

Appendix 1: Implementation and Monitoring Plan

To support the successful implementation of our Housing Affordability Strategy, the City has developed the tables below to detail our plan for reaching the three key goals:

1. Our community can access housing that is affordable throughout the city.
2. Our community can contribute to diverse and inclusive housing options for everyone.
3. Our community understands and promotes the need for long-term affordable housing options.

This workplan outlines the actions we will take to deliver on our Strategy, prioritizing efforts based on urgency and available resources. Each action is accompanied by details on funding, timelines, indicators used to track our progress, and how it will

help address gaps outlined in the City's 2023 State of Housing (SOH) report. The key gaps identified in the 2023 SOH report are: 1) Guelph is working towards achieving its affordable housing targets; 2) There is a need for smaller units; 3) There is an increased supply of primary rental units; 4) The secondary rental market offers more affordable choices, but could benefit from the stability offered by the primary rental market; 5) There is a need for an increased supply of non-market rental housing.

As Guelph's population grows, we will continue to work collaboratively with other levels of government, developers, community agencies and homeowners to meet the housing needs of everyone who calls our city home.



Goal 1: Our community can access housing that is affordable throughout the city

1.1: We speed up affordable housing development in Guelph.

| Actions | Priority | Resourced/ Funded | Implementation timeline | Monitoring Indicators | 2023 State of Housing gap that is addressed |
|--|----------|---|----------------------------|--|--|
| <p>Continue to review City plans, policies, and initiatives</p> <p>1.1.1 Continuously review, implement, and communicate City plans, policies, and strategic initiatives to encourage a diverse housing mix that is equitable and aligns with the anticipated household make-up.</p> | Medium | <p>Existing staff to integrate into workplan on a continuous basis.</p> <p>Implementation may include additional budget requests.</p> | Ongoing | <p>Monitor affordable housing creation against forecast housing mix and housing needs. (annual)</p> <p>Monitor affordable housing creation against established targets and thresholds (e.g., in the Official Plan). (annual)</p> | <p>1 – meeting affordable housing targets</p> <p>2 - smaller units</p> <p>3 – more rental units</p> <p>5 – more non-market rental housing</p> <p>BY</p> <p>City tool – Research and Policy Development</p> |
| <p>Implement a Community Planning Permit System</p> <p>1.1.2 Implement a Community Planning Permit System (CPPS) to allow for additional density and affordable housing. This will include:</p> <ul style="list-style-type: none"> Identifying an area to implement a CPPS Engaging with and educating residents on the benefits of a CPPS Creating and implementing a CPP bylaw and Official Plan Amendment | High | <p>HAF</p> <p>The CPPS work is funded by HAF until the end of 2026.</p> | 0 to 3 years | <p>Monitor affordable housing creation against forecast housing mix and housing needs. (annual)</p> <p>Monitor affordable housing creation against established targets and thresholds (e.g., in the Official Plan). (annual)</p> | <p>1 – meeting affordable housing targets</p> <p>2 - smaller units</p> <p>3 – more rental units</p> <p>5 – more non-market rental housing</p> <p>BY</p> <p>City tool - Research and policy development</p> |

| Actions | Priority | Resourced/ Funded | Implementation timeline | Monitoring Indicators | 2023 State of Housing gap that is addressed |
|---|----------|--|----------------------------|--|--|
| <p>Evaluate the City’s role in building affordable housing</p> <p>1.1.3 Evaluate the City’s role in getting more affordable housing built, beyond providing funding and incentives, to develop a housing model that will get more affordable housing built faster throughout the city. This could include:</p> <ul style="list-style-type: none"> • Preparing a terms of reference/scope of work to assess the feasibility of the City owning, operating, and/or maintaining affordable housing. • Conducting an evaluation/technical analysis • Presenting the preferred model to Council for decision • Implementing the model | High | <p>HAF</p> <p>Results of the evaluation may require resourcing through future budget updates</p> | 0 to 3 years | <p>Number of affordable housing units created since adoption of the HAS. (annual)</p> <p>Partnerships developed/ established to deliver housing units. (annual)</p> <p>Establish formal criteria for identification of potential sites. (one-time)</p> | <p>1 – meeting affordable housing targets</p> <p>2 - smaller units</p> <p>3 – more primary rental units</p> <p>5 – more non-market rental housing</p> <p>BY</p> <p>City tools - Financial resources; Capacity Building</p> |



