



United Counties of Leeds and Grenville

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December 17, 2021

Township of Edwardsburgh Cardinal
Mayor and Council
6544 New Dublin Rd.,
R.R. # 2 Addison, ON K0E 1A0

Dear Mayor Sayeau and Members of Council:

At the December 8th meeting of the Leeds and Grenville Joint Services Committee, the report of the Housing Affordability Task Force was adopted which included the Task Force's recommendation as follows:

"THAT the Housing Affordability Task Force recommends that the recommendations contained in Report HA-013-2021 – Housing Affordability Task Force - Summary Report and Recommendations, be implemented by the United Counties of Leeds and Grenville, City of Brockville, Town of Gananoque and Town of Prescott."

A copy of this report is attached and within it, the final recommendations of the Task Force are outlined. One short term recommendation requiring your Council's support is to encourage attainable housing opportunities with the creation of an Attainable Housing Action Group.

To implement this recommendation, the identification of elected and non-elected persons for the positions on the Attainable Housing Action Group are requested. If your Council wishes to put names forward, a short bio would be required to help make selections based on the attached Terms of Reference. Counties Council will be discussing this further as part of its 2022 Budget consideration and your municipality's interest in forwarding names for Counties Council's consideration will be greatly appreciated.

Yours truly,

Lesley Todd
Interim County Clerk and
Manager of Legislative Services

Enclosure

LT/aab

NOVEMBER 17, 2021

**HOUSING AFFORDABILITY TASK FORCE
REPORT**

REPORT NO. HA-013-2021

**HOUSING AFFORDABILITY TASK FORCE -
SUMMARY REPORT AND RECOMMENDATIONS**

RECEIVED

DEC 17 2021

**TOWNSHIP OF
EDWARDSBURGH/CARDINAL**

**ALISON TUTAK
DIRECTOR, COMMUNITY AND
SOCIAL SERVICES**

RECOMMENDATIONS

THAT the Housing Affordability Task Force recommends that the recommendations contained in Report HA-013-2021 – Housing Affordability Task Force - Summary Report and Recommendations, be implemented by the Counties of Leeds and Grenville, City of Brockville, Town of Gananoque and Town of Prescott.

BACKGROUND

The purpose of the Housing Affordability Task Force (Task Force) was to strategically examine housing affordability throughout Leeds and Grenville and recommend prioritized solutions for increased affordable housing and other related and/or associated urban and rural housing solutions that may be implemented by both upper and lower-tier municipal government and community stakeholders.

Housing Affordability Task Force Members and Responsibilities

The Task Force was comprised of the members of the United Counties of Leeds and Grenville Joint Services Committee. Mayors of the ten member municipalities of Leeds and Grenville, as well as the Mayor of the City of Brockville, the Mayor of the Town of Gananoque and the Mayor of the Town of Prescott form the membership.

The initial work responsibilities (Scope of Work) of the Task Force were as follows:

- Review and analyze demographic and other determining statistics and trends related to housing affordability and needs in Leeds and Grenville.
- Identify current and projected needs in Leeds and Grenville.
- Identify constraints and opportunities in Leeds and Grenville.
- Research and document effective models and approaches (best practices) for housing affordability within different types of Ontario municipalities (upper, lower, or single-tier municipalities, as well as urban and rural municipalities).
- Research and document applicable senior government priorities, programs and funding potentially applicable to housing affordability in Leeds and Grenville.
- Identify potential public and private partners and partnership opportunities that may enhance housing affordability opportunities in Leeds and Grenville.
- Host delegations by housing stakeholders including but not limited to
 - senior government and their agencies (including the Canada Mortgage and Housing Corporation [CMHC], and the Ministry of Municipal Affairs and Housing [MMAH] - housing and land use planning)
 - best practice municipalities (upper, lower, and single-tier municipalities as well as urban and rural municipalities)
 - non-profit and private providers
 - three-P affordable developments
 - regional developers/builders
 - Habitat for Humanity
 - community organizations; and
 - emergency services
- Identify, document, and promote potential and prioritized options and solutions that may assist municipalities and or appropriate stakeholders to enhance housing opportunities in Leeds and Grenville.

Local Priorities

During the September 2020 Task Force meeting, members identified priorities for each of their individual municipalities. A summary of these priorities can be found in Attachment 1 - Local Municipal Priorities.

Consultative Process

Between August 2020 and September 2021, the Task Force held 13 meetings to examine and discuss housing affordability and issues surrounding homelessness within Leeds and Grenville. This consultative approach included a number of housing stakeholders who presented multifaceted ideas, experiences, and proposed solutions to the current housing situation. Representatives from the CMHC and the MMAH, along with representatives from various community partners, participated in this consultative process. A full list of speakers can be found in Attachment 2 - Community Partner Presentations.

