\$17 million in base funding to the County

- City provided Delhi Street facility to the County to create new transitional housing space ~ \$1.4 million
- City owns 18 Norwich Street - Wyndham House Youth Shelter and provides \$495,000 in funding annually through a Community Benefit Agreement
- 2023 budget: Council approved \$202,500 to make Welcoming Streets a permanent program
- 2023 Council meeting: Council approved \$260,000 for a special downtown police program for the summer months
- 2022 Council meeting: Council approved \$250,000 to extend daytime shelter hours at Royal City Mission effective for 2023

Supportive housing and rent-geared-to-income

HOUSING CONTINUUM

Guelph-Wellington



Supportive housing - additional City investments

Through the Affordable Housing Reserve, the City contributed to three projects led by community not-for-profit organizations:

- October 2021: \$884,000 to the Welcome Drop-in Centre (now called Stepping Stone) at 721 Woolwich Street (Grace Gardens)
- October 2021: \$383,846 to Wyndham House (Bellevue Supportive Housing) for youth supportive housing at 51 Bellevue Street.
- June 2022: \$1,364,050 to Kindle Supportive Housing at 10 Shelldale Crescent

Council committed up to \$500,000 in matching funds for the Homes for Good campaign, which is also providing capital funding to these three projects.

The City has an additional \$500,000 from the 2023 budget that is currently unallocated but designated for affordable housing projects.

Supportive housing - expanding long-term care beds



Long-term care units are also a form of supportive housing



City recognizes the deficit of suitable units in Guelph and is supporting the expansion of 29 beds/homes at The Elliott Community



City is funding \$862,000 in addition to providing debt financing up to \$6.2 million

Work underway: Collective Results

Outcomes of this Council-directed work:

- Analysis of the gaps and opportunities related to homelessness, mental health and substance use in Guelph.
- Understanding how current state activities are funded and identifying other funding opportunities.
- Identifying overlaps and gaps in the system.
- Recommendations for Council's consideration to address gaps/overlap as part of a future state.
 - Potential reallocation of funding in the multi-year budget
 - Potential local governance and service delivery recommendations

September 12 special Council meeting

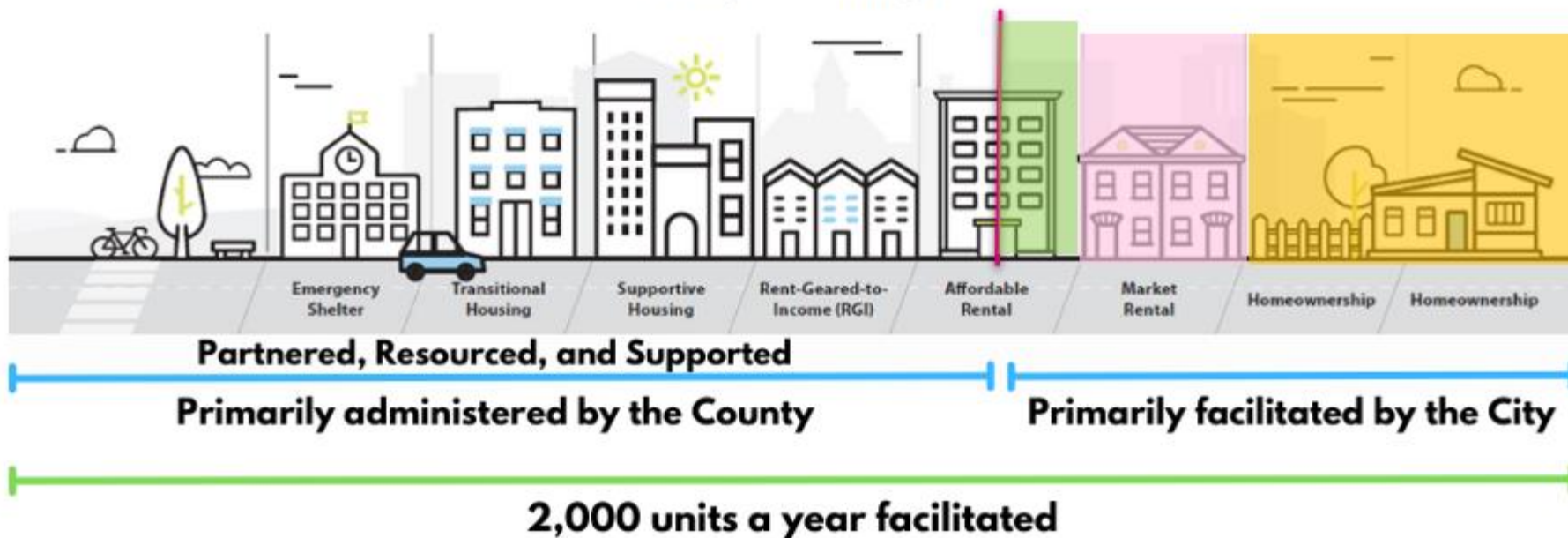
Three key agenda items:

1. Collective Results – homelessness, mental health and substance use findings and gap analysis
2. Wellington County – presentation of their Housing and Homelessness Plan
3. City of Guelph – Housing Affordability Strategy project initiation

The City's role

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The City's role (con't)



Regulatory – The City defines how and where to grow and provide development approvals



