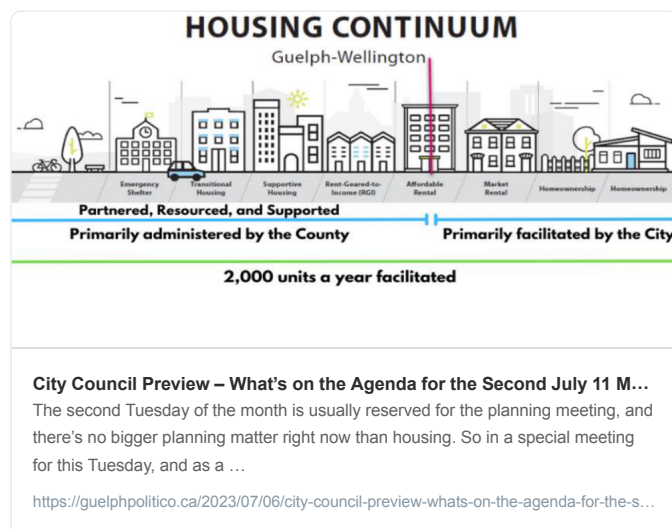




Adam A. Donaldson @adamadonaldson

Jul 11 · 81 tweets · [adamadonaldson/status/1678905600980451328](https://twitter.com/adamadonaldson/status/1678905600980451328)

Starting a few minutes, meeting #2. This one's a workshop about housing.



Mayor Guthrie has called this meeting to order.

Disclosure of Pecuniary Interest and General Nature Thereof? None.

The topic: Housing in Guelph Workshop. Guthrie says that there's been a lot of talk about housing, and a lot of it involves "What's going on?" or "Who does what?" He knows staff are doing good work, and he felt it's important to clearly laid out what's going on.

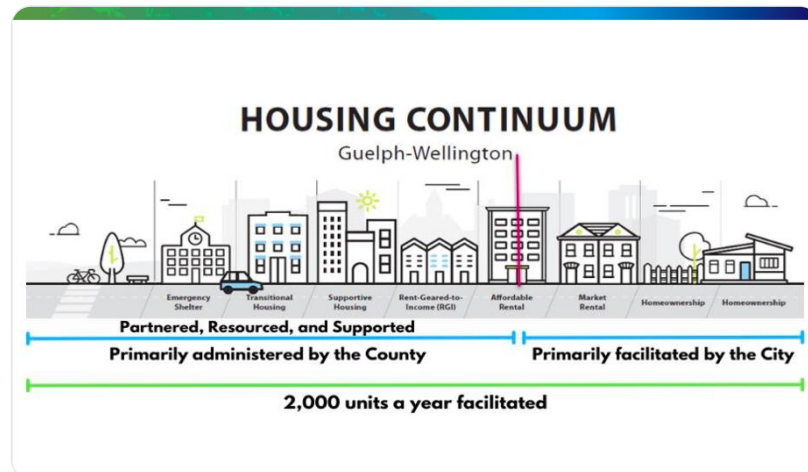
Guthrie says this isn't just for council, it's for the community, so that there's a common understanding about what's happening, and makes it easier for council to respond. Thanks council and staff for making this happen.

Guthrie: This is a first step of many. In August, staff are looking to release an info report to encapsulate what they've heard and in Sept. there will be "Collective Results" report with public engagement. Oct will be a fulsome report on all housing work.

Glen Lombard, Manager Community Engagement, will facilitate the discussion tonight.

Lombard notes that we're dealing with a complex and dynamic issues: multiple levels of government, market forces, various time horizons and needs. Council was asked for questions in advance, and they will try and answer as many as possible tonight.

Colleen Clack-Bush, Deputy CAO Public Services, begins the presentation with a look at the housing continuum.



Wellington County is the Consolidated Municipal Service Manager (CMSM), that covers the left side of the line. Guelph facilitates the creation of everything on the right. Guelph contributes \$17 million/year to the CMSM.