Staff Reports

The following staff reports were presented to the Task Force during the period of August 2020 to September 2021:

| Report Number | Report Title |
|----------------------|--|
| HA-001-2021 | Homeownership Program Purchase Price and Asset Limit |
| HA-002-2021 | Asset Limit Policy |
| HA-003-2021 | Request for Proposal – Development to Analyze Affordable Housing in Leeds and Grenville |
| HA-004-2021 | Funding from the Ministry of Municipal Affairs and Housing: Social Services Relief Fund Phase 2 Holdback |
| HA-005-2021 | General Updates on Projects |
| HA-006-2021 | Summary of Municipal Planning Staff Consultation |
| HA-007-2021 | Social Services Relief Fund – Housing Support Team |
| HA-008-2021 | Request for Proposal (RFP-2021-02) – Analysis of Housing Affordability Needs in Leeds and Grenville – Update |
| HA-009-2021 | Official Plan and Zoning By-law Considerations for Additional Residential Units |
| HA-010-2021 | Update on Identifying Surplus Properties |
| HA-011-2021 | Marco Polo 100 Digital Build Challenge – Gananoque |
| HA-012-2021 | Housing Programs Update |

Third-Party Reports

A Request for Proposal (RFP) was issued in March 2021 with the purpose of procuring consultant services. As per the RFP, the consultant was requested to:

- Review and analyze demographic and other determining statistics and trends related to housing affordability and needs in Leeds and Grenville.
- Identify current and projected needs in Leeds and Grenville.
- Identify constraints and opportunities in Leeds and Grenville.
- Define what constitutes affordable housing for rental and purchase in each municipality, and across Leeds and Grenville overall.
- Identify the proportion of affordable housing available, and define future targets.
- Review social economic and census data to determine where in Leeds and Grenville the Housing should be.

Through the RFP selection process, Dillon Consulting was chosen for an Affordable Housing Needs and Demand Study. This study produced two reports:

1. United Counties of Leeds and Grenville Housing Affordability Discussion Paper, Technical Brief. August 2021-21-1772.
2. The United Counties of Leeds and Grenville Housing Affordability Plan. August 2021-21-1772.

Staff comments regarding Dillon Consulting's recommendations can be found in Attachment 3 - Dillon Consulting Recommendations: Staff Comments.

Main Themes

Task Force members discussed a wide variety of ideas and topics during the period of August 2020 to September 2021. The central themes that emerged during these discussions were as follows:

- The requirement for a common definition of "affordable" and determining what constitutes an affordable price for purchase and rental within each municipality.
- The need for more housing options, with a focus on housing that is affordable and attainable for individuals at all stages of life.
- The importance of taking a multi-faceted approach to housing affordability, which may include community housing.

- The importance of developing working relationships with local developers and of having a set of tools to better incentivize developers.
- The desire for a collaborative approach amongst municipalities with consistent messaging and common approaches to housing solutions.

Actioned Items

During the period of August 2020 to September 2021, the Task Force carried the following key resolutions (list is not inclusive):

| | Number | Resolution |
|---|--------------|--|
| 1 | HA-005-2020 | THAT the Housing Working Group recommends to the Joint Services Committee of Leeds and Grenville the adoption of the Terms of Reference for the Housing Affordability Task Force. |
| 2 | JSC-003-2021 | THAT the Housing Affordability Task Force recommends to the Leeds and Grenville Joint Services Committee the following changes in the Homeownership Program: Home purchase price: \$280,000.00. Asset limit for applicants: \$50,000.00. |
| 3 | JSC-004-2021 | THAT the original motion be amended to set a household limit to \$35,000.00. |
| 4 | JSC-005-2021 | THAT the Housing Affordability Task Force recommends to the Leeds and Grenville Joint Services Committee that an asset limit for the purposes of determining eligibility for rent-geared-to-income or affordable housing, be established as follows: \$35,000 per household. |
| 5 | HA-006-2021 | THAT the Housing Affordability Task Force recommends to the Leeds and Grenville Joint Services Committee that a Request for Proposal be developed and issued to request services to analyze the current state of affordable housing in Leeds and Grenville, and to provide strategic recommendations to address gaps. |
| 6 | HA-009-2021 | THAT the Housing Affordability Task Force recommends that the motion related to 256 Victor Road, Prescott be reconsidered at a Joint Services Committee meeting. |

| | | |
|---|-------------|--|
| 7 | HA-016-2021 | <p>THAT the Counties and local municipalities be requested to identify potential surplus properties that may be made available to address the housing affordability crisis and;</p> <p>THAT the Chair of the Housing Affordability Task Force work with Counties staff to request the federal and provincial government; and</p> <p>THAT area school boards also be requested to identify surplus lands; and</p> <p>THAT Counties' and local planning staff review and share best language for local Official Plans and Zoning By-laws on the issue of secondary dwelling units.</p> |
| 8 | HA-023-2021 | <p>THAT the Housing Affordability Task Force encourage local municipalities to update local planning policies to support affordable housing development; and</p> <p>THAT Report No. HA-009-2021: Official Plan and Zoning By-law Considerations for Additional Residential Units be shared with all local municipalities.</p> |

The Task Force can choose to proceed with all of the above-noted recommendations and/or consider each one separately.