Capital – The City builds infrastructure to unlock and support growth



The City lays the **groundwork** for building housing

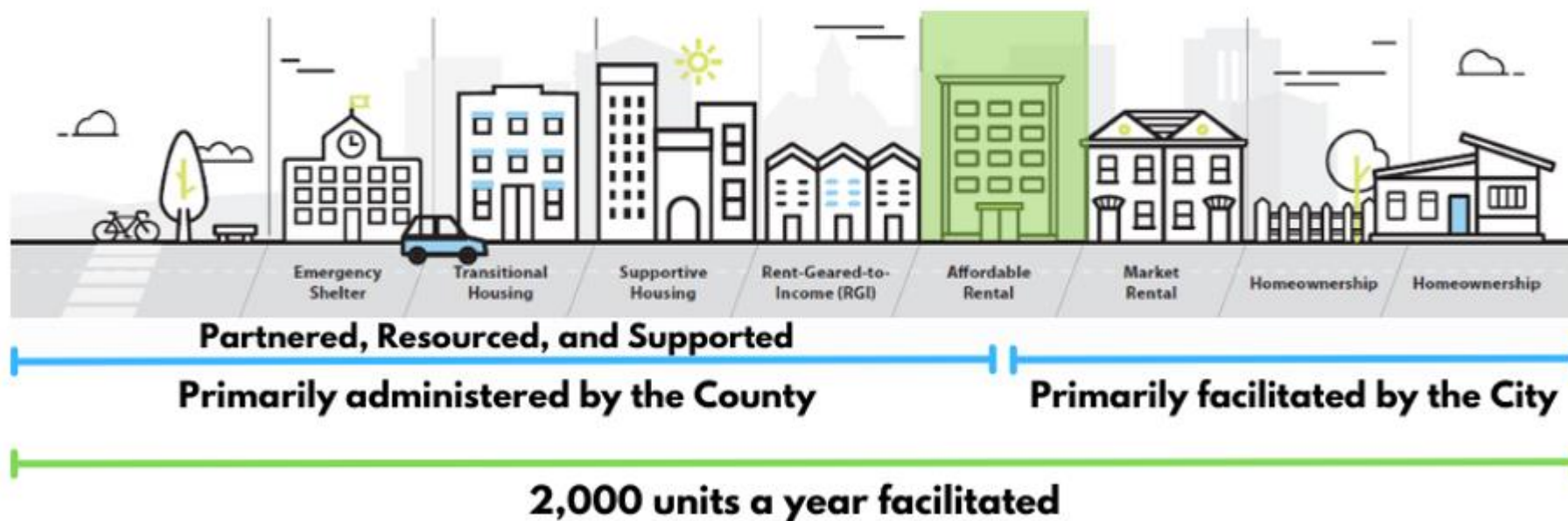


Developers build housing units

Affordable rental

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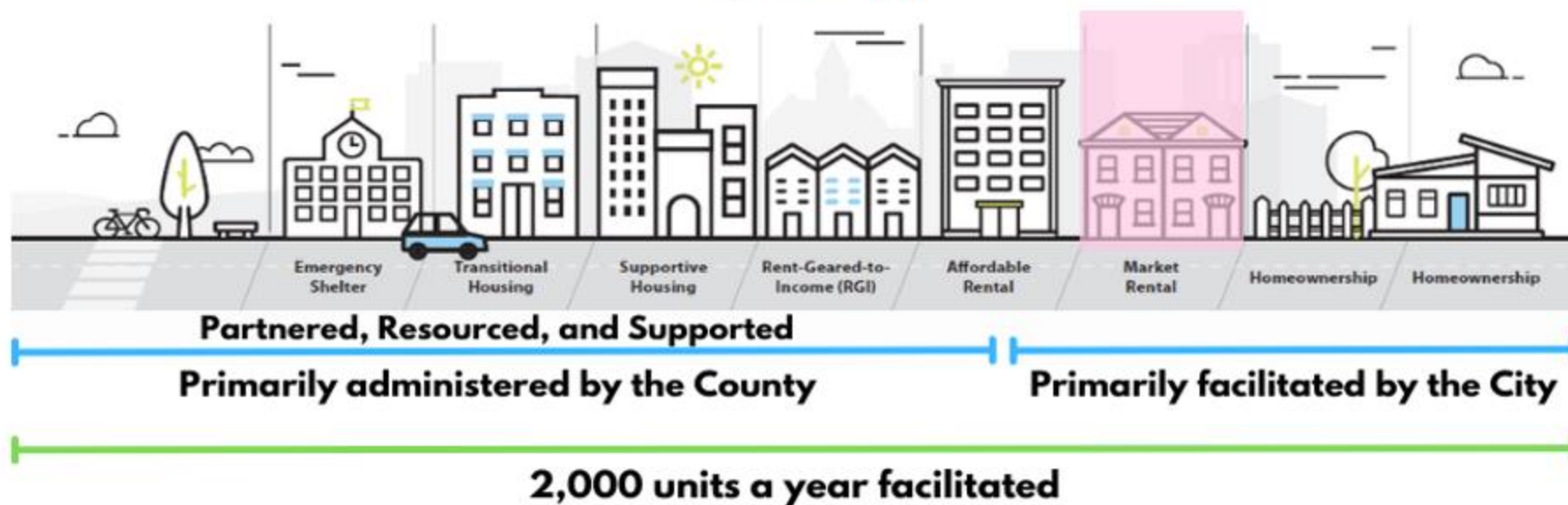
Guelph-Wellington



