



TO: GENERAL COMMITTEE

SUBJECT: HOUSING IMPLEMENTATION PLAN – HOUSING ACCELERATOR FUND (HAF) WORK PLAN

WARD: ALL

SUBMITTED BY: A. GAMEIRO, BES, RPP, SUPERVISOR OF GROWTH MANAGEMENT (HOUSING), EXT. 5038

NOTED: JENNIFER ROBERTS, MANAGER OF STRATEGIC INITIATIVES, POLICY AND ANALYSIS
STEPHANNIE SCHLICHTER, DIRECTOR OF ECONOMIC AND CREATIVE DEVELOPMENT

EXECUTIVE DIRECTOR APPROVAL: M. BANFIELD, RPP, EXECUTIVE DIRECTOR OF DEVELOPMENT SERVICES

CHIEF ADMINISTRATIVE OFFICER APPROVAL: M. PROWSE, CHIEF ADMINISTRATIVE OFFICER

RECOMMENDED MOTION

1. That Council endorse the Housing Accelerator Fund (HAF) Work Plan attached as Appendix “D”;
2. That all eligible resources and staffing needed to support the HAF Work Plan be established and funded by funds received through the HAF program;
3. That staff be authorized to spend the remaining 2024 HAF budget (\$3,296,246.50) on resources, staffing, vendors and consultants required to implement the nine (9) initiatives of the City’s HAF Action Plan;
4. That Council authorize four (4) new 2024 in-year staff additions to implement the HAF Work Plan for the duration of the program;
5. That Council authorize three (3) new 2025 in-year staff additions to implement the HAF Work Plan for the duration of the program; and,
6. That staff be directed to develop and implement a Concierge Service for strategic housing and employment projects, in accordance with the Process Chart in Appendix “E” and the Draft Score Cards in Appendix “G” and “H”, which is to be implemented as a pilot project in 2025.

PURPOSE & BACKGROUND

Purpose

7. The purpose of this report is to provide an overview of the City’s Housing Strategy Implementation Plan, which includes the various initiatives from the City’s Affordable Housing Strategy, Housing Accelerator Fund (HAF) Action Plan, and the Municipal Housing Pledge. This report demonstrates the alignment and overlap between the initiatives of the three programs, which aim to facilitate the achievement of prescribed housing targets and increase the affordability of and access to housing.

This report proposes one overarching Implementation Plan – the HAF Work Plan – that combines the various initiatives of each program into one work plan focused on meeting the commitments and milestones of the HAF. This report proposes a work plan to implement the initiatives; details the proposed use of government funding; and outlines the authorities needed to facilitate the achievement of the housing targets and commitments within in the required timeframes of the HAF Program.

Report Overview

8. In response to the country-wide housing crisis, various levels of government have been setting housing targets, making policy and process changes, and introducing funding programs to enable the delivery of housing as quickly as possible. In 2017, the Federal government launched the National Housing Strategy (NHS), a 10-year plan to support various goals focused on housing preservation and creation across Canada. Since 2017, the impacts resulting from the covid pandemic have created additional pressures on the housing system, leading all levels of government to suggest even more homes are needed than initially targeted.
9. Provincial goals were subsequently developed across the country, including the Province of Ontario's target of 1.5 million new homes to be built by 2031. Housing targets were then assigned to the Province's 50 largest municipalities to help meet this goal, and housing pledges across the province followed as a result, including a pledge for 23,000 new residential units in the City of Barrie.
10. The City of Barrie approved a new Affordable Housing Strategy in 2024, which includes 9 actions to address current housing needs and affordability pressures over the next 5 years.
11. The Federal government introduced the HAF program which is aimed at accelerating building permits for 100,000 homes, which count toward the Federal NHS targets. The City of Barrie's approved HAF funding target of 6,825 housing units therefore counts toward both the Federal and Provincial targets.
12. Shortly after the adoption of the Affordable Housing Strategy, the Federal government announced that the City of Barrie was successful in obtaining funding from the Housing Accelerator Fund (HAF) on March 14, 2024. Through this project, the City of Barrie is eligible to receive up to \$25,684,990 over the three-year HAF Program, to be provided in four separate installments of \$6,466,246.50, the first of which has been received following the execution of a contribution agreement with the Federal government. The second and third installments are conditional on the City demonstrating progress with its HAF Action Plan, and the fourth installment is conditional on achieving the committed housing targets.
13. The HAF is an ambitious project, with short timelines that will require resources, both contract staff and consultants or vendors, to deliver the Action Plan commitments as outlined in this report.

Background

Municipal Pledge and Building Faster Fund (BFF)

14. On October 25, 2022, the Minister of Municipal Affairs and Housing advised that the City of Barrie's municipal housing target is 23,000 residential units before 2031 and requested a response to this pledge by March 1, 2023. On February 1, 2023, Council endorsed the Municipal Pledge as presented by staff in Staff Report DEV005-23. This pledge outlined 19 items the City would undertake to help increase the housing supply, including strategies the City will adopt to meet the pledge. The Municipal Pledge, as submitted to the Minister of Municipal Affairs and Housing is attached as Appendix "A".

15. On August 21, 2023, the Provincial Government announced the implementation of Building Faster Fund (BFF), which is a three-year, \$1.2 billion program that will provide up to \$400 million per year to municipalities that meet or exceed their annual housing targets. The BFF is intended to increase the supply of housing in Ontario by 1.5 million units by 2031.
16. On October 23, 2023, the Minister of Municipal Affairs and Housing further advised the City of Barrie of annual housing targets that must be achieved over the next 3 years for the City to be eligible for Building Faster Funding (see Table 1).