DISCUSSION

Considering the work of the Task Force over the past year, the following are some recommendations moving forward:

Staff Recommendations to Encourage Attainable Housing Opportunities

After review of the Task Force meetings, staff and third-party reports, and community partner presentations, staff make the following strategic recommendations for short-term and long-term actions to address housing affordability within Leeds and Grenville:

Short-Term Recommendations – Within One Year

- 1. Separate actionable items into two categories - affordable housing and attainable housing.**

- a) **Affordable housing** is supported by direct public financing through ownership of capital assets, direct operating subsidies, or funding or income supplements to residents. Affordable Housing will be supported through existing organizational structures established within the United Counties of Leeds and Grenville (Counties) as the Consolidated Municipal Service Provider (CMSM) and those partner organizations that the Counties currently works with to provide adequate supply or subsidize resident expenditures on housing that are at a level below market value. This ongoing work is done within the Counties' Housing Department.
 - b) Attainable housing is used to describe the ability of households to enter and graduate to higher levels in the housing market.
 - c) Developing housing that is attainable is focused upon increasing residential units that are constructed in a manner to ensure they are affordable to persons or families with annual income of up to \$75,000. Attainable housing supports are activities geared toward economic development initiatives, planning systems or programs meant to influence development patterns to increase the supply of homes or manage the cost of homes or market rental rates.
2. **Create an Attainable Housing Action Group** based on the attached Terms of Reference (Attachment 4 - Attainable Housing Action Group – Terms of Reference).
 3. **Create an Attainable Housing Coordinator position** (Dillon recommendation 9).

Develop local infrastructure and organizational structures and processes to increase housing units that are affordable.

- a) This position would be developed to support the development and creation of housing that is affordable and attainable. This would include, but not be limited to, working with local planners, Economic Development staff and the Counties' Housing Department. The position would work with a broad cross section of stakeholders such as developers, landlords, funding programs, etc., and would directly report to the Chief Administrative Officer.
- b) This position would be included in the 2022 Budget for the Counties and participating separated municipalities.
- c) The Coordinator would have four main objectives for 2022:
 - Identify local champions to fill the membership positions on the Attainable Housing Action Group and begin supporting the implementation of the Terms of Reference.

- Create an immediate action plan to promote the secondary suites program and advocate for planning reform and development application process review to assist land owners and developers to add new units into the marketplace.
- Seek opportunities for the creation/development of additional housing units in Leeds and Grenville that are attainable.
- Build necessary partnerships and identify and assist the private and not for profit sector to access grants.
- Development of recommendations for consideration and regular reporting to Committee of the Whole and separated councils
- Create a longer range work plan to develop actionable items identified as part of the additional recommendations as identified below.

4. Develop and implement a secondary suites program (separate report).

Additional Recommendations – Within Two Years

1. The Attainable Housing Coordinator in consultation with the Attainable Housing Action Group will:
 - Develop resources (e.g. website, information packets, etc.) to support the education of developers on provincial and federal-sourced funding opportunities for affordable housing creation, maintenance and retrofitting (Dillon recommendation 6).
 - Consider a request to the MMAH to be a “prescribed” upper-tier municipality under O. Reg 221/07. Create a Counties’-level Community Improvement Plan (CIP) to enable the provision of financial incentives (e.g. property tax breaks, tax credits, cash-in-lieu contributions), in addition to the waiving of municipal fees, to eligible applicants who want to build and/or supply affordable housing (Dillon Recommendation 7).
 - Develop outcome-based performance indicators for affordable housing, reflective of the urban-versus-rural setting, that link to those set-in strategies of upper levels of government (e.g. Long-Term Affordable Housing Strategy by the MMAH). Compare the data against these indicators to evaluate progress made towards achieving affordable housing objectives at the county, separated and lower-tier municipal level (Dillon recommendation 10).
 - Partner with the member and partner municipalities to have an ongoing dialogue on attainable housing, and work collaboratively towards local initiatives and treat the Counties’ Official Plan as one of the key mechanisms

for this collaboration (Dillon recommendation 11). This could in part be achieved through hosting a "Housing Summit".