| Actions | Priority | Resourced/ Funded | Implementation timeline | Monitoring Indicators | 2023 State of Housing gap that is addressed |
|--|----------|---|----------------------------|--|---|
| <p>Lower the cost of building affordable homes</p> <p>1.1.4 Continue to provide incentives for the development of affordable housing, including development charge and parkland dedication exemptions. This will include:</p> <ul style="list-style-type: none"> Continuing to monitor challenges of constructing affordable housing and develop appropriate incentives to address these challenges. Constructing affordable housing and develop appropriate incentives to address these challenges. Continuing to provide legislated exemptions for affordable housing. | High | <p>Existing staff to integrate into workplan on a continuous basis. City budget: various DC exemptions are legislated.</p> <p>Additional funding may be required if affordable unit construction and required exemptions exceeds budgeted expectations.</p> | Ongoing | <p>Number of affordable units created since adoption of the HAS. (annual)</p> <p>Number of projects incentivized. (annual)</p> <p>Total amount of costs reduced or exempted (reported through Finance) (annual)</p> <p>Monitor affordable housing creation against established targets and thresholds (e.g., in the Official Plan). (annual)</p> | <p>1 – meeting affordable housing targets</p> <p>2 - smaller units</p> <p>3 – more primary rental units</p> <p>BY</p> <p>City tool - Financial resources</p> |
| <p>Develop an affordable housing Community Improvement Plan (CIP)</p> <p>1.1.5 Develop an affordable housing Community Improvement Plan (CIP) to offer incentives for building more affordable housing in Guelph. This will include:</p> <ul style="list-style-type: none"> Stream 1: Renovation of vacant non-residential space to affordable housing Stream 2: Additional residential dwelling units grants Stream 3: New Affordable Residential Unit Grant | High | <p>Partially HAF-funded.</p> <p>Stream 1 and Stream 2 are funded by HAF to 2026. The New Affordable Residential Unit Grant is currently not funded.</p> <p>Existing staff are integrating the administrative CIP work into their workplans.</p> | Ongoing | <p>Number of affordable units created since adoption of the CIP. (annual).</p> <p>Number of projects incentivized. (annual)</p> <p>Total amount of costs reduced or exempted (reported through Finance). (annual)</p> | <p>1 – meeting affordable housing targets</p> <p>2 - smaller units</p> <p>3 – more primary rental units</p> <p>4 – affordable secondary rental market + stable primary rental market</p> <p>BY</p> <p>City tool - Financial resources</p> |

| Actions | Priority | Resourced/ Funded | Implementation timeline | Monitoring Indicators | 2023 State of Housing gap that is addressed |
|--|----------|---|----------------------------|---|--|
| <p>Reduce parking requirements for new affordable housing</p> <p>1.1.6 Reduce or remove parking requirements for new affordable housing. This will include:</p> <ul style="list-style-type: none"> • Completing the Transportation Demand Management Action Plan | High | HAF-funded to 2026. Implementation of recommendations from the TDM Action Plan may require resourcing through future budget updates | 0 to 3 years | Number of affordable housing units approved using updated parking requirements. (annual). | <p>1 – meeting affordable housing targets</p> <p>2 - smaller units</p> <p>3 – more primary rental units</p> <p>5 – more non-market rental housing</p> <p>BY</p> <p>City tool – Research and policy development</p> |
| <p>Speed up the development application process</p> <p>1.1.7 Continue to fast track the process for development applications for non-profit housing suppliers and work on communication solutions to keep non-profit housing suppliers informed about the approvals process. This could include:</p> <ul style="list-style-type: none"> • Communicating about available expedited processes for affordable housing • Regularly communicating with existing and new non-profits about the development application/ building permit processes | High | Existing staff to integrate into workplan on a continuous basis. | Ongoing | <p>Approval timeline for affordable housing with a benchmark of 90 days from complete application to public meeting. (annual)</p> <p>Increase in the volume of applications, including for affordable housing. (annual)</p> | <p>1 – meeting affordable housing targets</p> <p>5 – more non-market rental housing</p> <p>BY</p> <p>City tool – Capacity building</p> |