Table 1: City of Barrie Housing Targets, 2023 to 2025 - The Building Faster Fund (BFF)

	2023	2024	2025
Target Housing Starts	1,687 (Target)	1,917 (Target)	2,300
	1,811 (Actual)	579 (Actual)	

17. In 2023, the City of Barrie exceeded the Provincial housing target and received \$6.3 million from the Building Faster Fund on March 15, 2024. This funding was allocated to the City's Housing Community Improvement Plan (CIP) and the Sophia Street Neighbourhood Reconstruction Infrastructure Project in the amounts of \$3,603,035.50 and \$2,740,895.50, respectively.
18. Funding from the BFF is intended to support growth in the City's housing supply, particularly through housing-enabling infrastructure and other expenses that support community growth. Eligible categories of expenditures include the following:
 - i. Capital expenditures on housing-enabling core infrastructure and site-servicing to accommodate future residential growth;
 - ii. Operating or capital expenditures that support the creation of net new affordable housing;
 - iii. Operating or capital expenditures that support the creation of net new attainable ownership housing, including through modular construction; and,
 - iv. Capital expenditures for homelessness service centres, including capital expenditures for net new shelter space or municipal homelessness service hubs.

City of Barrie Affordable Housing Strategy

19. On January 17, 2024, Council passed Motion 24-G-005 to adopt the Affordable Housing Strategy, in accordance with a staff recommendation in Staff Report DEV002-24. This strategy outlines nine actions the City will take to improve housing affordability beginning in 2024 and beyond. The Action Plan is attached as Appendix "B".

Housing Accelerator Fund

20. On August 16, 2023, Council passed Motion 23-G-185 directing staff to submit a Housing Accelerator Fund Action Plan that included the 9 initiatives described in Housing Accelerator Fund (HAF) Work Plan attached as Appendix "D".
21. Shortly after the adoption of the Affordable Housing Strategy, the Federal government announced the City of Barrie was successful in obtaining funding from the Housing Accelerator Fund (HAF) on March 14, 2024. Through this project, the City of Barrie is eligible to receive up to \$25,684,990 over the 3-year HAF Program, to be provided in 4 separate installments of \$6,466,246.50, as outlined in Table 2.

Table 2: Housing Accelerator Fund (HAF) Payment Installments - City of Barrie

Payment Installment	CMHC Fiscal Year	Amount
First Installment	2023/2024 (Effective Date – March 31, 2024)	\$6,466,246.50
Second Installment	2024/2025 (April 1, 2024 to March 31, 2025)	\$6,466,246.50
Third Installment	2025/2026 (April 1, 2025 to March 31, 2026)	\$6,466,246.50
Fourth Installment	2026/2027 (April 1, 2026 to March 31, 2027)	\$6,466,246.50

22. The receipt of CMHC funding through the HAF is subject to the City’s commitment to complete the milestones in its Action Plan within the prescribed timeframes and have 6,825 housing starts by March 31, 2027. The first installment from CMHC was already received by the City following the execution of a contribution agreement with the Federal Government. The issuance of the second and third installments are contingent upon the City providing progress reports to CMHC regarding the achievement of milestones in the City’s Action Plan. The issuance of the fourth installment is conditional upon the number of issued building permits in relation to the housing targets.
23. On June 4, 2024, Council approved Motion 24-G-143, which allocated \$2 million of the first HAF installment to the City’s Housing CIP to fund the creation of new affordable and rental housing units. Further, on June 19, 2024, Council approved Motion 24-G-163 to allocate \$1.17 million of the first HAF installment to cover resource and staffing needs required to support the migration of the City’s on-premise Accela Civic Platform solution to Accela’s Cloud-based Civic Platform, along with annual maintenance, licensing, and other professional services. In this regard, a Systems Analyst and Project Coordinator position were created to facilitate these works. The remaining balance of the first HAF installment is \$3,296,246.50.
24. HAF funding is permitted to be used to support all investments in the Action Plan, as required to undertake the City’s nine Initiatives, which may include internal staff resources, external consultants and vendors, and capital funding provided as incentives to partners such as other orders of government, and non-profit partners or for-profit housing developers. HAF funding may also be used to support other eligible uses including direct investments in affordable housing, housing-related infrastructure, and community-related infrastructure that supports housing. All HAF funding is required to have been spent to fund the City’s 9 HAF initiatives by March 31, 2027.
25. The City is required to report to CMHC through a prescribed process on the semi-annual progress of the Action Plan, issued building-permits, and use of HAF funding. After submission to CMHC, the City is required to make its progress reports publicly available, no more than one year from the date of submission. The City is also required to provide CMHC with updates twice per year, if any projects deemed to be capital projects are to be funded through the HAF.