List of funding in addition to that \$17 million:

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

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Average wait time to find a place in social housing is 5 years now, Clack-Bush notes that some people have waited as long as 8 years. The County has been mandated to provide a min. of 2,500 spaces in social housing, which is the same as its been since the 90s.

#Guelph funds for supportive housing:

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.

Note: There will be a follow-up report about the Homes for Good campaign coming to council this fall.

Also, long-term care is a form of supportive housing too and the City has funded the expansion of 29 beds at the Elliott Community.

Collective Results is in reference to the consultant doing this work. Report will hit in late August with council presentation in Sept.

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

Clack-Bush asks council to hold questions about the left hand side of the continuum until the Sept 12 meeting which will have Collective Results report, a presentation from Wellington County, and the updated affordable housing strategy.

Jayne Holmes, Deputy CAO of Infrastructure Development and Enterprise takes over to talk about what the City can and can't do on housing.



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

Holmes says that the City is doing everything within their control to make land available to get housing started.

Student housing are a type of housing not noted in the continuum, but it undoubtedly a pressure. The U of G has a housing study underway, and the City is a participant in that review.

Student housing



University of Guelph

- ~24,000 students

Conestoga College

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

Krista Walkey, GM of Planning and Building Services takes over. First, what is the housing capacity of Guelph?

Guelph's capacity for housing supply

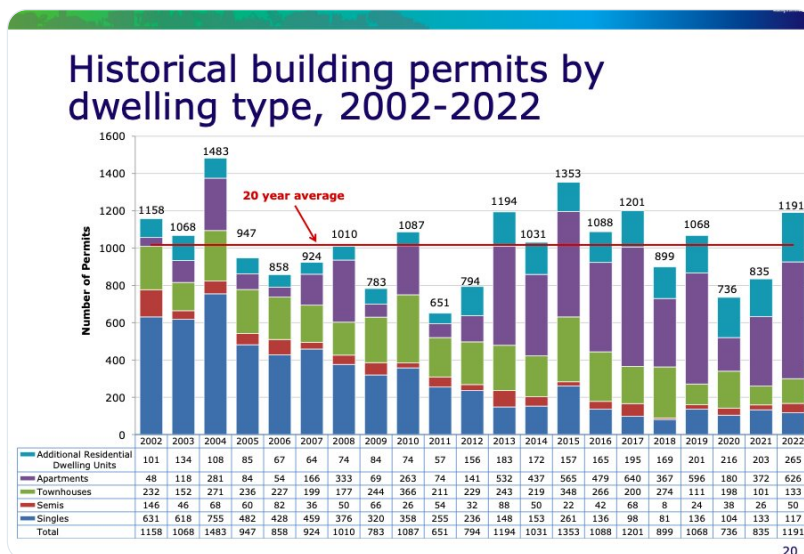
What we've done

- 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

Building permits by dwelling type over the last 20 years. Remember, we have to build 2,000 units per year according to our housing pledge.



This is controversial. Guelph has nearly 6,000 units that are approved in some capacity but have not yet started to be built. Does not include any upzoned lands in OPA80, so the number will be higher in 2024.

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

So what is the City doing to increase the supply? Well there's all this stuff that was part of the Comprehensive Zoning Bylaw change, which is now under appeal.

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 ***

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icensing of short-term rentals is another action, this went into effect at the beginning of this month. Guelph saw a 28% increase in STR in the last two years. Also, DCs on accessory units. Also, an improvement on processes.

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

Tech solutions also being implemented:

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)

Terry Gayman, GM of Engineering and Transportation Services, takes over. He's going to talk about capital delivery.

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.

Groundwork: Housing pledge to facilitate 18k new units

To get that done:

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



Dolime 2ndary plan coming in 2024.