| Actions | Priority | Resourced/ Funded | Implementation timeline | Monitoring Indicators | 2023 State of Housing gap that is addressed |
|---|----------|----------------------|----------------------------|---|---|
| <p>Support homeowners looking to add new units</p> <p>1.1.8 Provide supporting materials for non- developers, like educational tools, for those who are looking to develop housing at an affordable price (for example, homeowners who want to add a new unit to their home or yard). This will include:</p> <ul style="list-style-type: none"> • Creating a guidebook that provides information on zoning regulations and design considerations for Additional Residential Dwelling Units (ARDUs) • Launching an online platform that provides customized information to homeowners on property feasibility, budgeting, design considerations, and step-by-step guidance from project initiation to completion. | High | HAF | 0 to 3 years | Number of Additional Residential Dwelling Units built. (annual) | <p>1 – meeting affordable housing targets</p> <p>2 - smaller units</p> <p>4 – affordable secondary rental market + stable primary rental market</p> <p>BY</p> <p>City tool - Resident education and support</p> |

| Actions | Priority | Resourced/ Funded | Implementation timeline | Monitoring Indicators | 2023 State of Housing gap that is addressed |
|---|----------|---|----------------------------|--|--|
| <p>Create and promote flexible development policies</p> <p>1.1.9 Continue to create and communicate more flexible, less exclusionary policies and more flexible rules to development (for example, by relaxing parking requirements in certain residential zones or for certain residential uses). This will include:</p> <ul style="list-style-type: none"> • Implementing TDM Action Plan to support appropriate revisions to development regulations and permitted uses. Continuing to explore the feasibility of increasing density in low-density residential neighbourhoods • Identifying amendments required to the City's planning and regulatory documents to implement recommended revised standards (future projects) | High | <p>HAF and City budget.</p> <p>Exploring feasibility of 4+ units is in process and funding ends in 2026</p> <p>Additional resourcing may be required through future budget updates as scope and implementation are further defined.</p> | Ongoing | <p>Fewer applications requiring a major amendment. (annual).</p> <p>Improved processing time for site plan applications. (quarterly/annual)</p> <p>Monitor affordable housing creation against forecast housing mix and housing needs. (annual).</p> | <p>1 – meeting affordable housing targets</p> <p>2 - smaller units</p> <p>3 – more primary rental units</p> <p>BY</p> <p>City tool - Research and policy development</p> |



| Actions | Priority | Resourced/ Funded | Implementation timeline | Monitoring Indicators | 2023 State of Housing gap that is addressed |
|---|----------|--|----------------------------|--|---|
| <p>Invest in housing-enabling infrastructure</p> <p>1.1.10 Continue to invest in housing-enabling infrastructure—such as roads, water services and sewer systems—in key strategic areas (for example, Downtown and the Guelph Innovation District) to allow for more housing development. This infrastructure ensures people moving into a new home can turn on their taps, flush their toilets and travel where they need to go. This will include:</p> <ul style="list-style-type: none"> • Formalizing and maintaining growth-related investment prioritizations framework • Creating and maintaining a Water Supply and Wastewater Treatment Capacity Reserve Tool and Policy • Creating and maintaining cumulative-impact wastewater and water linear models • Completing the City-wide Parking Strategy • Completing Road Environmental Assessments and detailed designs for critical arterial roads fronting major development areas • Maintaining our existing infrastructure in a state of good repair • Enhancing the capacity of our existing infrastructure to allow for growth and intensification across strategic growth areas • Supporting the construction of housing-enabling infrastructure in under-utilized areas | High | <p>HAF</p> <p>City budget: The top priorities in the Capital Budget Prioritization Process are housing-enabling infrastructure and maintaining a state of good repair.</p> <p>Work aligning with this action has been prioritized across the organization.</p> | Ongoing | Number of units that would be enabled in the short-term housing supply that have had holding provisions removed. (annual). | <p>1 – meeting affordable housing targets</p> <p>3 – more primary rental units</p> <p>BY</p> <p>City tool - Financial resources</p> |

1.2 We open-up City-owned land for residential development.

| Actions | Priority | Resourced/Funded | Implementation timeline | Monitoring Indicators | |
|--|----------|--|-------------------------|---|--|
| <p>Create a City-owned Land Strategy</p> <p>1.2.1 Prepare and implement a five-year City-owned Land Strategy to steward land and increase the supply of housing that is affordable. The Strategy will target achieving a specified number of units by 2030 (2025-2030), above what is currently achieved by our Consolidated Municipal Service Manager (CMSM) (Wellington County).</p> <p>1.2.1.1 Create and maintain an inventory of City-owned land for new homes, including providing a housing density calculation to determine the number of affordable units each piece of land can support.</p> <p>1.2.1.2 Evaluate how to secure and dispose of City-owned land to build more affordable housing.</p> <p>1.2.1.3 Review any City-owned land assets to decide if housing can be built on it.</p> | High | <p>HAF</p> <p>Actions 1.2.1.1 and 1.2.1.2 have been completed</p> <p>Additional resourcing may be required as scope and implementation are further defined, pending the results of Action 1.1.2.</p> | 0 to 3 years | <p>Number of parcels identified. (one-time).</p> <p>Number of affordable housing units created because of inventory. (annual).</p> <p>Number of partnerships developed/ established to deliver housing units. (annual).</p> <p>Establish formal criteria for identification of potential City-owned land/assets (one-time).</p> | <p>1 – meeting affordable housing targets</p> <p>2 - smaller units</p> <p>3 – more primary rental units</p> <p>5 – more non-market rental housing</p> <p>BY</p> <p>City tool - Financial resources</p> |