HAF Relationship to Other City Housing Initiatives

26. Upon comparing the initiatives in the Affordable Housing Strategy Action Plan, Housing Accelerator Fund Action Plan and Municipal Pledge, there is alignment and overlap between the work required to fulfil the City’s commitments to deliver on the Federal, Provincial and local work, as outlined in each plan. A comparison of the various housing initiatives is outlined in Appendix “C”. As noted in Appendix “C”, some of the City’s key housing initiatives have been completed or are in the process of being completed, such as the new Official Plan and Zoning By-law, the Housing CIP, and zoning permissions for four units on residential properties.
27. Achievement of the City’s HAF targets will support City’s housing pledge of 23,000 units by 2031. It will also support the City’s Affordable Housing Strategy by advancing its key actions and

objectives. The HAF has presented an opportunity for the City to set itself up for future success by providing the required resources (i.e. financial and staffing), and prompting the consideration and implementation of partnerships, policies, tools and improved regulatory processes to advance the City's strategic housing goals. For these reasons, staff are recommending that all City Housing Initiatives be addressed through the HAF Work Plan. This approach takes advantage of HAF resources and is simpler and more efficient, as it involves the administration of one overarching work plan that addresses all the City's housing priorities.

28. All government housing targets and initiatives share the same overall goal, which is to increase the number of homes available to the public, accelerate housing supply, and increase affordability. As such, City staff are proposing one overarching work plan for the HAF, which also achieves the goals and initiatives of the Affordable Housing Strategy and the Municipal Pledge.

ANALYSIS

29. The following provides an overview of the HAF Action Plan, including key initiatives and milestones, and identifies the resources and expenditures required to deliver the Action Plan commitments.

Housing Accelerator Fund (HAF) Work Plan

30. The HAF Work Plan outlines the proposed implementation of the City's Action Plan Initiatives and includes the estimated expenditure of funds to be received over the course of the three-year program, as well as the target timelines associated with the Initiative milestone commitments in the City's contribution agreement with CMHC. The contribution agreement also outlines the City's HAF target of 6,825 new housing units by March 31, 2027, to be confirmed by building-permits issued. The City's 9 HAF Initiatives through which these commitments will be delivered include:
- i. System improvements and enhancements to the City's current e-permitting system (APLI).
 - ii. Enable electronic payments for development applications and associated fees.
 - iii. Incentivize the creation of affordable housing units.
 - Partner with non-profit organizations who have concept plans for affordable units to assist them with obtaining building permits;
 - Continuation of the City's New Foundations Program and;
 - Revamp the Community Improvement Plan (CIP).
 - iv. Develop and implement incentives to move from development approval to permitted units.
 - v. Policy reform through the implementation of a new Official Plan, Zoning By-law, and a Community Planning Permit System (CPPS) to facilitate growth.
 - vi. Evaluate municipal and non-profit land opportunities for Affordable Housing.
 - vii. Encourage and incentivize additional dwelling units, including permissions for 4 units as of right wherever zoning permits single, semi or street townhouse units.
 - viii. Purchase and develop a growth management and forecasting tool, along with a wastewater model to produce data which will inform the development and implementation of an Allocation

Policy to determine how service capacity will be distributed amongst new development projects.

- ix. Enhance City of Barrie Services – Streamline the development and building permit application processes and provide enhanced customer service.
- 31. Each initiative has milestones outlined in the contribution agreement that the City is required to meet. Details on the City's 9 Action Plan Initiatives and the Work Plan, including an overview of the streams of work to be undertaken, timelines, goals and objectives, required resources, and approximate funding targets can be found in Appendix "E".
- 32. The initiatives of the HAF Action Plan include short-term and long-term goals that aim to have benefits beyond the 3-year HAF Program. Additionally, the HAF Action Plan will also support the achievement of the City's municipal housing pledge and the actions in the City of Barrie Affordable Housing Strategy, as demonstrated in Appendix "C" and "E".
- 33. Although there are many factors beyond the City's control as a regulator to expedite the delivery of housing, HAF funding will provide incentives and support to projects while improving and streamlining City processes.
- 34. Planning staff will work closely with CMHC staff and will report to Council on an annual basis regarding the progress of the HAF Work Plan and to request any modifications, as required, to the allocation of resources and expenditure requirements.

Projected Expenditures and Resources

- 35. A preliminary budget has been developed with the support of applicable City departments to outline how the HAF funds disbursed to the City can be spent, aligned with the four anticipated funding installments to be provided by CMHC as the City meets its targets. The proposed strategy is to work within the anticipated funding disbursement timelines, with a focus on ensuring that HAF funds will be able to fully cover all required Initiative costs on an ongoing basis until all funds are spent as required.
- 36. The Action Plan Initiatives include funding for a combination of contract staff and external consultants to help deliver the program, and growth management tools and software, as well as funding projected to go directly to development partners through programs such as the Housing CIP to support the delivery of new housing units. The internal staff and external consultant resources are immediate needs, to kick-start work implementation and flow funds to external partners to help deliver the housing targets.
- 37. The majority of HAF funding, approximately 81 percent or \$20,551,649.20, is being focused on direct investments that support affordable and purpose-built rental housing and is to be directed to non-profit and private sector housing providers through Initiatives 3 and 4. This includes the provision of financial incentives through the City's Housing CIP.
- 38. The remaining portion of HAF funding, 19 percent or \$4,907,340.85, will support indirect investments to housing, affordable and purpose-built rental through Initiatives 1 to 2 and 5 to 9. This includes investments in process and system improvements, policy reform, and the acquisition, development and implementation of growth management models and software. These indirect investments will create the tools, policies, standards, guidelines and processes required to deliver new housing units quickly, and help build a foundation upon which the City's housing initiatives and targets can be implemented and accelerated.