Market rental

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Student housing



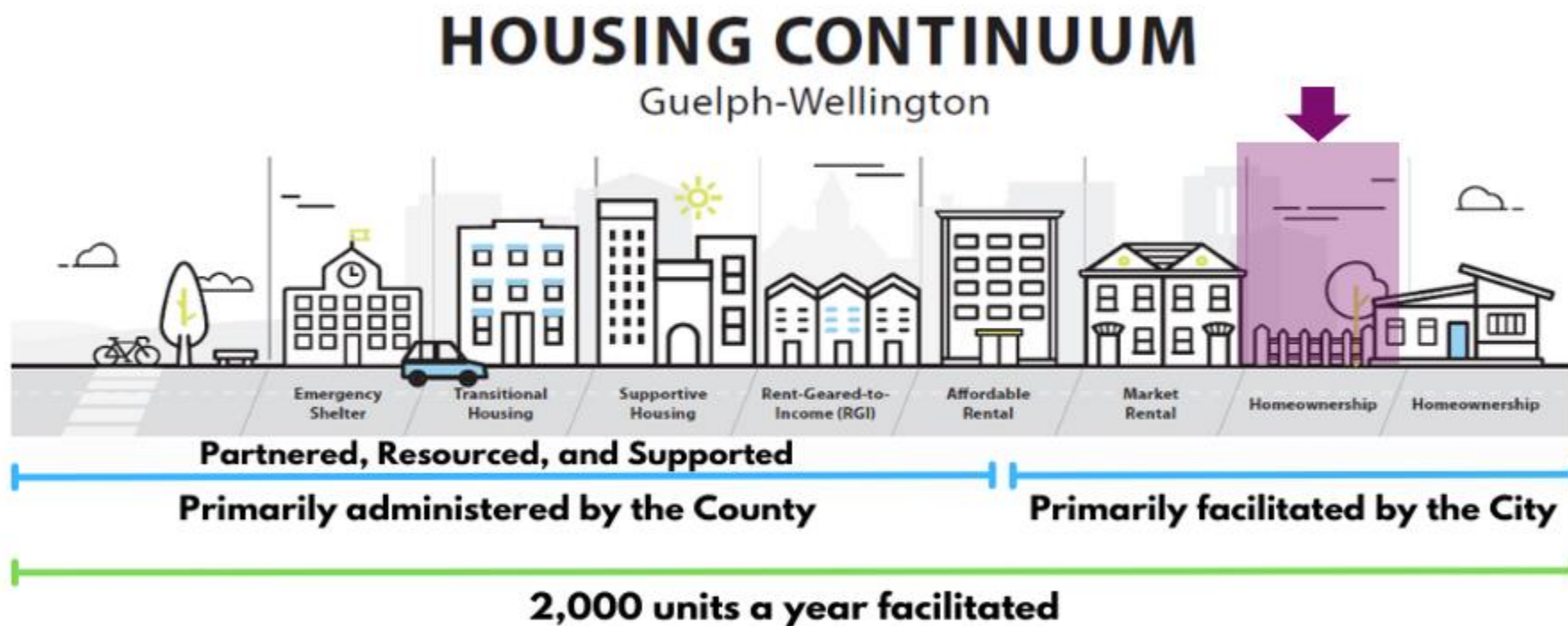
University of Guelph

- ~24,000 students

Conestoga College

- Speedvale Campus
~1,200 students
- Macdonell (downtown)
Campus
~5,000 (2025)

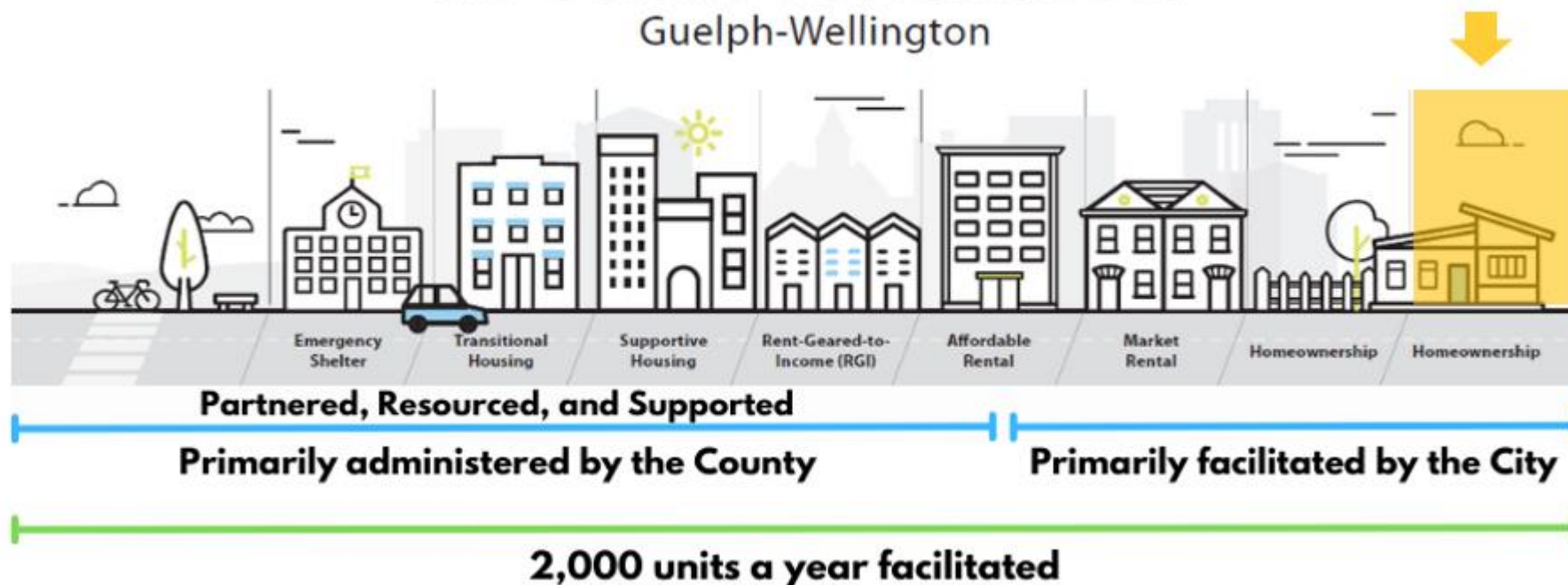
Affordable homeownership



Homeownership

HOUSING CONTINUUM

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What is Guelph's **current capacity** for housing?

