

ATTACHMENT 2 - PROJECT CHARTER

PROJECT NAME:	Housing Strategy 2014		
CURRENT PHASE:	Phase I	VERSION #	
PROJECT TEAM:	Melissa Aldunate, Manager of Policy Planning and Urban design Joan Jylanne, Senior Policy Planner Tim Donegani, Policy Planner Karen Kawakami, Social Services Policy and Program Liaison	DATE:	April 7, 2014
PROJECT SPONSOR:	Todd Salter, General Manager of Planning Services Barbara Powell, General Manager of Community Engagement and Social Services		

PROJECT PRIORITY	
PROJECT TYPE: (Strategic, Operational or Local)	Strategic
PROJECT PRIORITY: (High, Medium or Low)	Medium

PROJECT DEFINITION

<p>PROJECT PURPOSE: Describe the project and the reason it is required?</p> <p>The provision of a full range and mix of housing to meet the changing needs of all types of households is a fundamental component of Guelph’s sustainable community vision, and is one of the key focus areas of the Guelph Wellbeing initiative. The Guelph Wellbeing initiative has the goal of providing each person the best quality of life in Guelph and has recognized housing safety, affordability, income and accessibility as an emerging theme.</p> <p>The Growth Plan for the Greater Golden Horseshoe includes a requirement that: Upper and Single Tier municipalities will develop a housing strategy in consultation with lower-tier municipalities, the Minister of Municipal Affairs and Housing and other appropriate stakeholders. The housing strategy will set out a plan, including policies for official plans, to meet the needs of all residents, including the need for <i>affordable</i> housing, - both home ownership and rental housing. The housing strategy will include planning and development of a range of housing types and densities to support the achievement of the <i>intensification target</i> and <i>density target</i>.</p> <p>Through the 5-year update to the Official Plan (OPA 48), the City established an annual affordable housing target requiring that an average of 30% of new residential development be affordable housing (27% ownership and 3% rental). OPA 48 provided updated housing policies on the basis of background work completed through the Affordable Housing Discussion Paper. This replaces the current OP policy encouraging 25% of potential units in large subdivisions to be designed for moderate and lower income households. OPA 48 includes policies to support the creation of affordable housing units and acknowledges that a more detailed implementation strategy is required. OPA 48 defined Affordable Housing as:</p> <ul style="list-style-type: none"> i) In the case of ownership housing, housing for which the purchase price is at least 10 percent below the average price of a resale unit in the City of Guelph ii) In the case of rental housing, a unit for which the rent is at or below the average market rent of a unit in the City of Guelph <p>The Affordable Housing Discussion Paper determined the 2008 benchmarks as \$237,000 for ownership and \$883/month for rental.</p> <p>The Affordable Housing Strategy will provide the implementation framework for the Official Plan’s affordable housing</p>

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objectives and policies and may recommend revisions to policies and mechanisms to further support affordable housing and will outline a method of monitoring achievement of the target. The Strategy will also provide details as to how the City has met the other housing strategy requirements of the Growth Plan, i.e. planning for the full range and mix of housing. The Housing Strategy will include a review of the Housing and Homelessness Plan completed by the County of Wellington as the Service Manager with a focus on actions related to increase the supply and mix of affordable housing options for low-to-moderate income households. The intent is to create complementary and value-added strategies reflective of our on-going work with the Service Manager.

The Strategy will:

- define the housing continuum and what portions are within the City's jurisdiction;
- clarify the City's role in addressing issues along the continuum (principally market ownership and rental housing);
- respond to the relevant recommendations of the Housing and Homelessness Plan for Guelph Wellington (HHP) and other key documents;
- gather and analyse updated housing data (e.g. update the affordable housing benchmarks prices/rents and further specify the City's housing needs and supply)
- identify housing issues (e.g. what type and size units are needed, safety and quality concerns, and lack of housing options);
- re-examine the method of developing the housing benchmarks and confirmation of the 30% target;
- develop a program for monitoring the achievement of the City's housing objectives; and
- Review the relevance of the Affordable Housing reserve fund in the context of the City's role in affordable housing. If it is determined that it should be maintained, establish an Affordable Housing Reserve Fund policy to guide the City's discretionary financial contributions to affordable housing projects and explore an on-going funding source.