| Actions | Priority | Resourced/Funded | Implementation timeline | Monitoring Indicators | |
|---|----------|--|-------------------------|---|--|
| <p>Set aside City-owned land to build equity-deserving housing</p> <p>1.2.2 Identify and allocate City-owned land for a future equity-deserving housing development. To do this, we will advocate for funding from the Provincial and Federal governments for equity-deserving residents of Guelph. This will include:</p> <ul style="list-style-type: none"> • Reviewing City-owned Land Strategy (Action 1.2.1) to identify potential site(s) • Establishing partnership(s) with equity-deserving housing organization, non-profit groups, and other relevant interested parties • Engaging with equity-deserving communities • Aligning housing development with funding eligibility requirements • Supporting development application process | Low | <p>Not funded</p> <p>Action 1.2.1 will need to be completed first to determine the potential inventory of City-owned land that could be converted to accommodate affordable housing.</p> | 5+ years | <p>Site identified and secured for development. (annual).</p> <p>Number of affordable housing units created for the equity-deserving group. (annual).</p> <p>Partnerships developed/ established to deliver housing units. (annual).</p> <p>Establish formal criteria for identification of City-owned lands. (one-time).</p> | <p>1 – meeting affordable housing targets</p> <p>3 – more primary rental units</p> <p>5 – more non-market rental housing</p> <p>BY</p> <p>City tools - Financial resources, Advocacy</p> |
| <p>Issue a call for land</p> <p>1.2.3 Issue a call to all community organizations and private developers who have land and/ or existing buildings available to convert into affordable housing. This will include:</p> <ul style="list-style-type: none"> • Supporting the development application process for community organizations and/or private developers willing to supply land | Medium | <p>Existing staff to integrate into workplan on a continuous basis.</p> <p>Implementation timeline and uptake depend on staff capacity and interest from community organizations.</p> | 0 to 5 years | <p>Number of affordable housing units created (private vs. City vs. non-profit). (annual).</p> <p>Partnerships developed/ established to deliver housing units. (annual).</p> | <p>1 – meeting affordable housing targets</p> <p>3 – more primary rental units</p> <p>5 – more non-market rental housing</p> <p>BY</p> <p>City tool - Collaboration</p> |

Goal 2: Our community can contribute to diverse and inclusive housing options for everyone

2.1: We preserve the affordable housing that we have.

| Actions | Priority | Resourced/Funded | Implementation timeline | Monitoring Indicators | 2023 State of Housing gap addressed |
|--|----------|--|-------------------------|---|--|
| <p>Track our current stock of affordable housing</p> <p>2.1.1 Collect, monitor, and use data on existing affordable housing stock to guide policy development (e.g., on a renoviction bylaw, vacant homes tax, or rental replacement bylaw). This will include:</p> <ul style="list-style-type: none"> Continuing to track rental vacancy rates, trends in rental markets, and number of rental units preserved Continuing to work with Wellington County, as the CMSM for housing and homelessness services, to extract data on existing affordable housing stock on a quarterly basis to inform decision making | Medium | <p>Not funded</p> <p>Implementation timeline depends on staff capacity and ability to fulfil departmental resourcing requirements.</p> <p>Due to anticipated administrative and operating costs and capacity required to facilitate, if recommended to advance specific policies, other by-law related projects may be significantly delayed</p> <p>Costs associated with policies may be passed onto tenants which will further impact affordability.</p> | 3 to 5 years | <p>Track rental vacancy rates and trends. (annual).</p> <p>Monitor trends in primary and secondary rental markets (no net decrease in units). (annual)</p> <p>Number of rental units preserved. (annual).</p> | <p>1 – meeting affordable housing targets</p> <p>3 – more primary rental units</p> <p>4 – affordable secondary rental market + stable primary rental market</p> <p>BY</p> <p>City tool - Research and policy development</p> |