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39. Through development of the Work Plan, all staffing and consultant resources were thoroughly reviewed to minimize the administrative burden and maximize the value of funds that go directly to support the delivery of the City's housing initiatives and targets. In this regard, immediate staff resources were identified to provide oversight and tracking for the program, in addition to completing and delivering on the City's housing initiatives and targets. These staff resources will also support applicable City departments in achieving the City's commitments. These staff resources, which are identified in Appendix "D", include the following:
- i. Project Manager – Supervisor of Growth Management – Housing (3-year contract);
 - ii. Senior Planner – Housing (3-year contract);
 - iii. Planner – Housing (3-year contract); and,
 - iv. Planning Services Technical Coordinator – Housing (3-year contract).
40. Additional staff resources will be required beginning in 2025 to provide support to City Departments that will be involved in the delivery of the initiatives in the work plan, as identified in Appendix "D". Following consultation with applicable City Departments, staff anticipate that the following 3 positions will be required to support the City's Information Technology (IT) and Infrastructure Services Departments with the development, implementation and on-going maintenance of the proposed growth management software and wastewater modeling tool(s):
- i. Wastewater Engineer (2-year contract);
 - ii. Data Analyst (2-year contract); and
 - iii. Business Performance Specialist (2-year contract).
41. Further details on the resources and associated costs required to support the Work Plan can be found in Appendix "E".
42. Subject to Council direction, Planning staff will implement the work plan, including retaining the required resources to deliver the commitments within the timelines of the HAF Program.

Concierge Service Program – Strategic Housing and Employment Projects

43. Initiative 9 of the City's HAF Action Plan identifies the implementation of a concierge service to streamline the review of affordable, rental, and strategic housing projects in the City. Planning staff are proposing to launch a concierge service through a one (1) year pilot project, upon which staff will report back to Council regarding the success of the program. Following consultation with the City's Economic and Creative Development (ECD) Department, staff also recommend that the concierge service be extended to strategic employment projects, which contribute towards the creation of jobs in the community. Extending the concierge service to both strategic housing and employment projects is mutually beneficial, as the City aims to create more homes and jobs for its residents. The concierge service process can be found in Appendix "F".
44. The proposed Housing Development Concierge Program is a complementary service that will assist non-profit and private-sector developers of strategic housing projects, as well as affordable rental and ownership housing, including transitional housing, and purpose-built rental housing to navigate through site selection, pre-submission due diligence, funding and incentives, partnerships and approvals processes. Similarly, these same services would be provided to existing and prospective businesses through the Employment Development Concierge Program. The objectives of the Concierge Service Program include:
- i. Dedicated City resource to provide advice, information and support from site-selection and due-diligence, through to the development review process and building permit issuance.
 - ii. Provide an elevated customer service experience.
 - iii. Provide support during the City's Development Review Process.

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- iv. Streamlined and time-sensitive development process facilitation to fast-track development and building permit review timelines.
 - v. Collaborate with external agencies and City departments to ensure concierge projects are streamlined.
 - vi. Set clear and realistic expectations for applicants, City departments and external agencies.
 - vii. Rapid and coordinated issue resolution through the convenience of a single point of contact.
45. The City's Development Services Department has been informally supporting strategic housing projects and affordable housing providers prior to and during the development process to streamline approvals and get units built faster. This includes aiding with due-diligence and site selection, resolving issues, assisting with communication, and expediting the review and issuance of development applications and building permits.
46. Similarly, the City's Economic & Creative Development (ECD) Department has been informally supporting businesses in this regard for many years – whether they are existing Barrie-based businesses, companies that are new to the city, or organizations that are considering relocating or expanding their operations to the area. This support has involved arranging meetings with Development Services and/or Building Services staff at the pre-development or pre-renovation stages to help with due diligence during site selection. They have also served to assist businesses in determining the best expansion options. Additionally, the ECD Department has aided with communication between the City and business owners during different phases of a project, particularly if issues arise that need resolution. The service has also involved requests to prioritize projects to help expedite timelines when significant time constraints are being faced by the applicant.
47. Currently, Development Services and ECD staff are providing elevated levels of customer service for these projects on an ad-hoc basis with no set criteria to determine who receives the service. It is generally provided upon the request of housing developers or business owners, or upon the direction of the City's Executive Management Team (EMT).
48. To provide a more consistent and elevated level of service to qualifying housing and employment projects, Development Services (Planning) and ECD staff are proposing the implementation of an assessment framework and application process to determine which businesses and housing developers are eligible for this enhanced assistance and what the service entails. In this regard, the formalized Housing and Employment Project Concierge Programs would each use a score card, as outlined in Appendix "G" and "H", to assess eligibility using specific criteria and a points-based scoring system. Additionally, any projects that receive funding through the City's Housing CIP and the proposed Employment Lands Development CIP would automatically be eligible for the concierge program.
49. To ensure that the concierge programs operate successfully, staff are proposing that conditions be placed on applicants to ensure that they are actively working with City staff to advance development applications to secure building permits as quickly as possible. In this regard, the City will issue an endorsement letter, along with a letter of understanding which must be signed by the applicant to confirm that they agree to work with City staff to process their application as quickly as possible. As illustrated in Appendix "I", the letter of understanding requires the applicant to have one point of contact, actively maintain contact with the City, and address City comments and file resubmissions in a timely manner. This approach ensures that both the City and applicant are working together to achieve the goals of both parties, which is to secure approvals in a timely manner and get more housing units and employment-generating uses built faster.
50. The Housing Concierge Service will be administered by Planning staff in the Development Services Department, while the Employment Concierge Program will be administered by Business Development Officers in the ECD Department with assistance from Development Services staff.