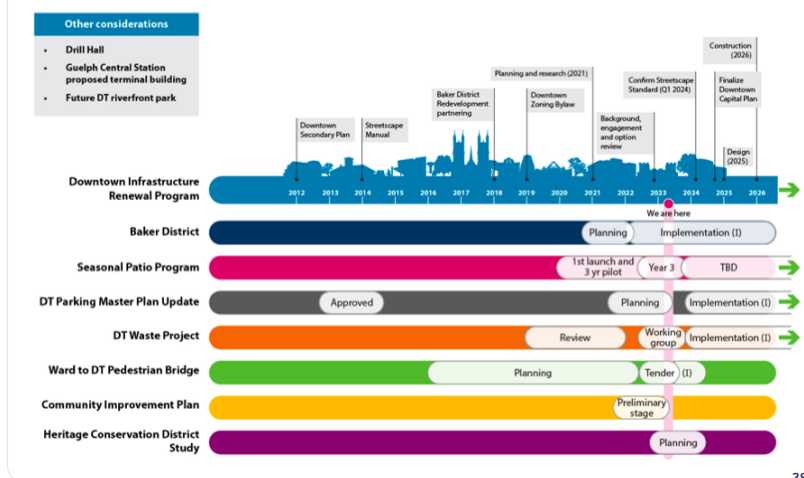
Staff managing Clair-Maltby 2ndary plan through OLT process.

Unlocking intensification areas

Unlocking Downtown	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 Developed Temporary Sanitary Servicing Policy, Downtown Parking Master Plan and cash-in-lieu pilot to facilitate development
Unlocking the Guelph Innovation District	Phased reconstruction of York Road (underway) and York Trunk Sewer (completed) Preparing for improvements to Victoria and Stone Road
Unlocking Clair-Maltby	Clair-Maltby Secondary Plan is now under appeal by developers
Unlocking Dolime Quarry	Secondary planning to commence by 2024

The "Downtown Renewal Journey"

Downtown renewal



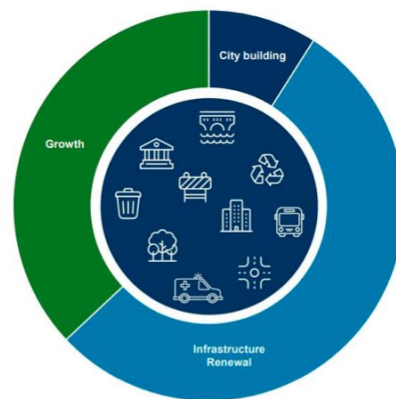
Next, it's Tara Baker, GM of Finance/City Treasurer. She's the ☁️

Current challenges

There have been changes to how DCs and CBCs are collected, and grant money is not exactly predictable. That leaves property taxes.

How we pay for infrastructure

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



"It's safe to say from changes made by the Province that everyone's now paying for growth," Baker said. "Infrastructure costs do not get cheaper because we can't collect this revenue."

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**

Baker says that the City was able to accommodate the impact of inflation by delaying some projects, and that move is going to come due in 2024. Also, higher interest rates mean that it's going to cost more to borrow.

Also, we don't just have a need to cover the growing cost of growth, we also have to replace ageing infrastructure. It also can't be an either/or proposition, council's going to have tough decisions about how to prioritise.

4 city planners plus engineering and other staff have been diverted to deal with appeals as opposed to reviewing other applications.

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

Baker says that this feels like some of that red tape that the provincial government is trying to get rid of and questions why developers weren't asked to sign a housing pledge.

Back to Walkey with what else is going on:

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

She notes that Guelph is not alone in these issues. The City has been working with numerous advocacy groups to raise awareness and to petition for financial assistance, but the advocacy is also time consuming.

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

Let's talk about HAF. The City is working on the submission, which is due on Aug 18. Guelph and Wellington are working with Guelph & District Home Builders and local post-secondary institutions on the application.

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

How will it be done?

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

Walkey says the complexity of the application is immense and notes that it maybe overly complicated.

In the meantime, here's some other stuff in the works.