| Actions | Priority | Resourced/Funded | Implementation timeline | Monitoring Indicators | 2023 State of Housing gap addressed |
|--|----------|--|-------------------------|--|--|
| <p>Ensure rental information is easy to access</p> <p>2.1.2 Work with Wellington County to strengthen existing resources and online rental information. This will help people connect with timely, accessible and consistent rental information about how to apply for subsidized and/or government-funded affordable housing through Social Services-Housing Services, Wellington County. This will include:</p> <ul style="list-style-type: none"> Supporting key interest-holders (for example, equity-deserving advocacy groups, housing organizations, property owners, and tenants) to ensure the resources meet community needs | High | Existing staff to integrate into workplan on a continuous basis. | Ongoing | <p>Number of residents accessing the resources. (annual).</p> <p>Frequency of updates to ensure the resource information remains current and reliable. (as frequent as the updates occur).</p> | <p>4 – affordable secondary rental market + stable primary rental market</p> <p>5 – more non-market rental housing</p> <p>BY</p> <p>City tool – Resident support</p> |

2.2 We support creative emerging housing models.

| Actions | Priority | Resourced/Funded | Implementation timeline | Monitoring Indicators | 2023 State of Housing gap addressed |
|---|----------|--|-------------------------|--|---|
| <p>Look into creative financing tools</p> <p>2.2.1 Look into new tools for creatively financing affordable housing, including front-end financing or infrastructure agreements. This will include:</p> <ul style="list-style-type: none"> Identifying best practices and successful models from other municipalities, regions, and countries Assessing the viability and potential impact of alternate forms of financing to enable housing development. | Medium | <p>Existing staff to integrate into workplan on a continuous basis.</p> <p>Timeline depends on staff capacity.</p> | 0 to 5 years | <p>Amount of funding secured through alternative financing methods. (annual)</p> <p>Increase in the number of affordable housing units developed through alternative financing methods. (annual)</p> | <p>1 – meeting affordable housing targets</p> <p>3 – more primary rental units</p> <p>5 – more non-market rental housing</p> <p>BY</p> <p>City tool – Financial resources</p> |



| Actions | Priority | Resourced/Funded | Implementation timeline | Monitoring Indicators | 2023 State of Housing gap addressed |
|---|----------|---|-------------------------|--|---|
| <p>Explore other types of housing that are right for Guelph</p> <p>2.2.2 Explore and evaluate other types of affordable housing that the City could help advance, such as co-housing models, tiny housing, modular housing or Community Land Trusts. This will include:</p> <ul style="list-style-type: none"> Engaging with key interest holders (for example, housing advocates, developers, community organizations and residents) to gather input and build support for innovative, affordable, housing types Conducting a feasibility study to explore options for the City to support these models. Feasibility would focus on process and accessing potential financial supports linked to Action 3.3.1 | Medium | <p>Not resourced.</p> <p>Future capital budget consideration and additional staff resources required to complete action</p> | 3 to 5 years | <p>Number of affordable housing units developed through innovative housing models. (annual).</p> <p>Increase in the availability and diversity of affordable housing options in the community. (annual).</p> | <p>1 – meeting affordable housing targets</p> <p>2 - smaller units</p> <p>3 – more primary rental units</p> <p>5 – more non-market rental housing</p> <p>BY</p> <p>City tool – Research and policy development; Collaboration</p> |

| Actions | Priority | Resourced/Funded | Implementation timeline | Monitoring Indicators | 2023 State of Housing gap addressed |
|---|----------|---|-------------------------|---|--|
| <p>Promote climate resilience</p> <p>2.2.3 Promote climate resilience and incorporate green development standards that are both good for the environment and financially conscious. This will include:</p> <ul style="list-style-type: none"> • Addressing the City’s sustainability targets as part of growth • Completing the City’s Sustainable City Master Plan • Engaging with key interest holders (for example, housing developers, environmental organization, community groups, and government agencies) to inform, educate, and build support for climate-resilient and green housing initiatives • Reviewing existing regulations and policies to identify barriers and opportunities for promoting climate resilience and green standards in housing | Low | <p>City budget</p> <p>This work is being completed as part of the City’s Sustainable City Master Plan</p> | Ongoing | <p>Number of housing units incorporating climate resilience features such as green roofs, and passive solar design (annual reporting through the Guelph Greener Homes Program).</p> | <p>1 – meeting affordable housing targets</p> <p>2 - smaller units</p> <p>3 – more primary rental units</p> <p>5 – more non-market rental housing</p> <p>BY</p> <p>City tool – Research and policy development</p> |