Planning staff and Business Development Officers will be the key contacts and guide applicants through the various components of the program. Staff will receive and address inquiries, direct applicants to resources, receive requests for participation in the Concierge Program and determine if development proposals qualify for the program. Staff will also be involved in the application review process to resolve outstanding items, facilitate discussions with City departments and external agencies, and assist with negotiations to streamline approvals.

51. To ensure the concierge programs can be implemented using the City's existing staff compliment, staff are proposing that a limit be placed on the number of qualifying applications that are accepted for the duration of the one-year pilot project. In this regard, staff recommend that a maximum of 10 applications be accepted through each of the concierge programs. The proposed limit on the number of applications is generally consistent with the number of comparable housing and employment development applications that are currently received by the City on an annual basis. Following the 1-year pilot project, staff will report back to Council on the success of the program and advise if the file capacity can be increased or if additional staff and resources are required to maintain the program.
52. Should Council endorse this 1-year pilot project, City staff will develop robust information packages, a dedicated webpage on the City's website, and formalize the eligibility criteria for the programs. Staff are targeting November or December 2024 to launch the pilot project for the concierge programs.

ENVIRONMENTAL AND CLIMATE CHANGE IMPACT MATTERS

53. There are no environmental and/or climate change impact matters related to the recommendation.

ALTERNATIVES

54. The following alternatives are available for consideration by General Committee:

Alternative #1 General Committee could not endorse the proposed HAF Work Plan and refer it back to staff for further consideration.

Alternative 1 is not recommended as Planning staff have consulted with all applicable City Departments, as well as consultants and vendors, and are confident that the proposed work plan identifies all resources and staff required to deliver the initiatives of the HAF Action Plan. Additionally, the initiatives of the HAF align and overlap with the initiatives and targets of the Affordable Housing Strategy Action Plan and the Municipal Pledge, thereby creating an opportunity for the City to utilize HAF resources to achieve the City's overall housing goals.

Alternative #2 General Committee could endorse the HAF Work Plan, but not endorse the 1-year pilot project for the Housing and Employment Development Concierge Program and refer it back to staff for further consideration.

Alternative #3 General Committee could make amendments to the proposed 1-year pilot project for the Housing and Employment Development Concierge Program.

Alternatives 2 and 3 are not recommended as Planning and ECD staff developed the concierge program framework in consultation with comparable municipalities and applicable City Departments to ensure that an enhanced level of service would be provided to qualifying housing and employment projects. This is a great opportunity for the City to formally implement a program which provides an

enhanced level of customer service and streamlines development and building permit approvals for strategic housing and employment projects. Through this pilot project, staff anticipate that more housing and jobs will be delivered to the community. Following the 1-year pilot project, staff will report back to General Committee on the success of the program. At that time, Council will have an opportunity to decide whether to continue the program, modify it, or cancel it.

FINANCIAL

55. The City is to receive \$25,684,990 from the Federal government to aid in delivering the approved HAF Action Plan, which can be utilized for both the implementation of the HAF Action Plan and other qualifying housing-related expenses. The City aims to align spending with the annual installments, unless otherwise directed by Council.
56. All staffing and resource requirements have been considered for the duration of the HAF program. In addition, this report seeks authorization to create 4 new 2024 in-year Capital additions for the Development Services Department (Planning) funded from the HAF. This report also seeks 3 new Capital additions beginning in 2025 which will also be funded from the HAF. These will be technical positions in the IT and Infrastructure Services departments for the development, implementation and on-going maintenance of the proposed growth management software and wastewater modeling tool(s).
57. The permissions granted through the contribution agreement for use of HAF funding across all 9 Action Plan Initiatives, plus additional areas if required, allow for a flexible strategy to deal with any required budget reallocations necessary over the course of the 3-year HAF program. In this regard, Planning staff shall request approval from Council for any modifications to the allocation of funds, as required, to deliver the initiatives of the HAF Action Plan.
58. The funding secured through the HAF Contribution Agreement will have no impact on the City's operating budget because the staff and resources required to support the initiatives will only be employed for the duration of the project. The Action Plan initiatives will be delivered within the target timeframes and funded from the HAF budget.
59. There are no financial implications associated with the implementation of a 1-year pilot project for a Housing and Employment Development Concierge Service, as no capital or staff expenditures are proposed to facilitate the implementation of the project.

LINKAGE TO 2022-2026 COUNCIL STRATEGIC PLAN

60. The recommendation(s) included in this Staff Report support the following goals identified in the 2022-2026 Strategic Plan:
 - Affordable Place to Live
 - Infrastructure Investments
 - Responsible Governance
 - Open for business environment to help encourage job creation
 - Develop and attract talent to support our employers
61. In accordance with Council's goals, the endorsement of the proposed HAF Work Plan will allow staff to initiate the work required to deliver on the City's housing initiatives, which in turn will assist in getting more housing units built faster, improve access to housing, and provide more housing

options in the community. Additionally, the Work Plan will ensure the responsible use of HAF resources through investments in housing and housing-supporting infrastructure to facilitate the growth of the City into a community where people can live and work, and businesses can thrive. The approval of the HAF Work Plan also provides the City with an opportunity to utilize the resources available to tackle its overall housing goals.

62. In accordance with Council's goals, the endorsement of a 1-year pilot project for a Housing and Employment Development Concierge Program will provide an enhanced level of customer service and streamline the approval of development and building permit applications for strategic housing and employment projects in the City. The program strives to improve access to housing and provide more housing options in the community, while also creating jobs for our residents by helping new and existing businesses grow. Together, the concierge programs will assist in creating a community where residents can live and work.