2. Acquire land to build affordable rental housing that would be managed by the Counties, primarily through purchasing land. Donation of lands could also support land acquisition (Dillon recommendation 1).
3. Partner with a non-profit housing provider to identify suitable lands for affordable rental housing, or establish a local community land trust to begin a similar process (Dillon recommendation 2).
4. Consider the purchase of multi-unit buildings on the market that could be procured to retain existing rental housing stock, which may be managed by a community land trust to ensure that they remain attainable (Dillon recommendation 4).

Conclusion

Over the past year, the Task Force has responded to pressing housing needs within Leeds and Grenville. The Task Force has consulted with housing stakeholders and analyzed local housing data to seek viable, evidence-based, solutions. A number of initiatives have started because of this work however housing affordability is an intricate issue that requires a multi-faceted approach. Incorporation of key recommendations will set next steps for housing affordability in Leeds and Grenville, while ongoing review of priorities will be required to support evolving community needs. A solution to creating new housing units that are attainable within the marketplace will require leadership from the Counties to develop multi-sectorial partnerships and work plans. A position dedicated to championing solutions and advocating for landowners, developers and people seeking accommodation that is attainable and affordable, will ensure action plan results in successful outcomes.

FINANCIAL IMPLICATIONS

The cost to hire a Coordinator position would impact the 2022 Budget and the total cost would need to be finalized depending on the number of communities electing to participate in this initiative.

ATTACHMENTS

Attachment 1 – Local Municipal Partners – Summary of Presentations
Attachment 2 – Community Partner Presentations
Attachment 3 – Dillon Consulting Recommendations: Staff Comments
Attachment 4 – Attainable Housing Action Group – Terms of Reference

ALISON TUTAK
DIRECTOR OF COMMUNITY AND SOCIAL SERVICES

DATE

RAYMOND CALLERY
CHIEF ADMINISTRATIVE OFFICER

DATE

Local Municipal Partners – Summary of Priorities

| Municipality | Local Priorities |
|-----------------------------------|---|
| Township of Athens | <ul style="list-style-type: none"> • Affordable housing needed – Valleyview Court consistently at capacity. • Better knowledge of what is currently available for funding and support (e.g. programs currently offered by governments). |
| Township of Augusta | <ul style="list-style-type: none"> • Potential for residential, commercial and industrial growth. • Regional approach is required in initiatives. • Looking at opportunities for partnerships. • Waste water systems should be explored. • Transit is an issue in the area. |
| City of Brockville | <ul style="list-style-type: none"> • Housing stock is priority and the shortage of available homes. • Affordable housing comes from availability of homes. • Interested in density and increasing population per kilometre. • Interested in creating similar planning rules and incentives so that development is not pushed out of the area. • Looking to develop partnerships to acquire more land. |
| Township of Edwardsburgh Cardinal | <ul style="list-style-type: none"> • Contractors needed to work at the lower end of the market to create houses that are affordable. • Interested in rejuvenating old style housing (similar to university neighbourhoods). • Raise the issue of absentee landlords. • Difficult to find builders to build in Township subdivisions. • Important that plans be in place for the future so that they are ready when developers move out of Ottawa to other regions. • Interested in also looking at social housing; subsidizing similar to what was done at Wall Street Village. |
| Township of Elizabethtown-Kitley | <ul style="list-style-type: none"> • Noted modular waste systems may unlock some of the rural potential. • There are hidden soft costs regarding homelessness and shelters (e.g. policing); need to share these soft costs. • Provincial Policy Statement and Official Plan may limit municipalities from certain activities; flexibility is required. • Transit is an issue and may unlock solutions. |

ATTACHMENT 1

| Municipality | Local Priorities |
|--|---|
| Township of Front of Yonge | <ul style="list-style-type: none"> • Working on partnerships is important; example of a septic issue with developer resulted in developer going elsewhere. • Affordable housing needed in the area. • Portable housing is a key to housing solutions. • Seniors are looking for affordable homes. |
| Town of Gananoque | <ul style="list-style-type: none"> • Interested in consistency across Leeds and Grenville with respect to incentives and how they forward with initiatives like secondary suites, tiny homes, etc. • Interested in providing social housing for seniors; this will open up housing for others, allowing families to move in. • Interested in high-density development. |
| Township of Leeds and Thousand Islands | <ul style="list-style-type: none"> • Identifying lots for higher density housing. • New zoning by-laws. • Interest to involve the Counties in a manner that can speed up the process for builders. • What are the things we are doing not so well? • Need more affordable and RGI housing. |
| Village of Merrickville-Wolford | <ul style="list-style-type: none"> • Concern regarding capacity of services and what is done when the municipality approaches capacity. • Addition of septic and wells add to the overall cost of the home. This can take an affordable home and make it unaffordable. • Aging in place is an issue as the private sector not building this type of housing. • Affordable and manageable housing is a priority. |
| Municipality of North Grenville | <ul style="list-style-type: none"> • Concern that inflationary housing prices are shifting what affordability looks like. • Interested in having a zoning framework to apply. • Interested in a collective approach by looking at common interests. |
| Town of Prescott | <ul style="list-style-type: none"> • Interested in examining the reallocation of housing, including where people can live in order to access services. • Locating supportive services with social housing. • Transportation is a challenge. • Examining rental subsidy versus ownership. • Important to have a mixed use of commercial housing and private housing. |