Guelph's capacity for housing supply

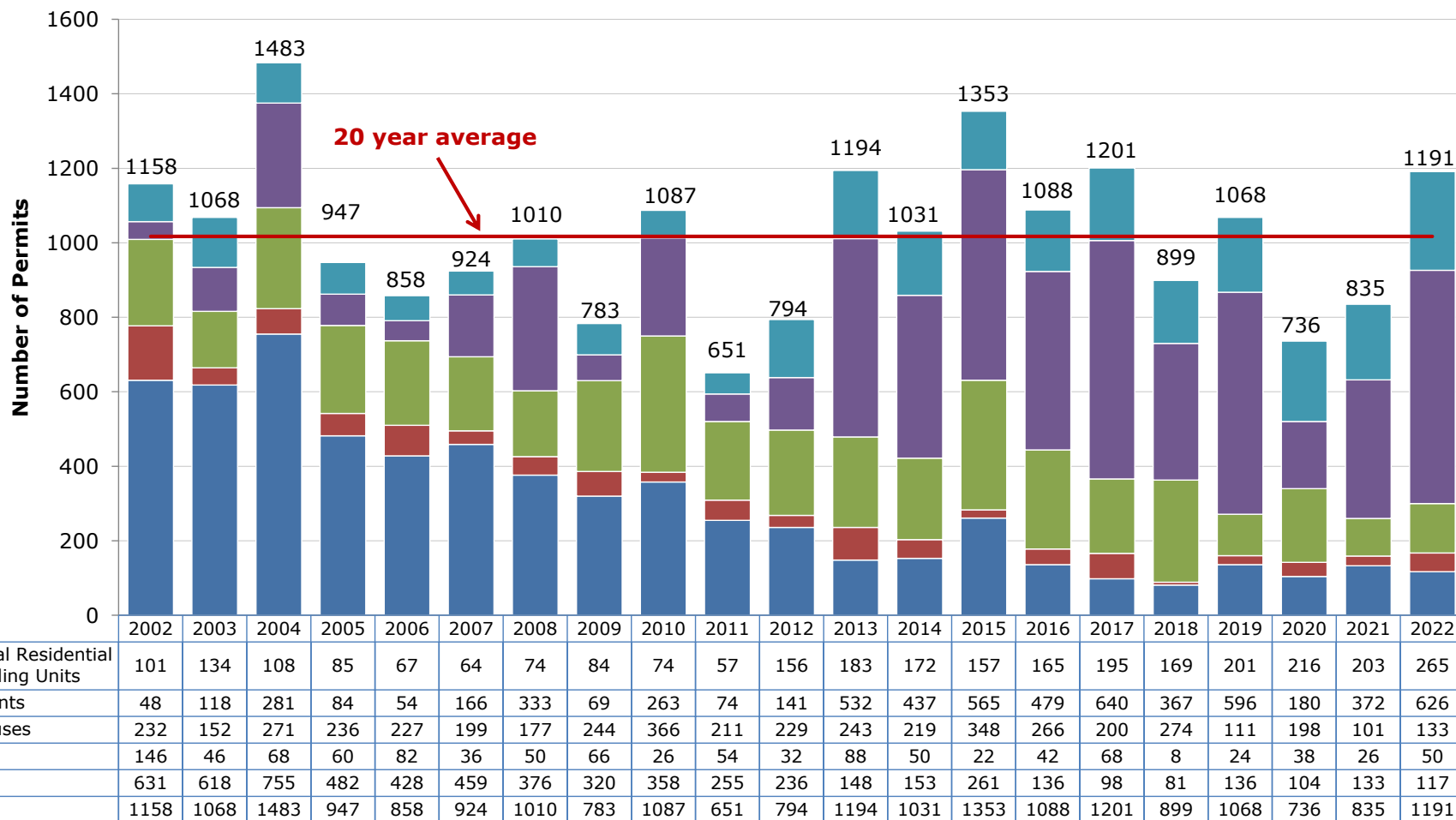
What we've done

- Official Plan Amendment 80 (Shaping Guelph)
 - Residential intensification analysis
 - Housing analysis and strategy
 - Land needs assessment
 - Growth management strategy
- Secondary plans
- Downtown zoning update
- Comprehensive Zoning Bylaw Review

Where we've focused growth

- Downtown
- Guelph Innovation District
- Clair-Maltby
- Dolime quarry site
- Strategic growth areas

Historical building permits by dwelling type, 2002-2022



Short-term housing supply

Single Detached	Semi-Detached	Townhouses	Apartments	Total Units	Years of Supply
345	22	864	4661	5892	6.2

City-wide short term housing supply	Single Detached	Semi-Detached	Townhouses	Apartments	Total Units	Years of Supply
Zoned sites (outside plans of subdivision)	19	2	358	3095	3474	3.7
Sites in draft approved plans of subdivision	206	12	117	1133	1468	1.6
Sites in registered plans of subdivision	120	8	389	433	950	1.0
TOTAL	345	22	864	4661	5892	6.2