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

Another direction is to link infrastructure investment to housing supply outcomes meaning that the City needs to make capital investment where greatest housing supply can be achieved in the short-term

The update to the Affordable Housing Strategy is also in progress. The last version was finished in 2017 and there have been a lot of change in the last six years. That's coming to council in Sept.

There's also the Community Improvement Plan which is \$33 million programs including tax-increment based grants including a mix of heritage and brownfield redevelopment. 1,050 units came out of CIP.

Luke Jefferson, Strategic Property Advisor, takes over to talk about... Strategic Property.

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

The work of Strategic Property:

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

Sounds good, but how can we stay on top of all this changing info:

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

Stats from the first quarter of this year: (The MZO is in reference to Dolime)

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

CAO Scott Stewart wraps up to say that the staff have been thrown a lot of changes in the last several months and have persevered. They're going everything humanly possible to take action in areas under the City's ability to control.

To 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!

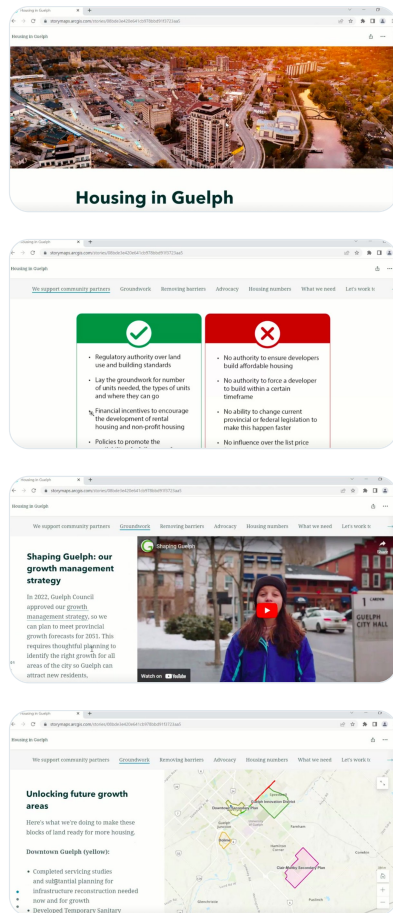
We are taking action to increase housing supply (2 of 2)

- 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

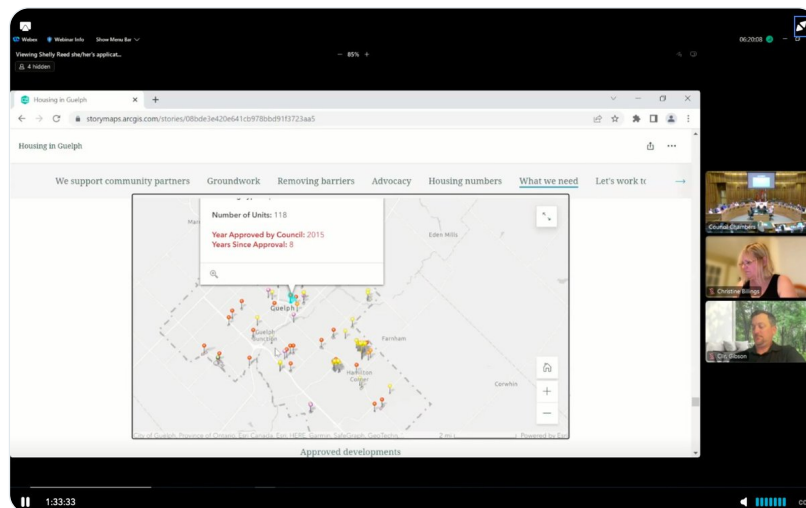
Stewart says that if it feels like they're going slow it's because this is massive work and highly detailed. This is a step-by-step process; tonight gets us to the DC meeting next week, which gets us to Sept 12, which gets us to the budget in Nov, Dec.

Stewart notes that the City is in pretty good shape, we're sitting on nearly 6,000 units ready to go. Also, the Province needs to come through with making the City "whole" and if they don't, we will at least know the size of the hole. Guelph isn't starting from scratch.