ATTACHMENT 1

| Municipality | Local Priorities |
|------------------------------|---|
| Town of Prescott – Cont'd | <ul style="list-style-type: none">• Interested in looking at public/private partnerships where properties revert to private ownership at end of lease.• Partnerships are key. |
| Township of Rideau Lakes | <ul style="list-style-type: none">• Village vitality key.• High demand for senior housing.• Senior housing required in Delta and Newboro.• Affordable housing options for families, seniors, low-income individuals that want to stay in the hamlets/ villages they are in.• Energy efficiency with housing initiatives.• Rehabilitation of older homes into multiple units.• Locating additional trailer parks in rural areas. |
| Village of Westport | <ul style="list-style-type: none">• Attraction of younger families.• Affordable housing for families with children.• Assistance to seniors.• Stakeholders should include churches. |

Community Partner Presentations

| Meeting | Presentations/Reports | |
|----------------|--|---|
| Aug. 26, 2020 | Carl Cannon, Co-Chair, Mayor's Affordable Housing Task Force, Municipality of North Grenville | |
| Sept. 23, 2020 | Cherie Mills, Manager, Planning Department, UCLG | |
| Oct. 21, 2020 | Jamie Shipley, Outreach Specialist, Partnerships and Promotions, Canada Mortgage and Housing Corporation | |
| | Jim Adams, Director, Housing Program Branch, Ministry of Municipal Affairs and Housing | |
| | Alison Tutak, Director, Community and Social Services | How Counties Staff Interacts with CMHC and MMAH. |
| Nov. 18, 2020 | <ul style="list-style-type: none"> Lynda Garrah, Vice-Chair, Gananoque Housing Incorporation Community and Social Services | <ul style="list-style-type: none"> Non-profit housing. Non-profit/cooperative housing providers in Leeds and Grenville. |
| Dec. 16, 2020 | Alison Tutak, Director, Community and Social Services | Memos/Social Housing Waitlist and Homeownership Program. |
| Jan. 20, 2021 | Alison Tutak, Director, Community and Social Services | <ul style="list-style-type: none"> Report HA-001-2021 - Homeownership Program Purchase Price and Asset Limit. Report HA-002-2021 - Asset Limit Policy. Report HA-003-2021 - Request for Proposal – Development to Analyze Affordable Housing in Leeds and Grenville. Report HA-004-2021 - Funding from the Ministry of Municipal Affairs and Housing: Social Services Relief Fund Phase 2 Holdback. |
| Feb. 24, 2021 | <ul style="list-style-type: none"> Judy Lightbound, Managing Director, Housing Services Corporation Business Solutions Alison Tutak, Director, Community and Social Services | <ul style="list-style-type: none"> Overview of services. Report HA-005-2021 - General Updates on Projects. |

ATTACHMENT 2

| Meeting | Presentations/Reports | |
|----------------|---|--|
| March 24, 2021 | <ul style="list-style-type: none"> • Leigh Bursey, National Alliance to End Rural and Remote Homelessness and the Tiny Home Alliance Canada • Sonya Jodoin, Victim Services of Leeds and Grenville • Robyn Holmes, Connect Youth • Calvin Wong and Erin Wong, the Salvation Army Kemptville | <ul style="list-style-type: none"> • Homelessness in Leeds and Grenville. • Homelessness in Leeds and Grenville. • Youth Homelessness Findings. • Overview of services. |
| Apr. 21, 2021 | <ul style="list-style-type: none"> • Cherie Mills, Manager, Planning Services • Alison Tutak, Director, Community and Social Services • Alison Tutak, Director, Community and Social Services • Alison Tutak, Director of Community and Social Services | <ul style="list-style-type: none"> • Report HA-006-2021 - Summary of Municipal Planning Staff Consultation. • Report HA-007-2021 - Social Services Relief Fund – Housing Support Team. • Report HA-008-2021 - Request for Proposal (RFP-2021-02) – Analysis of Housing Affordability Needs in Leeds and Grenville – Update. • For Information – Increasing Affordable Housing Supply in Ontario: Leading Practices of Non-Profit Housing Sector (presentation slides). |
| May 19, 2021 | <ul style="list-style-type: none"> • Monica Belliveau, Project Manager, Dillon Consulting Ltd. • Scott Tylor, Senior Planner County of Grey | <ul style="list-style-type: none"> • Introduction and Scope of Project. • Affordable and Attainable Housing Strategies in Grey County. |
| June 23, 2021 | <ul style="list-style-type: none"> • Arfona Zwiers, Director of Social Housing, County of Simcoe | <ul style="list-style-type: none"> • Affordable Housing and Homelessness Prevention. |