PROJECT GOALS: What is the project trying to achieve, in detail?

- To understand the demand and supply for housing and determine housing needs
- To identify affordable housing issues that should be addressed by the City
- To determine municipal best practices to address the housing issues
- To recommend land use planning and other tools to address the identified housing issues including those that increase the supply of affordable housing. Tools may include amendments to the planning policies, regulations and/or procedures such as the Zoning By-law, development review process, and other corporate policies and practices.
- To determine if there is an on-going role for an Affordable Housing reserve fund. If so:
 - establish a policy, and potentially program(s), to guide effective use of the Affordable Housing Reserve Fund
 - identify an on-going funding mechanism for the Affordable Housing Reserve Fund
- To outline a monitoring framework for the achievement of housing objectives and policies

CRITICAL SUCCESS FACTORS: What factors will have to be achieved for the project to be successful?

- Support from internal departments including Community and Social Services, Development Planning, Legal and Realty Services and Finance.
- Stakeholder support of work and building consensus on scope
- Access to resources and data
- Communication and on-going dialogue with Wellington County staff

PROJECT STRATEGY: At a high level, how are you going to achieve your project goals?

- Build consensus among Council and stakeholders on the appropriate scope for the Housing Strategy and for the City's responsibilities and involvement along the housing continuum
- Research and summarize relevant components of key background documents
- Collect and analyse housing data to identify housing needs and supply
- Research municipal best practices for achieving housing objectives

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| <ul style="list-style-type: none"> • Consult with the public on findings and key directions – e.g. open houses, focus groups • Staged approach to reporting to Council and stakeholders |
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| PROJECT BENEFITS: What are the tangible and intangible benefits of the project? |
| <ul style="list-style-type: none"> • Effective monitoring of housing targets allows better management and policy responses to emerging issues • A framework of policies, procedures and programs that help achieve the targets and respond to housing issues that arise • Clear work plan for on-going housing issues • Clarify City roles and responsibilities in affordable housing and the City’s capacity to affect change • Provide clarity to the development industry regarding their role in achieving targets • Provide Council with guidance on the potential benefits of an Affordable Housing Reserve Fund and explore an on-going funding source with links to other funding initiatives • Enhance connection of housing to other Departmental initiatives/strategies, eg. Development approval process, Development Priorities Plan, Annual Building Monitoring Report, Guelph Wellbeing initiative and the Older Adult Strategy • Enhanced relationships with Wellington County, Guelph & Wellington Developers Association (GWDA), and Guelph and District Homebuilders’ Association (Homebuilders) • Increased corporate and community attention on affordable housing issues |

PRODUCT DEFINITION

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| END PRODUCTS: At the end of the project, what products will the project deliver? |
| <ul style="list-style-type: none"> • Housing Strategy • Implementation plan • Recommendations for updates to OP policy and Zoning regulations • Recommendations regarding a potential Affordable Housing Reserve Fund policy and funding model • Template for an annual Housing Report including potential modifications to existing monitoring and reporting protocols |

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| KEY INTERIM PRODUCTS: During the project what are the key interim products to be delivered? |
| <ul style="list-style-type: none"> • Background Report – Context for the Strategy • Community Engagement and Communications Plan • Discussion Paper - data analysis, housing issue identification and best practices review • Directions Report – analysis of tools and proposed recommendations |