Attachments: Appendix "A" – Municipal Pledge
Appendix "B" – Affordable Housing Strategy Action Plan
Appendix "C" – HAF Relationship to Other City Housing Initiatives
Appendix "D" – HAF Staffing Needs
Appendix "E" – HAF Work Plan
Appendix "F" – Housing and Employment Development Concierge Program Process
Appendix "G" – Housing Development Concierge Program – Draft Score Card
Appendix "H" – Employment Development Concierge Program – Draft Score Card
Appendix "I" – Concierge Program Endorsement Letter and Letter of Understanding

APPENDIX "A"

Municipal Pledge



MUNICIPAL HOUSING PLEDGE TO COUNCIL – FEBRUARY 1, 2023

MUNICIPAL HOUSING PLEDGE

BARRIE'S MUNICIPAL HOUSING TARGET IS 23,000 UNITS BY 2031

The City of Barrie has prioritized and welcomed growth and development and commits to continuous improvement.

INITIATIVES TO BE LED BY CITY OF BARRIE STAFF TO IMPLEMENT THE MUNICIPAL HOUSING PLEDGE

Setting the Stage for Additional Housing Units - Municipal Policy & Process Initiatives

1. **New Official Plan:** The approval of the City's new Official Plan is essential to the City achieving the targets of the Municipal Housing Pledge. The City's new Official Plan is awaiting approval by the Province. This document plans for additional lands in the City and targets increased densities in residential areas and focuses on changing the built form of housing from single detached homes to row/townhouses/low-rise/ mid-rise and high-rise buildings across the City.
2. **New Zoning By-law:** Work on the new Zoning By-Law is underway and is supported by the Streamline Development Fund. The new zoning by-law will support the increased densities proposed in the new Official Plan and will be current, intending to reduce the number of zoning by-law amendments required to approve new housing units.
3. **New Community Planning Permit System:** Community Planning Permit Systems are a one stop approval for projects and can combine elements like site plan or a minor variance to the zoning by-law approved at a staff level and this tool will be explored when the foundational documents of the new Official Plan and Zoning By-law are in place.
4. **Community Improvement Plan (CIP):** The City will revise and update the CIP currently in place to encourage and support affordable housing initiatives. Since 2020, the CIP has supported the development of 248 affordable housing units.
5. **Committee of Adjustment:** Where appropriate, the City will promote the use of the Committee of Adjustment more for residential approvals. It is faster and less expensive (for smaller projects) but can only be used in the correct context.
6. **Streamline the Development Approvals Process:** The City is working with a consultant supported by the Streamline Development Fund to look at improvements to the overall development review process. Once the recommendations are received, improvements to the process will be implemented.

Anticipated unit yield by Municipal Policy Initiatives: 19,180 units as forecasted in the Municipal Comprehensive Review for the new Official Plan.

Servicing Additional Housing Units - Municipal Infrastructure Programs

7. **Capital Investments:** The City commits to reviewing and updating the Capital Plan on an annual basis to ensure infrastructure investments to support new development subject to adequate funding.
8. **Infrastructure Master Plans:** The City is undertaking an update to all infrastructure Master Plans starting in 2023 to align planned infrastructure with the City's growth to 2051.

 MUNICIPAL HOUSING PLEDGE TO COUNCIL – FEBRUARY 1, 2023

Building on the Policy Foundation for Additional Housing Units – Programs & Initiatives

9. **Promote the Creation of New Second and Third Dwelling Units:** Updating guidelines and support materials to encourage the creation of new second and third suites properly. Require builders to provide second and third suite options at the time of purchase and sale.

Anticipated unit yield: Currently, there are 2,465 second and third dwelling units in the City, and the City is anticipated to approve, on average, an additional 200 units per year. Continuing this trend would yield an additional 1,800 units through to 2031.

10. **New Foundations Program:** As part of the Council initiative to promote housing options on properties of churches, places of worship and institutional properties, this program is underway and is set to be completed in early 2023. The results of this program could create new housing on underutilized institutional sites in the City.

Anticipated unit yield: Preliminary work on the proposed concept plans for approximately 8 development sites could yield an additional 1,500 dwelling units through to 2031.

11. **Release Aging Securities:** The City will review the existing securities, deposits, letters of credit and certificates of insurance for projects that have not requested a full release yet for eligible works, in the hopes of “freeing up” more capital to businesses / property owners to support other development projects.

12. **Re-examine Existing Development Approvals:** The City will look at the list of existing yet unbuilt approvals and propose to the applicants a way to explore increased height and density, if applicable, as older approvals may not be viable in the current economic climate.

Anticipated unit yield: 1,400 units (based on an increase of 10% over the approved but not built units as of December 2022)

Collaboration & Partnerships

13. **Federal & Provincial Partnerships:** The City is committed to working with our government partners in any way possible to promote additional housing opportunities in the City. This can include funding partnerships, pilot projects and any other initiatives, including the support of all day, two way Go Transit / Metrolinx service.

14. **Streamline Development Fund 2022-2023:** The City is using the funds from the Provincial Streamline Development Fund to review of the development process hire additional staff, produce a new zoning by-law, and add computer software.

15. **Collaborate with Development Industry Partners:** While the City works collaboratively with the development community on an ongoing basis, the City will do targeted outreach to developers with approvals asking specifically what the City can do to assist in their development projects.