ATTACHMENT 2

| Meeting | Presentations/Reports | |
|------------------------|--|---|
| June 23, 2021 – Cont'd | <ul style="list-style-type: none"> Cherie Mills, Manager, Planning Services Alison Tutak, Director, Community and Social Services | <ul style="list-style-type: none"> Report HA-009-2021 - Official Plan and Zoning By-law Considerations for Additional Residential Units. Report HA-010-2021 - Update on Identifying Surplus Properties. |
| July 21, 2021 | <ul style="list-style-type: none"> Patricia Kyle, Chief Executive Officer, Lanark, Leeds and Grenville Addictions and Mental Health Monica Belliveau, Project Manager, Dillon Consulting Ltd; Amy Greenberg, Planner, Dillon Consulting Ltd; Irene Pereira, Housing Specialist, Dillon Consulting Ltd. | <ul style="list-style-type: none"> Overview of Services. Draft Affordability Plan. |
| Sept. 24, 2021 | Alison Tutak, Director, Community and Social Services | <ul style="list-style-type: none"> Report HA-011-2021 - Marco Polo 100 Digital Build Challenge – Gananoque. Report HA-012-2021 - Updates |

Dillon Consulting Recommendations: Staff Comments

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|-----------------------------|--|---|----------|---|----------|---|----------|---|
| Recommendation 1 | Acquire land to build affordable rental housing that would be managed by the Counties, primarily through purchasing land; however, donation of lands from municipalities and the public could also support land acquisition. | | | | | | | |
| Key Issues Addressed | 1 | ✓ | 2 | ✓ | 3 | ✓ | 4 | ✓ |

Considerations:

- Cost to purchase land.
- Cost of construction.
- Ongoing costs of operations, staffing and contribution to capital reserve.
- Could have a mix of market/commercial and affordable rents to cover operational costs.
- Affordable units do not count towards service level standards.
- Ability to target new property where there is the greatest need in terms of location and unit size.
- Direct control will ensure affordability remains in effect indefinitely.

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| Recommendation 2 | Partner with a non-profit housing provider to identify suitable lands for affordable rental housing, or establish a local community land trust to begin a similar process. | | | | | | | |
| Key Issues Addressed | 1 | ✓ | 2 | ✓ | 3 | ✓ | 4 | ✓ |

Considerations:

- If the non-profit providers were to operate solely on rents, the only ongoing cost for the United Counties of Leeds and Grenville (Counties) would be a rent subsidy.
- Direct ongoing costs of operations, staffing and contribution to capital reserve not the responsibility of the Counties.
- Could have a mix of market/commercial and affordable rents to cover operational costs.
- Affordable units do not count towards service level standards.

- Ability to target new property where there is the greatest need in terms of location and unit size.

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| Recommendation 3 | Identify underutilized properties that could be converted to provide affordable housing units. | | | | | | | |
| Key Issues Addressed | 1 | ✓ | 2 | ✓ | 3 | ✓ | 4 | ✓ |

Considerations:

- Cost to purchase.
- Cost of construction.
- Ongoing cost of operations, staffing and contribution to capital reserve.
- Affordable units do not count towards service level standards.
- Ability to target new property where there is the greatest need in terms of location and unit size.
- Direct control will ensure affordability remains in effect indefinitely.

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|-----------------------------|---|---|---|---|---|---|---|---|
| Recommendation 4 | Consider the purchase of multi-unit buildings on the market that could be procured to retain existing rental housing stock, which may be managed by a community land trust to ensure that they remain affordable. | | | | | | | |
| Key Issues Addressed | 1 | - | 2 | ✓ | 3 | ✓ | 4 | ✓ |

Considerations:

- Inherit existing building and tenant issues.
- Does not increase the number of units in an area.
- Does not address those areas that do not have existing rental housing.
- Cost to purchase.
- Ongoing costs of operations, staffing and contribution to capital reserve.

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| Recommendation 5 & 5A | <p>Create a revolving Affordable Housing program fund, via a housing levy to generate funds within the counties, to support various housing initiatives.</p> <p>(A) The funds could specifically be used towards the expansion of the counties current Housing Allowance Program.</p> | | | | | | | |
| Key Issues Addressed | 1 | ✓ | 2 | ✓ | 3 | ✓ | 4 | ✓ |

Considerations:

- Will create a budget increase annually.
- Clear and distinct criteria will need to be created for use of funding.