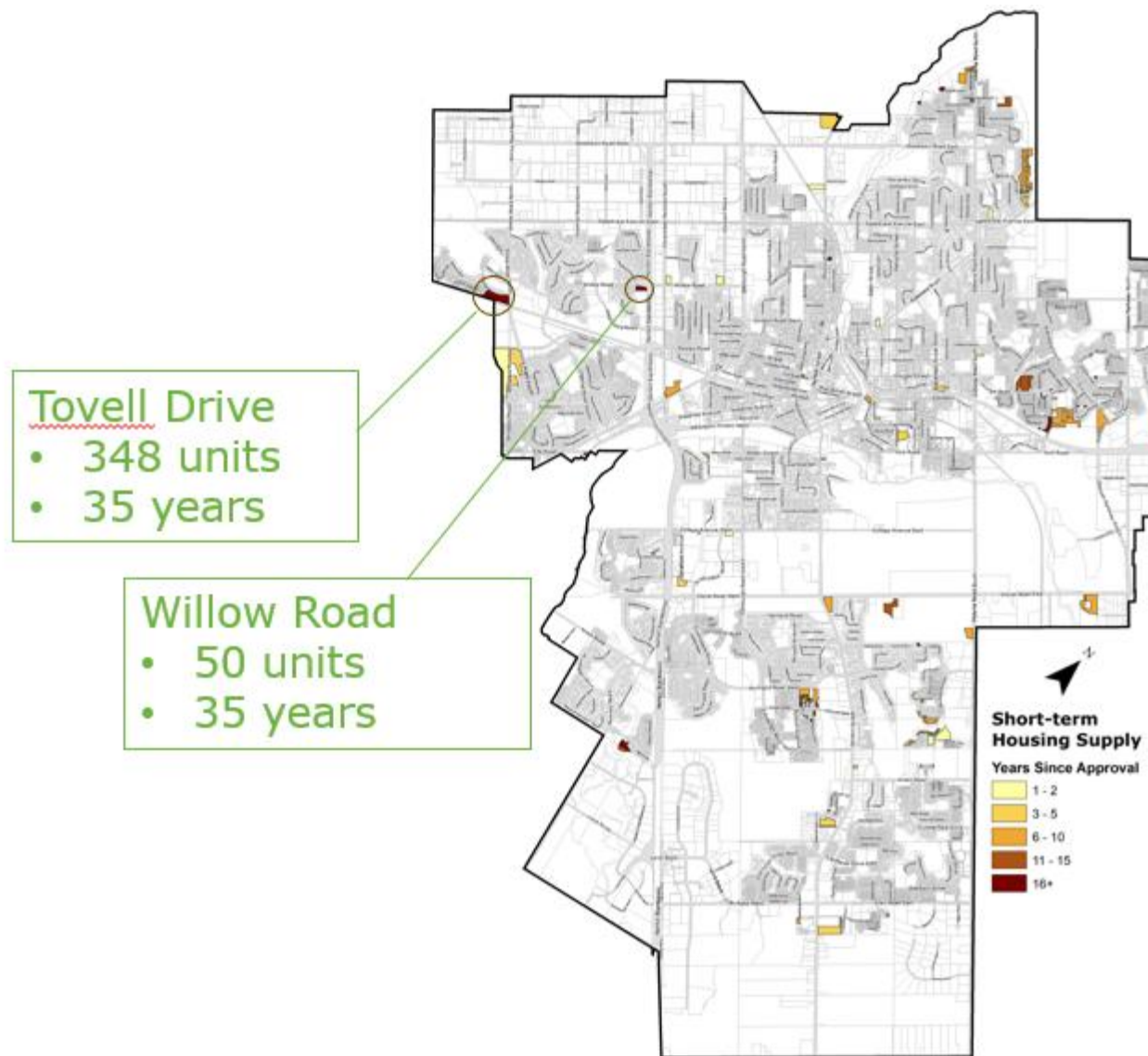
Short-term housing supply: Site plan

- 1,388 units approved since January 7, 2022
- 1,788 units currently active
- Site plan excludes:
 - Single/semi-detached houses
 - <10-unit builds
 - Basement units (ARDUs) (20+%/year)



Short-term housing supply

Number of units developed since approval



Sites zoned for development that contribute to Guelph's housing supply

What are we **doing**
to increase supply?



The City's role - Regulatory

Implementing the Comprehensive Zoning Bylaw



As-of-right permission for:

3 units within low density residential areas

As-of-right permission for supportive housing where residential uses are permitted



Updated additional residential dwelling units (Bill 23)



Pre-zoning lands for maximum height and density



Updated mixed-use zones with increased residential density permission



Reduced parking requirements in some areas



Streamlined the development review process

***currently under appeal ***

Licensing short-term rentals

- Council approved the licensing of short-term rental properties effective July 1, 2023
- Regulates accommodation rentals that are 30 consecutive days or less in duration
- The bylaw limits short-term rental licences to be principal residential units, plus one other property
- Increases safety by ensuring compliance with zoning, property standards, fire and building code
- Additional benefit is that it discourages property owners from converting long-term rental properties into short-term rentals

Contributing to market housing



- Development fee exemptions to incent new units (development charges and parkland dedication) are increasing
- ~\$5.5 million annual City investment (tax and rates)
- Projected to increase to ~ \$23.5 million annually (due to Bill 23)

Improving processes

Streamline Development Fund accomplishments - \$1.75 million grant

- New submission processes and forms
- Established Terms of Reference
- Planning application updates and changes related to Bill 109
- New plans review software
- Demonstration plans
- Green and Yellow Belt projects accomplishments
- Digitize corporate building records
- Implement online building permitting system