 MUNICIPAL HOUSING PLEDGE TO COUNCIL – FEBRUARY 1, 2023

Anticipated unit yield: The goal for this action item would be to increase the approved to built ratio from 30% to 50%, this would generate approximately 3,900 units based on current statistics.

16. **Outreach Initiatives:** The City will embark on an outreach program to different professional organizations to brainstorm / think tank ways to promote new housing and development such as: the Barrie Construction Association, Simcoe County Homebuilders Association, Real Estate professionals, Engineers, Architects and Registered Professional Planners.
17. **Promote Construction / Development Industry Trades / Careers:** The City will support the pledge with getting more people interested in the construction trades via job fairs and other initiatives, such as secondary school outreach programs to talk about careers in the trades and development industry, promote co-operative education programs and other initiatives to create and keep talent in the area.

Reporting and Monitoring Measures

18. **Monitor:** The City will undertake a robust monitoring program to measure the success of the initiatives and will update Council on a semi-annual basis with adjustments to the implementation of the Municipal Housing Pledge as necessary.
19. **Public Facing Information:** The City will ensure that the monitoring of the implementation of the Municipal Housing Pledge through accurate and transparent data about the development approvals process.

ITEMS THAT WILL IMPACT THE CITY ACHIEVING THE MUNICIPAL HOUSING PLEDGE THAT ARE BEYOND THE CITY OF BARRIE'S CONTROL

Approval of the New Official Plan

Issue: Without the approval of the Official Plan the City is limited in land availability, density targets and building types to create additional units.

Build Out of Approved Units

Issue: Approximately 30% of all units approved since 2015 have been constructed. Progress of approved units to construction is largely dependent on developers and their business motivation.

Changing Legislative Environment and Provincial Role in Approvals

Issue: Changing legislation combined with the Provincial oversight of some types of approvals can impact the momentum of private and municipal development and infrastructure projects.

Build Out of New and Improved Infrastructure

Issue: Ensuring the timing of infrastructure aligns with the need for servicing growth is dependent on the consistent and timely inflow of development charges to reduce pressures on municipal capital budgets.

Shortage of Talent

Issue: Availability of skilled talent in the Barrie area and the need for colleges, universities, apprenticeship programs, and professional organizations to promote careers in the development field within the Barrie area.

 MUNICIPAL HOUSING PLEDGE TO COUNCIL – FEBRUARY 1, 2023

State of the Economy

Issue: Increasing interest rates and inflation impact the housing market and the economy as a whole including market fluctuations and affecting conditions that influence developers' business cases.

Any and all of the above conditions will impact the City's ability to achieve the Municipal Housing Pledge by 2031.

The City of Barrie pledges to the Minister of Municipal Affairs and Housing to facilitate the construction of 23,000 housing units by 2031.

At the time of writing this pledge, the City's has 13,916 housing units approved. The approval of the City's new Official Plan would lay the foundation for an additional 19,180 residential units by 2031 as outlined in the Municipal Comprehensive Review in support of the Official Plan. An additional 37,037 units are proposed through to 2051 to achieve the population target of 298,000 in *A Place to Grow: Growth Plan for the Greater Golden Horseshoe* for the City of Barrie.

While not all of the initiatives proposed or underway would increase the number of housing units, they would set the stage for additional housing units. These initiatives and programs by the City would add to the housing supply and demonstrate the City's true commitment to focusing on matters within the control of the municipality to facilitate the construction of additional homes in our community.

Signed by:

Mayor Alex Nuttall
City of Barrie
March 1, 2023

APPENDIX “B”
Affordable Housing Strategy Action Plan

Table 3

Recommended Action Items			
City of Barrie Updated Affordable Housing Strategy			
	Impact (1 to 5)	Cost (\$ to \$\$\$)	Timeline (Immediate to Long-Term)
Recommended Action Items			
Undertake a Comprehensive Review of the City’s Zoning By-Law	5	\$	Near
Update the City’s Existing Incentive Program and Increase the Annual Budget	5	\$\$\$	Near
Use Public Land to Deliver New Affordable Housing	5	\$\$/\$\$\$	Medium
Work Towards a Decision Faster (Shorten Approvals Timelines)	4	\$\$	Medium
Create a Concierge Program to Connect Parties Who are Interested in Partnering to Deliver New Housing	4	\$	Near
Enhance the Simcoe County Secondary Suite Program for Barrie (Barrie Bonus)	3	\$\$/\$\$\$	Near
Enact a Rental Replacement By-law to Preserve Existing Rental Stock	3	\$	Near
Continue Shifting the Public Discourse Around Growth, Density, and Affordable Housing	3	\$	Immediate
Explore the Potential for Inclusionary Zoning in Barrie	3	\$\$/\$\$\$	Medium
<i>Notes: Impact (1 being lowest, 5 being highest) Cost (\$: no cost to less than \$100,000) (\$\$: \$100,000 - \$1M) (\$\$\$: \$1M+) Timeline (Near-Term is within one year; medium-term is within one to three years; long-term is more than three years)</i>			

APPENDIX "C"