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| DATA REQUIREMENTS: |
| <ul style="list-style-type: none"> • 1991-2011 Census Data at City level • 2011 National Household Survey Data at City level • Housing Sales Data at City Level, Resale and New (MPAC data mining) • Other Estimates of Rental Housing Stock • New supply information (Building Department Reports, CMHC reports, Development Priorities Plan) • Rental Prices and Vacancy Rates (CMHC reports) • Social housing waiting list analysis (County of Wellington) • Guelph Wellington Need and Demand Study (2012) • CMHC Secondary Rental Market information (if possible) • Housing Needs Survey (optional primary data collection) |

PROJECT SCOPE

It is expected that data collection, issue identification, and consultation with staff and other stakeholders may lead to refinements to the proposed project scope.	
PROJECT SCOPE IS (INCLUDES):	PROJECT SCOPE IS NOT (DOES NOT INCLUDE):

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<ul style="list-style-type: none"> • A framework for supporting the achievement of the affordable housing target • Updated Affordable Housing Reserve Fund policy • Confirmation of the affordable housing benchmarks • Recommended approach to ongoing updates to the benchmarks • Development of a monitoring program • Clarification of City’s role across the housing continuum • Recommended Official Plan and Zoning regulations 	<ul style="list-style-type: none"> • Addressing Housing managed and funded by other levels of government including the Service Manager (although Affordable Housing Reserve Fund policy may consider out of scope elements of the housing continuum) • Roles, relationships and funding arrangements between the City and County. However, the housing strategy may provide direction to inform decisions regarding the discretionary funding the City provides to the County on social housing
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PROJECT PARAMETERS

SCHEDULE: A high level outline of key dates		
April	2014	Council to receive Background report and Staff Report and approve project charter
Winter	2015	Report to Council on discussion paper including data analysis, community engagement approach and detailed work plan
Spring	2015	Release Housing Strategy Directions Document and Continue Community Engagement
Fall	2015	Public Release of Draft Housing Strategy
Winter	2016	Council Approval of Final Housing Strategy

BUDGET: The total estimated budget, broken down into key product and dates, when possible.
Council has approved a Capital Budget of \$40,000 for completion of the Housing Strategy.

RISK ASSESSMENT:

BEGINNING ASSUMPTIONS:
<ul style="list-style-type: none"> • It is assumed that the City’s Local Growth Management Strategy, OPA 39 and OPA 48 meet the Growth Plan’s requirement for a Housing Strategy that plans for “a range of housing types and densities to support the achievement of the intensification target and density target.” • Many households have incomes that don’t allow them to be housed in market housing no matter how successful the City is in achieving its housing objectives. Furthermore many people have special needs beyond economic needs, which present other housing issues. The County of Wellington as Service Manager has responsibility for providing housing services from the centre to the left end of the housing continuum including homelessness, emergency shelters, transitional housing and social housing. City Official Plan policy supports the development and retention of special needs housing (emergency shelter, transitional housing and supportive housing) in conjunction with the County, Provincial and Federal governments. While recognizing that many of the initiatives identified through the Housing Strategy may provide benefits across the continuum, the Housing Strategy will focus on increasing the supply of affordable market housing, a clear area of City jurisdiction as the land use planning authority. • The City will continue to fund the County as Service Manager that administers many housing services, both discretionary and nondiscretionary. However, as evidenced by Council’s response to recent funding requests from affordable housing providers, there may be political will to spend tax dollars, staff resources and political capital, beyond the mandated contributions, to support the development of affordable housing through the Affordable Housing Reserve Fund. • That the strategy will be developed primarily in house and with limited outside consulting support. City staff will look to Wellington County staff to provide some data, knowledge and expertise and to dovetail with County initiatives where appropriate. • Provincial and Federal Funding for new affordable housing supply is limited and not predictable.

KNOWN CONSTRAINTS: Resource, Schedule, Budget or other constraints

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- Staff time – various departments involved with other high-priority projects
- Stakeholders' availability and commitment to provide feedback throughout a multi-year project
- Former areas of Provincial responsibility are increasingly devolving to the Service Managers and municipalities; there is limited provincial support available for policy development
- Data availability, timing to acquire and cost