Implementing tech solutions

What's underway

- Review and plan for enhancements of 30+ existing building, planning, and zoning digital processes,
- Overall review and plan for major overhaul of planning processes, focusing on automation, digital services, and reporting
- Plan for integration between major corporate applications related to mapping, building, permitting, and planning
- Updated web content with interactive story map
- Online appointment booking tool for building services
- Major application upgrade for Amanda (Building, Planning, Licensing, permitting, property records)



The City's role - Capital

Taking action to build infrastructure

- ✓ Invested more than \$4 million in plans for service delivery
- ✓ Completed environmental assessments, engineering studies and designs
- ✓ Investing about \$3 billion based on master plans
- ✓ Updating capital revenue tools to pay for infrastructure
- ✓ Advocating and applying for capital infrastructure funding
- ✓ Strengthened relationships with community partners

Taking action to build infrastructure

- ✓ Implemented the Capital Program Resource Strategy
- ✓ Implemented the Inflationary Impact Strategy
- ✓ Improved internal project management practices
- ✓ Invested nearly \$150 million on 28 growth-related water/wastewater/road construction projects completed or underway in the past 5 years (~37 km of servicing constructed)
- ✓ Construction of supportive infrastructure
- ✓ Managed stormwater flooding through pond retrofits, ongoing maintenance, etc.



The City's role – Groundwork

Guelph's Housing Pledge

- Facilitate the construction of 18,000 new units by 2031
- Includes summary of policy and regulation initiatives led by the City
- Highlights requests of the Province to support the City's pledge



Adding resources to support the work

Predictive recruitment

- Analyze historical turn over trends and time to hire constraints
- Early identification of opportunities in the labour market (dissolution creating uncertainty)
- Early identification of staffing needs and recruitment of resources to meet future needs

Future focused

Currently starting to recruit 8 permanent roles, above compliment, including a role intended to expedite the process (development advisor), to meet predicted demand offset by future budgetary approvals and attrition if necessary