2.3 We work with housing service providers on solutions

| Actions | Priority | Resourced/Funded | Implementation timeline | Monitoring Indicators | 2023 State of Housing gap addressed |
|---|----------|---|-------------------------|--|--|
| <p>Leverage existing and establish new relationships</p> <p>2.3.1 Leverage existing and establish new relationships with a variety of housing providers, including those for equity-seeking groups and where community-based assets may play a role (for example, places of worship) to accelerate and support the development of affordable housing. This will include:</p> <ul style="list-style-type: none"> Identifying potential housing providers that focus on serving equity-deserving groups Engaging with the housing providers and groups to gather input into what partnerships and initiatives may be possible Developing criteria for City involvement on a project that outlines the roles, responsibilities, and shared goals | Medium | <p>Existing staff to integrate into workplan on a continuous basis.</p> <p>Implementation timeline depends on staff capacity.</p> | Ongoing | <p>Number of formal partnerships established. (annual).</p> <p>Number of affordable housing units developed through partnership initiatives. (annual).</p> <p>Increase in the availability and diversity of housing options for equity-seeking groups. (annual).</p> | <p>1 – meeting affordable housing targets</p> <p>3 – more primary rental units</p> <p>5 – more non-market rental housing</p> <p>BY</p> <p>City tool – Collaboration; Capacity building; Advocacy</p> |

| Actions | Priority | Resourced/Funded | Implementation timeline | Monitoring Indicators | 2023 State of Housing gap addressed |
|--|----------|---|-------------------------|---|---|
| <p>Work with Wellington County on housing solutions</p> <p>2.3.2 Continue to work with Wellington County, as the CMSM, to identify needs and gaps within the housing continuum. This could include:</p> <ul style="list-style-type: none"> Clearly and frequently communicating a shared explanation of the roles, responsibilities and areas of collaboration Continuing to look for opportunities for the City and Wellington County to directly incentivize or build a mix of housing affordability ranges | High | <p>Existing staff to integrate into workplan on a continuous basis.</p> <p>Implementation timeline depends on staff capacity.</p> | Ongoing | Listing of City-County housing project with mutual contributions (annual) | <p>1 – meeting affordable housing targets</p> <p>5 – more non-market rental housing</p> <p>BY</p> <p>City tool – Collaboration; Capacity building</p> |



Goal 3: Our community understands and promotes the need for long-term affordable housing options

3.1 We build an understanding of roles and responsibilities in delivering affordable housing

| Actions | Priority | Resourced/Funded | Implementation timeline | Monitoring Indicators | 2023 State of Housing gap addressed |
|--|----------|---|-------------------------|--|---|
| <p>Gather and share insights</p> <p>3.1.1 Gather and share insights with the community on best practices, needs, and innovations for delivering affordable housing. This will include:</p> <ul style="list-style-type: none"> Identifying municipalities with similar roles (for example, single tier) and challenges as Guelph Sharing best practices and lessons learned through public forums (for example, conferences) with other municipalities and organizations to promote knowledge exchange and collaboration | Medium | <p>Existing staff to integrate into workplan.</p> <p>Implementation timeline depends on staff capacity.</p> | Ongoing | Number of best practices, case studies, and innovative methods shared and adopted locally. (one-time). | <p>1 – meeting affordable housing targets</p> <p>BY</p> <p>City tool – Collaboration; Capacity building</p> |