Shelly Reed from the City's comms department is giving a sneak preview of the City's new housing map.



The actual map part:



The map will be available tomorrow and the link will be shared in a City press release.

So we just took a 10 minute break so that staff could organise some musical chairs. Some staff are sitting on the council side and some councillors are sitting on the staff side.



First question: What is being done to speed up processes and what resources do staff need? Walkey notes that the City is hiring a development advisor to accelerate affordable housing in particular. Also putting together a guide for buildings accessory apartments.

Q: What's the current staff capacity to get things done? Holmes says council approved \$1 million to get more staffing in the wake of Bill 109, some of that's funding a review of staff needs. Trying to get ahead of filling vacancies, but there's a lot of competition.

Q: Incentivising action to increase supply, like tax incentives for affordable housing or using municipal assets. Baker says they've looked at waving property taxes, that's legislative. They are reviewing vacancy tax now and will report back this fall.

Walkey adds that the waving of fees has impacts on operating budget, but there are DC exemptions for some affordable units like accessory. CIP will come forward in 2024 with other options.

Jefferson says that the housing pledge changes how the City can activate value on sites that it owns, it acknowledges that the City has a role in land supply and how they can use that supply in ways that achieve the broader goals.

Next Q is about infrastructure acceleration. Gayman says that the City's been working on those long-term processes to unlock infrastructure. They're also looking at bringing a balanced budget that will activate new housing while also looking after asset management.

On brownfield land, Jefferson says looking at how to create a market for these site and they're talking to developers. Part of this is incentivizing the potential development of these areas.

Q about how often staff meeting with community partners on housing. Holmes says that she and the mayor meeting monthly with reps from various developers and housing groups that look at various concerns.

We're not breaking up into small groups to brainstorm about this...

Brainstorming prompt

Imagine it's September 2026 and the end of this Council's term. What do you want to be able to say we collectively accomplished as it relates to the right side of the housing continuum?

The groups have 15 minutes to generate their ideas!



Lombard has called time on the brainstorming.

From group #1, which includes Guthrie, Stewart, Richardson, Klassen and Walkey, says that one of their idea is to build stakeholder relationships since the City needs developers (for-profit and non-profit) to build. Other groups had this too.

From group #5 including Goller, Chew and Holmes is to review compensation for planning staff in order to recruit and retain the best.

From group #3 including Jefferson, Busuttil, Clack-Bush and Downer says double or triple basement and accessory apartments. From group #2 including Caton, Lee, Sales and Caron: get shovels in the ground for GID and IMICo.

Group #4 including Allt, O'Rourke, Gayman Baker and Reed: Getting other levels of government back to the table for social housings. Group #1 adds getting developers to build non-profit housing for community good. Group #5 suggests clearing all appeals at OLT.

Other suggestions

- getting ahead of targets on affordable housing plan
- sunset clauses for developments
- increase in purpose built rentals
- the the Province make us whole
- different housing options like co-op
- complete communities within existing neighbourhoods
- new riverside park downtown
- shift in narrative about how the city is moving in positive direction
- expedite approvals for EAs around critical infrastructure
- encourage the "get to yes" attitude where possible
- that this council will better understand challenges on left side
- zero active OLT files
- accelerated on campus housing for U of G and Conestoga
- better digitised services
- affordability that matches the needs of all family types
- ask Province to revisit bonusing
- use different tools like community permitting or capital financing.
- new school development (building housing around that)
- affordability is also about utilities, so more net-zero homes
- councillors take part in those meetings with the GDHBA.

Lombard says they're going to take all these ideas away and look at what's out of scope, and what might build on current projects and endeavours.

Guthrie wraps up by saying that this is the best council workshop he's ever been to and thanks staff. Wants the community to know there's more to come as they put the puzzle pieces together, and they need to know staff & council are united and open to hearing new ideas.

That's a wrap for meeting #2.



@threadreaderapp unroll please!

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