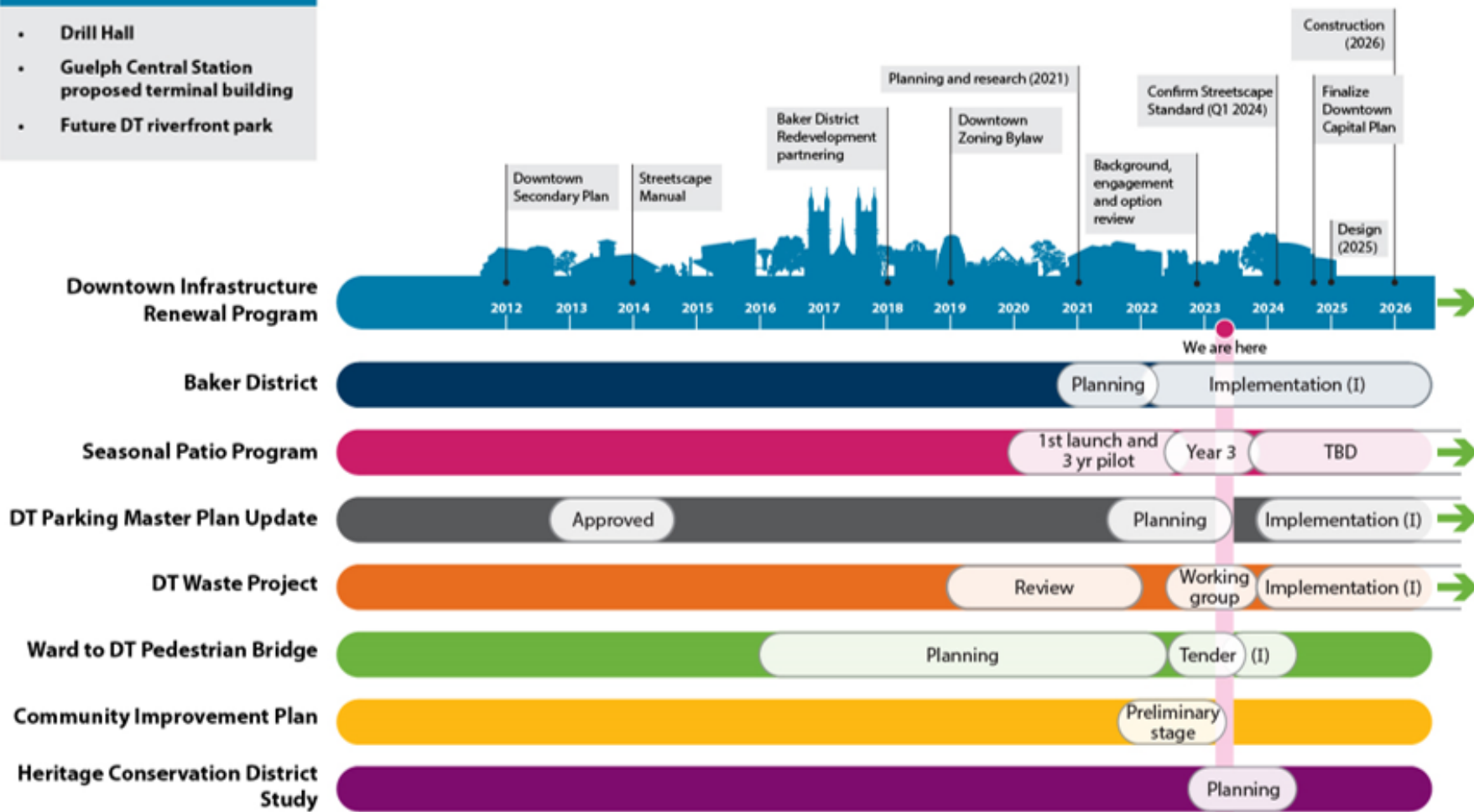
Unlocking intensification areas

Unlocking Downtown	<p>Completed downtown servicing studies and substantial planning for infrastructure reconstruction needed now and for growth – including Baker Street's Record of Site Conditions to transition a city-owned parking lot to over 350 housing units</p> <p>Developed Temporary Sanitary Servicing Policy, Downtown Parking Master Plan and cash-in-lieu pilot to facilitate development</p>
Unlocking the Guelph Innovation District	<p>Phased reconstruction of York Road (underway) and York Trunk Sewer (completed)</p> <p>Preparing for improvements to Victoria and Stone Road</p>
Unlocking Clair-Maltby	<p>Clair-Maltby Secondary Plan is now under appeal by developers</p>
Unlocking Dolime Quarry	<p>Secondary planning to commence by 2024</p>

Downtown renewal

Other considerations

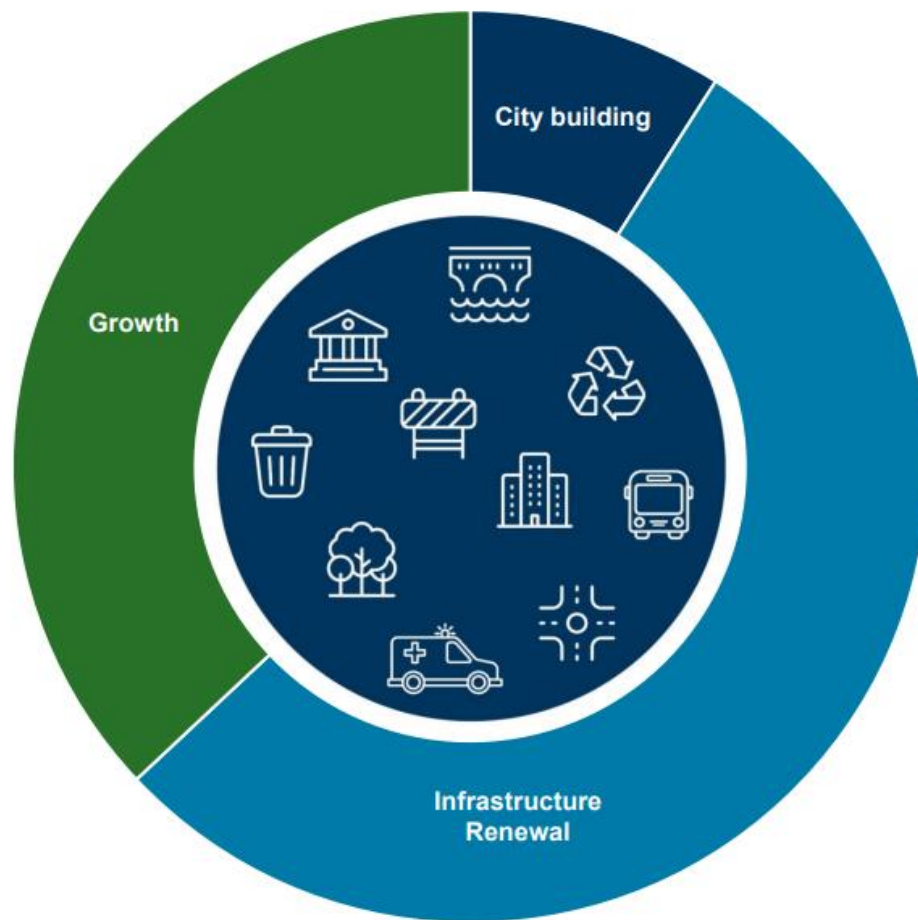
- Drill Hall
- Guelph Central Station proposed terminal building
- Future DT riverfront park



Current challenges

How we pay for infrastructure

- Development charge
- Community benefit charges
- Parkland dedication charges
- Property taxes and rates
- Grants



Funding challenges

- Consecutive provincial legislation decisions decreasing capital revenues
 - Cost of growth shifting to current tax and rate payers
 - Estimated \$227 million over 10 years
- Inflation, rising cost of debt and City's debt ceiling for credit rating
- Balancing growth with infrastructure renewal and service enhancements

Appeals – diverting attention away from new housing

- 27 appeals filed collectively against CZBL (17) and Clair-Maltby Secondary Plan (10) – even with years of consultation
- Appeal against 65 Delhi Street – significant delay in bringing needed housing space for most vulnerable
- Critical funding diverted to legal process away from building infrastructure and housing applications

Is there **anything**
more we can do
to increase housing
supply?

Ongoing advocacy

Selected activities – 2022

- Coordinated 12 strategic meetings with Ministers
- Supported Council and staff with briefing notes on 9 issues of significance (legislation, budgets, policy, positions, etc.)
- Coordinated 40 responses to provincial consultations

Selected activities – 2023

- Sent 6 advocacy letters to advance Guelph's interests
- Coordinating 12 strategic AMO delegation requests
- Responded to the provincial and federal pre-budget consultations with a focus on support for housing across the spectrum
- Coordinating Guelph's Housing Accelerator Fund Application
- Coordinated 6 responses to provincial consultations

Advocate and apply for infrastructure grants

- 2022/23 – 9 strategic grant applications submitted - more than \$200 million
- One-time grants awarded
 - Investing in Infrastructure Program - \$107 million underway
 - Green Inclusive Community Building - \$1.7 million
 - Zero Emission Vehicle Infrastructure Program - \$420,000
- Canada Community Building Fund - \$8.7 million

Housing Accelerator Fund (HAF)