| Actions | Priority | Resourced/Funded | Implementation timeline | Monitoring Indicators | 2023 State of Housing gap addressed |
|--|----------|---|-------------------------|--|--|
| <p>Help students find places to live</p> <p>3.1.2 Help students navigate the rental housing market through educational tools and programs. This could include:</p> <ul style="list-style-type: none"> • Researching successful educational programs for student renters from other municipalities • Engaging with student associations, universities, colleges, housing providers and tenant advocacy group • Collaborating with universities and colleges to distribute rental housing information • Continuing to use the City's online tools to share information on tenant rights, budgeting, and finding housing | Low | <p>Existing staff to integrate into workplan.</p> <p>Implementation timeline depends on staff capacity.</p> | Ongoing | <p>Number of event attended (annual)</p> <p>Number of educational materials (guides, checklists, videos) downloaded or accessed. (annual).</p> | <p>4 – affordable secondary rental market + stable primary rental market</p> <p>BY</p> <p>City tool – Resident support</p> |
| <p>Enhance social equity and inclusion</p> <p>3.1.3 Collaborate with Guelph's neighbourhood groups, community leagues, social agencies, and tenants to identify strategies for enhancing social equity and inclusion in the community. This will include:</p> <ul style="list-style-type: none"> • Identifying and prioritizing messaging on affordable housing • Facilitating opportunities for dialogue on community building efforts between City staff and external organizations • Working with community organizations, local media outlets, etc., to spread the message on housing initiatives and actions | Low | <p>Additional staff may be required in future operating budget</p> <p>Implementation timeline and frequency of collaboration depends on staff capacity.</p> | Ongoing | <p>Yes/No indicator - Clear tactics identified and applied. (one-time).</p> | <p>1 – meeting affordable housing targets</p> <p>BY</p> <p>City tool – Capacity building; Resident support</p> |

| Actions | Priority | Resourced/Funded | Implementation timeline | Monitoring Indicators | 2023 State of Housing gap addressed |
|---|----------|--|-------------------------|--|---|
| <p>Work with health, housing support and service providers</p> <p>3.1.4 Work with health, housing support and service providers to:</p> <ul style="list-style-type: none"> • Continue leveraging existing knowledge forums and amplify/ share data and research, and • Improve relationships with community members that need health and housing support. <p>This will include:</p> <ul style="list-style-type: none"> • Engaging with key interest holders from each service area to gather input and build support for collaboration • Organizing focus groups and workshops to discuss current challenges, potential improvements, and desired outcomes • Identifying cross-training opportunities for staff from different service areas to enhance an understanding of each other’s roles and responsibilities | Low | <p>Additional staff may be required in future operating budget</p> <p>Implementation timeline depends on staff capacity.</p> | Ongoing | Amount of resources (funding, facilities) shared among related services. (annual). | <p>1 – meeting affordable housing targets</p> <p>5 – more non-market rental housing</p> <p>BY</p> <p>City tool – Collaboration; Capacity building</p> |

| Actions | Priority | Resourced/Funded | Implementation timeline | Monitoring Indicators | 2023 State of Housing gap addressed |
|--|----------|---|-------------------------|-------------------------------------|---|
| <p>Promote affordable and inclusive housing principles</p> <p>3.1.5 Promote principles with respect to affordable and inclusive housing. This will include:</p> <ul style="list-style-type: none"> • Identifying key messages and goals for “Yes in My Backyard” principles through key community champions • Identifying and sharing best practice success stories • Working with community organizations, local media outlets, etc., to spread the message | Low | <p>Existing staff to integrate into workplan.</p> <p>Implementation timeline depends on staff capacity.</p> | 3 to 5 years | Number of people reached. (annual). | <p>1 – meeting affordable housing targets</p> <p>2 - smaller units</p> <p>BY</p> <p>City tool – Capacity building; Resident support</p> |



3.2 We track and communicate our progress on affordable housing.

| Actions | Priority | Resourced/Funded | Implementation timeline | Monitoring Indicators | 2023 State of Housing gap addressed |
|--|----------|--|-------------------------|--|---|
| <p>Monitor housing targets</p> <p>3.2.1 Update and monitor housing targets, as presented in Section 3.5 of this Strategy, to speed up affordable housing development. This will include:</p> <ul style="list-style-type: none"> • Conducting qualitative and quantitative analyses to support the updates using the metrics in Section 3 of the Strategy as well as any information from the City's 2023 SOH Report as the baseline for data | Low | <p>Existing staff to integrate into workplan.</p> <p>Implementation timeline depends on staff capacity and ability to fulfil departmental resourcing requirements.</p> | Ongoing | Monitor affordable housing creation against HAS targets (annual) | <p>1 – meeting affordable housing targets</p> <p>BY</p> <p>City tool – Monitoring and reporting</p> |
| <p>Report annually on progress of the Strategy</p> <p>3.2.2 Report annually on progress of the Strategy as part of the City's annual Growth Management and Affordable Housing Monitoring Report. This will include:</p> <ul style="list-style-type: none"> • Researching best practices for progress reporting and evaluation • Using the milestones and indicators provided to measure the success of the actions in the Strategy | Low | <p>Existing staff to integrate into workplan.</p> <p>Implementation timeline depends on staff capacity and ability to fulfil departmental resourcing requirements.</p> | Ongoing | <p>Milestones:</p> <p>Completion of template, completion of report (annually), and release of the report for Council and public information (annually)</p> | <p>1 – meeting affordable housing targets</p> <p>BY</p> <p>City tool – Monitoring and reporting</p> |