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| Recommendation 6 | <p>Educate developers on provincial and federal sourced funding opportunities for affordable housing creation, maintenance, and retrofitting.</p> | | | | | | | |
| Key Issues Addressed | 1 | - | 2 | ✓ | 3 | ✓ | 4 | ✓ |

Considerations:

- Without confirmed reliable sources of funding at the provincial and federal levels there would not be much information to provide.
- Developers often find the funding agreements and time frames for required participation restrictive.

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|-----------------------------|--|---|----------|---|----------|---|----------|---|
| Recommendation 7 | Submit a request to the M.M.A.H. to be a “prescribed” upper-tier municipality under O. Reg. 221/07. Create a Counties-level Community Improvement Plan (C.I.P.) to enable the provision of financial incentives (e.g., property tax breaks, tax credits, cash-in-lieu contributions), in addition to the waiving of municipal fees, to eligible applicants who want to build and/or supply affordable housing. | | | | | | | |
| Key Issues Addressed | 1 | ✓ | 2 | - | 3 | ✓ | 4 | ✓ |

Considerations:

- Being a “prescribed” municipality will enable the Counties to prepare a Counties-CIP, when the Counties decides to proceed with one.
- Process to change the Ontario Regulation would be similar to that undertaken when the Counties requested delegated Counties’ Official Plan amendment approval. Planning staff would initiate a discussion with the Ministry of Municipal Affairs and Housing (MMAH) and prepare a report to Counties Council to support the request.
- In creating a future CIP, the Counties would need to define what it wants to achieve and how to get there (e.g. programs and financial incentives).
- Potential cost to prepare the plan in staff time or by consultants.

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|-----------------------------|--|---|----------|---|----------|---|----------|---|
| Recommendation 8 | Amend the Counties Official Plan to state that the Counties, local municipalities, and partners will promote, pursue, and incentivize public-private partnerships to build affordable housing. | | | | | | | |
| Key Issues Addressed | 1 | - | 2 | ✓ | 3 | ✓ | 4 | ✓ |

Considerations:

- A Counties’ Official Plan amendment is a prescribed Planning Act process (steps and timelines) and is open to appeal to the Ontario Land Tribunal (former OMB).
- Counties’ Official Plan amendments require consultation with local municipalities and agencies.
- Potential cost to prepare the amendment in staff time or by consultants.

- Potential cost for advertising of public meeting.
- Will lead to future amendments to local official plans.

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| Recommendation 9 | Create an Affordable Housing Coordinator position who would be responsible for all Counties-led actions in this strategy, as well as any other actions taken towards progressing affordable housing initiatives. | | | | | | | |
| Key Issues Addressed | 1 | ✓ | 2 | ✓ | 3 | ✓ | 4 | ✓ |

Considerations:

- Dedicated staff would ensure a continued focus on the priority of creating new housing options and solutions.
- Ability to review, analyze, and maintain demographic and other determining statistics and trends related to housing affordability and needs in Leeds and Grenville.
- Focus on research and ability to document applicable senior government priorities, programs and funding applicable to housing affordability in Leeds and Grenville, or new housing models.
- Cost of wages and benefits.

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| Recommendation 10 | Develop outcome-based performance indicators for affordable housing, reflective of the urban versus rural setting, that link to those set in strategies of upper levels of government (e.g., Long-Term Affordable Housing Strategy by the Ministry of Municipal Affairs and Housing). With the release of new Census data every five years, compare the data against these indicators to evaluate progress made towards achieving affordable housing objectives at the Counties and lower-tier municipalities levels. | | | | | | | |
| Key Issues Addressed | 1 | ✓ | 2 | ✓ | 3 | ✓ | 4 | ✓ |

Considerations:

- Performance indicators will ensure accountability to the commitment of increasing affordable housing.
- Will assist in prioritizing limited housing development funds to projects that match housing needs based on current data.
- A dedicated Affordable Housing Coordinator would ensure consistency in monitoring performance indicators.

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| Recommendation 11 | Partner with the member and partner municipalities to have an ongoing dialogue on affordable housing and work collaboratively towards local affordable housing initiatives, and treat the Counties Official Plan as one of the key mechanisms for this collaboration. | | | | | | | |
| Key Issues Addressed | 1 | ✓ | 2 | ✓ | 3 | ✓ | 4 | ✓ |

Considerations:

- There are planning group meetings held twice a year which include those staff who do planning across Leeds and Grenville (including the separated municipalities) and conservation authority representatives. This also includes other Counties' staff (i.e. Housing) as needed. This group could be utilized as a forum to discuss and collaborate on local affordable housing initiatives.
- Alternatively, a new group comprised of Planning Department staff and Housing Department representatives could be created. This group should have a formal terms of reference to set out its purpose, number of meetings, membership and expected duties/scope.
- The dedicated Affordable Housing Coordinator could support this new group.