A new \$4 billion federal program administered by the Canada Mortgage and Housing Corporation (CMHC)



Goal is to incentivize **100,000 net new permitted** housing units and accelerate the supply of housing that results in the development of complete, low-carbon, and climate-resilient communities that are affordable, inclusive, equitable, and diverse



Municipalities are required to develop a HAF **Housing Action Plan** (HAF-HAP) that identifies a minimum of seven initiatives to incent housing supply

Draft: Housing Accelerator Fund and Housing Action Plan

1. Understanding future housing needs to identify opportunities to expand housing options
2. Accelerate housing through system improvements and service delivery
3. Unlock growth opportunities through expediting infrastructure improvements
4. Incentivize the creation of new housing units
5. Expedite the delivery of affordable housing through the approvals process
6. Understand opportunities to optimize city and county-owned land for affordable housing
7. Develop bylaws to facilitate growth

Draft policies to enable more housing

- Parking and stormwater cash-in-lieu policy development
- Downtown special policy area review
- Resolution of the appealed Zoning Bylaw

Link infrastructure investment to housing supply outcomes

- Prioritizing capital investment where greatest housing supply can be achieved in short-term
- Implementing new capital financing tools to advance infrastructure

Update the Housing Affordability Strategy



All hands-on-deck approach

Increase affordable housing

Policy choices

Continue to incent affordable housing development – but do more with CIPs and City-owned real estate

Facilitate the building and operating of affordable housing



Either choice means much greater City investment

Lean on the Community Improvement Plan (CIP)

Municipalities can use CIPs as incentives to encourage community/business investment to meet City goals.

- Council approved \$33 million for CIP programs including tax-increment based grants.
- Mix of heritage, brownfield redevelopment and downtown CIPs
- The program has contributed to the creation of 1,050 new dwelling units

Review our strategic property

- Align approved plans with creative strategic consideration to inform action
- Ensure that growth plans are actioned at appropriate pace and scope commitments
- Guelph Strategic Property Committee (GSPC)
 - Align departmental growth and expansion objectives to multi-department strategic decision making

Strategic property: Committee

- Ensure land is being used effectively:
 - Use under-utilized sites
 - Examine how existing inventory can meet growing facility and infrastructure needs
- Maximize value to the city:
 - Efficient land use
 - Remediate and market sites
 - Disposition to help meet growth and employment targets
- Corporate lens:
 - Reduce decision making silos and increase collaboration
 - Align growth plans and objectives to real estate actions
 - Identify funding opportunities created via disposition

Strategic property: Actions

- **Disposition:**
 - Commercial street ROW – work with external parties to add value to under-used site: potential to add rental market and public parking - initiated
- **Acquisition:**
 - Recommend actions to implement Downtown River Park on approved timeline – Report to CoW September 2023
 - Advocacy for City interests to inform GRCA disposition of Niska property – ongoing

Strategic property: Guidance

- **Flexibility:**
 - Repurpose Industrial Land Reserve Fund into Strategic Property Reserve Fund (pending Council approval) - initiated
- **Remediation and site marketability:**
 - Record of Site Condition: IMICo, Baker Street - complete
 - Review existing sites, OPA 80 and other growth plans to inform how to optimize remediation with city use and growth - ongoing
- **Efficiency:**
 - Retained KPMG to evaluate and recommend appropriate use of municipal corporation - ongoing

Strategic property: Opportunities

- Increase land supply:
 - Identify under-used sites that do not have a role in future facility plans and disposition to developers to help achieve growth goals
- Market participation:
 - Explore the market for acquisition opportunities that increase existing site value to City either for future use or to improve marketability of site
- Disposition with purpose:
 - Add growth criteria to purchase and sale agreements, where this maximizes value, recognizing this impacts asking price
- Optimize funding use:
 - The City can help land supply and utilize disposition revenue to fund programs, future acquisitions and other corporate service needs

Reporting on progress

Communicating and reporting



Reports specific to housing in Guelph:

Annual growth management and affordable housing monitoring
Monthly building permits
Quarterly provincial monitoring data reports



New web content with interactive story map, including button on homepage



CAO update to Council email, news release and social posts to share web content and progress



We will identify necessary actions, challenges and/or barriers to tonight's ideas around how the City can do more to accelerate the pace of housing development

First quarter stats for provincial report

January 1, 2023 to March 31, 2023 (Q1):

- 1 Official Plan amendment application
- 2 Zoning Bylaw amendment applications
- 3 site plan applications
- 23 minor variance applications
- 4 land severance (consent) applications
- 0 plan of subdivision applications
- 3 plan of condominium applications
- 0 community infrastructure and housing accelerator orders
- 1 Minister's zoning order

Let's recap

We are taking action to increase housing supply (1 of 2)

- We **focus** primarily on:
 - Laying the groundwork for growth and development in our community
 - over \$150 million on growth related projects in the past five years
 - Providing significant financial support (2021-2023)
 - \$17 million in base funding to the County per year
 - \$500,000 in base budget for affordable housing per year
 - almost \$6 million to supportive housing projects, downtown resources and matching funds
- Our **capacity** to accommodate housing is clearly established – there is land available and ready for homes!

We are taking action to increase housing supply (2 of 2)

- We are **undertaking Council-directed work** to analyze gaps and opportunities related to homelessness, mental health and substance use in Guelph; and we'll provide recommendations for Council's consideration on September 12
- We continue to support **accelerating the pace** of development through:
 - staff resourcing
 - continual process improvements
 - the housing pledge
 - strategically directing growth and infrastructure to priority areas
 - being open to ideas and working collaboratively with our community partners

Facilitation