3.3 We advocate for, pursue, and facilitate more financial support for affordable housing.

| Actions | Priority | Resourced/Funded | Implementation timeline | Monitoring Indicators | 2023 State of Housing gap addressed |
|--|----------|---|-------------------------|--|--|
| <p>Target and support funding opportunities</p> <p>3.3.1 Provide targeted funding for non-profit organizations, alternative housing developers and operators (for example, co-housing groups or Community Land Trusts) to support pre-development costs, soft costs, and preparing funding applications to speed up affordable housing projects. This will include:</p> <ul style="list-style-type: none"> • Conducting a comprehensive analysis and review of best practices for available funding sources, including Federal, Provincial, and private sector grants, loans, and other financial instruments • Researching successful models from other municipalities and organizations that have effectively secured and redistributed funding for alternative types of housing • Preparing and submitting high-quality grant applications and funding proposals to identified funding sources • Evaluating the role and allocation process for the Affordable Housing Reserve and use reserve funds, where appropriate, to support the targeted funding opportunities • Supporting the development application process | Medium | <p>Existing staff to integrate into workplan.</p> <p>Implementation timeline depends on staff capacity.</p> | 0 to 3 years | <p>Total amount of funding secured from various sources (annual)</p> <p>Total amount of funding redistributed to alternative housing developers and operators (annual)</p> | <p>1 – meeting affordable housing targets</p> <p>2 - smaller units</p> <p>3 – more primary rental units</p> <p>5 – more non-market rental housing</p> <p>BY</p> <p>City tool – Financial resources</p> |



| Actions | Priority | Resourced/Funded | Implementation timeline | Monitoring Indicators | 2023 State of Housing gap addressed |
|--|----------|---|-------------------------|--|---|
| <p>Advocate for more funding</p> <p>3.3.2 Work to get and distribute funding from upper levels of government to build more homes and improve housing affordability, including:</p> <p>3.3.2.1 Advocate to the upper levels of government for a regular/ongoing program of capital grants, operating grants, and rent subsidies that would help the City meet its long-term housing targets, including those for transitional, supportive and affordable housing</p> <p>3.3.2.2 Ask the Federal government to allocate funding for Guelph/Wellington under Canada Mortgage and Housing Corporation's (CMHC) now-permanent Rapid Housing Initiative</p> <p>This will include:</p> <ul style="list-style-type: none"> • Conducting a comprehensive analysis of available funding sources, including Federal, Provincial, and private sector grants, loans, and subsidies • Identifying the specific funding needs to meet the City's long-term housing targets, with a focus on transitional, supportive, and affordable housing • Continuing to meet with and present to government officials and agencies about the City's funding needs and long-term housing targets • Preparing and submitting high-quality funding proposals to funding sources, highlighting the City's housing needs and proposed projects | High | <p>Existing staff to integrate into workplan.</p> <p>Implementation timeline depends on staff capacity.</p> | Ongoing | <p>Total amount of funding secured from CMHC and other sources. (annual).</p> <p>Number of successful grant applications and funding proposals. (annual).</p> <p>Number of affordable housing units created as a result of funding received. (annual).</p> | <p>1 – meeting affordable housing targets</p> <p>BY</p> <p>City tool - Advocacy</p> |

| Actions | Priority | Resourced/Funded | Implementation timeline | Monitoring Indicators | 2023 State of Housing gap addressed |
|---|----------|---|-------------------------|---|---|
| <p>Support climate resilience across the City</p> <p>3.3.3 Leverage funding opportunities (for example, through the CMHC) to support the goal of climate sustainability. We will include:</p> <ul style="list-style-type: none"> Aligning the City’s climate goals with suitable projects for funding Ensuring the projects meet funding requirements and timelines, and assist with the development application process | Low | Existing staff to integrate into workplan depending on what funding opportunities can be leveraged. | 5+ years | <p>Total amount of funding secured from CMHC and other sources. (annual).</p> <p>Number of successful grant applications and funding proposals. (annual).</p> <p>Number of climate sustainability projects initiated and completed using secured funding. (annual).</p> | <p>1 – meeting affordable housing targets</p> <p>2 - smaller units</p> <p>BY</p> <p>City tool – Financial resources; Advocacy</p> |





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Accessible formats available upon request.