Staff Questions for Task Force Members:

- Do you want to exceed the current service level standards for RGI units or increase the current number of affordable units?
- Do you want to set goals for the creation of housing units?
- Do you want the Joint Services Committee to fund the housing units?
- How do you want to fund the units; annual amount on housing budget, levy?
- How much do you want to fund?

ATTACHMENT 3

- Do you want to focus on bricks and mortar buildings, housing allowances, or both?
- Where do you want the units located?
- What is the mandate (will impact size)?
- What size of units will be prioritized?

Attainable Housing Action Group

Terms of Reference (Draft)

Purpose

The purpose of the Attainable Housing Action Group is to strategically examine how we create inclusive communities as to enable those that want to live in Leeds and Grenville to live in Leeds and Grenville. The group will examine and identify solutions to urban and rural attainable housing needs for implementation and consideration by municipal government and other stakeholders.

Membership

Core membership with voting privileges

- Elected Officials (three) – Two elected officials and the Warden
- Members of the public (up to two and by request of the group based on expertise required)
- Developer/builder (up to two)
- Non-profit housing (up to one)

Staff support without voting privileges

- Economic development (up to two)
- Attainable Housing Coordinator (one)
- Counties' Housing Department Manager (one - available upon request of the Chair)
- Municipal planning (up to three - representation for urban and rural)

Terms of Membership

- Core members are appointed for a two-year term.
- Membership is assigned to the individual versus an organization - substitutes are not allowed.
- Meetings will be scheduled every two months.
- Members can be added upon full consensus and agreement of the Attainable Housing Action Group.
- Chairperson (elected voting member)

Definition of Attainable Housing and Affordable Housing

Attainable Housing

The term attainable housing is used to describe the ability of households to enter and graduate to successively higher levels of the local housing market. Implicit in this usage of attainability is the idea that a range of housing options (e.g. type, size, tenure, cost) exists in the local market. Households at various income levels can find and secure (attain) suitable housing and can ultimately advance to a different level.

Affordable Housing - In the case of **ownership housing**, the least expensive of:

1. housing for which the purchase price results in annual accommodation costs which do not exceed 30% of gross annual household income for low and moderate income households; or
2. housing for which the purchase price is at least 10% below the average purchase price of a resale unit in the regional market area

In the case of **rental housing**, the least expensive of:

1. a unit for which the rent does not exceed 30% of gross annual household income for low and moderate income households; or
2. a unit for which the rent is at or below the average market rent of a unit in the regional market area.
3. To focus on the "blue section" of the housing continuum: Affordable Rental and Affordable Home Ownership.

THE HOUSING CONTINUUM



Work Responsibilities/Scope of Work

1. Review and analyze demographic and other determining statistics and trends related to attainable and affordable housing needs in Leeds and Grenville.

Attainable Housing Action Group - Terms of Reference (Draft)

2. Identify current and projected needs in Leeds and Grenville.
3. Identify constraints and opportunities in Leeds and Grenville.
4. Research and document effective models and approaches (best practices) for attainable housing within different types of Ontario municipalities (i.e. upper, lower, or single-tier municipalities, as well as urban and rural municipalities).
5. Research and document applicable senior government priorities, programs and funding potentially applicable to attainable housing in Leeds and Grenville.
6. Identify potential public and private partners and partnership opportunities that may enhance housing opportunities in Leeds and Grenville.
7. Host delegations by housing stakeholders including but not limited to
 - senior government and their agencies (including the Canada Mortgage Housing Corporation [CMHC], Ministry of Municipal Affairs and Housing [MMAH] - housing and land use planning);
 - best practice municipalities (i.e. upper, lower and single-tier municipalities, as well as urban and rural municipalities);
 - non-profit and private providers;
 - three-P affordable developments; and
 - regional developers/builders
8. Identify, document and promote potential and prioritized options and solutions that may assist municipalities and/or appropriate stakeholders to enhance housing opportunities in Leeds and Grenville.
9. Responsibility of core members to bring back information or recommendations to the Leeds and Grenville Joint Services Committee.

Staff Support

- Administrative staff support will be provided by the United Counties of Leeds and Grenville.
- Other staff or external technical resources or content experts may be provided as appropriate.

Meetings

Generally, meetings will be held once every two months. Additional meetings may be held at the call of the Chair.

Timeline

The Attainable Housing Action Group will have its first meeting in January 2022.