HAF Relationship to Other City Housing Initiatives

Housing Accelerator Fund Action Plan	Affordable Housing Strategy Action Items	Municipal Pledge
1. System Improvements/ Enhancements to the current E-Permitting System <ul style="list-style-type: none"> Implement a document management system within APLI Implement mobile inspections for Building Inspectors 	<ul style="list-style-type: none"> Work Towards a Decision Faster (Shorten Approval Timelines) (Continuously evaluated for improvements) 	<ul style="list-style-type: none"> Streamline the Development Approval Process
2. Enable Electronic Payments for Development Applications and Associated Fees <ul style="list-style-type: none"> Implement a system to allow the entire development and building permit process to be handled electronically including the payment of required fees 	<ul style="list-style-type: none"> Work Towards a Decision Faster (Shorten Approval Timelines) (Continuously evaluated for improvements) 	<ul style="list-style-type: none"> Streamline the Development Approval Process
3. Incentivize the Creation of New Affordable Housing Units <ul style="list-style-type: none"> Partner with Non-Profits who have concept plans for affordable units to assist them get them building permits Continuation of the New Foundations Program Community Improvement Plan for Affordable Housing 	<ul style="list-style-type: none"> Update the City's Existing Incentive Program and Increase the Annual Budget 	<ul style="list-style-type: none"> Update existing Community Improvement Plan New Foundations Program Re-examine Existing Development Approvals Collaborate with Development Industry Partners Outreach Initiatives
4. Incentives to Move from Development Approval to Permitted Units <ul style="list-style-type: none"> Incentivize approved development applications to pull building permits Outreach to the development community to learn about barriers approvals are facing 	<ul style="list-style-type: none"> Update the City's Existing Incentive Program and Increase the Annual Budget 	<ul style="list-style-type: none"> Update existing Community Improvement Plan Release Aging Securities Re-examine Existing Development Approvals Federal & Provincial Partnerships Collaborate with Development Industry Partners Outreach Initiatives
5. Policy Reform to Facilitate Growth <ul style="list-style-type: none"> Implement a Community Permit Planning System New Zoning By-law 	<ul style="list-style-type: none"> Undertake a comprehensive review of the City's Zoning By-law Enact a Rental Replacement By-law to Preserve Existing Rental Stock Continue Shifting the Public Discourse Around Growth, Density and Affordable Housing Explore the Potential for Inclusionary Zoning in Barrie 	<ul style="list-style-type: none"> New Official Plan New Zoning By-law New Community Planning Permit System Streamline the Development Approval Process Collaborate with Development Industry Partners Outreach Initiatives
6. Evaluate Land Opportunities for Affordable Housing <ul style="list-style-type: none"> Evaluate municipal and non-profit land holdings to find suitable sites for affordable housing 	<ul style="list-style-type: none"> Use Public Land to Deliver New Affordable Housing 	<ul style="list-style-type: none"> New Foundations Program Federal & Provincial Partnerships Collaborate with Development Industry Partners

Housing Accelerator Fund Action Plan	Affordable Housing Strategy Action Items	Municipal Pledge
<ul style="list-style-type: none"> Evaluate opportunities, complete development feasibility studies for top options <p>7. Encourage and Incentivize Additional Dwelling Units this includes permission for 4 units as of right wherever zoning currently permits single, semi or street townhouses</p> <ul style="list-style-type: none"> <u>Implementing the required policy framework to permit 4 units as of right wherever zoning currently permits single, semi or street townhouses</u> <u>Provide information and financial incentives towards the increased construction of accessory dwelling units on existing suitable lots</u> 	<ul style="list-style-type: none"> <i>Enhance the Simcoe County Secondary Suite Program for Barrie (Barrie Bonus, financial incentive)</i> Continue Shifting the Public Discourse Around Growth, Density and Affordable Housing 	<ul style="list-style-type: none"> <i>Outreach Initiatives</i> <i>Streamline the Development Approval Process</i> <u>Promote the Creation of New Second and Third Dwelling Units</u> Collaborate with Development Industry Partners <i>Outreach Initiatives</i> Public Facing Information
<p>8. Growth Modeling and Forecasting</p> <ul style="list-style-type: none"> Purchase and implement a growth forecasting tool Develop an Allocation Policy <i>Update Infrastructure Modeling with development applications, Fire Flow testing, live water model, wastewater capacity</i> 		<ul style="list-style-type: none"> <i>Update Infrastructure Master Plans</i> <i>Capital Investments to ensure infrastructure investments support new development</i> Public Facing Information
<p>9. Service Enhancements – Streamline Permitting Process and Enhanced Customer Service</p> <ul style="list-style-type: none"> Systemic change to the approvals process to expediate both building and planning approvals. Changes include additional staffing, enhanced hours of operations, and prioritizing development and building permit applications 	<ul style="list-style-type: none"> <i>Work Towards a Decision Faster (Shorten Approval Timelines) (Continuously evaluated for improvements)</i> <i>Create a Concierge Program Connecting Parties Who are Interested in Partnering to Deliver New Housing</i> 	<ul style="list-style-type: none"> Streamline the Development Approval Process <u>Promote Committee of Adjustment</u> Public Facing Information
<p>Non-Initiative – Continuous monitoring/reporting to evaluate the progress and success of the Various Initiatives of the HAF Action Plan.</p>		<ul style="list-style-type: none"> The City will undertake a robust monitoring program to measure the success of the initiatives
<p>Non-Initiative – Promote Construction/Development Industry Trades/Careers at Public Engagement Events</p>		<ul style="list-style-type: none"> Promote Construction / Development Industry Trades / Careers

Notes

Initiatives that are *italicized and underlined* have been completed
 Initiatives that are *italicized* are currently being developed and/or implemented by City staff.

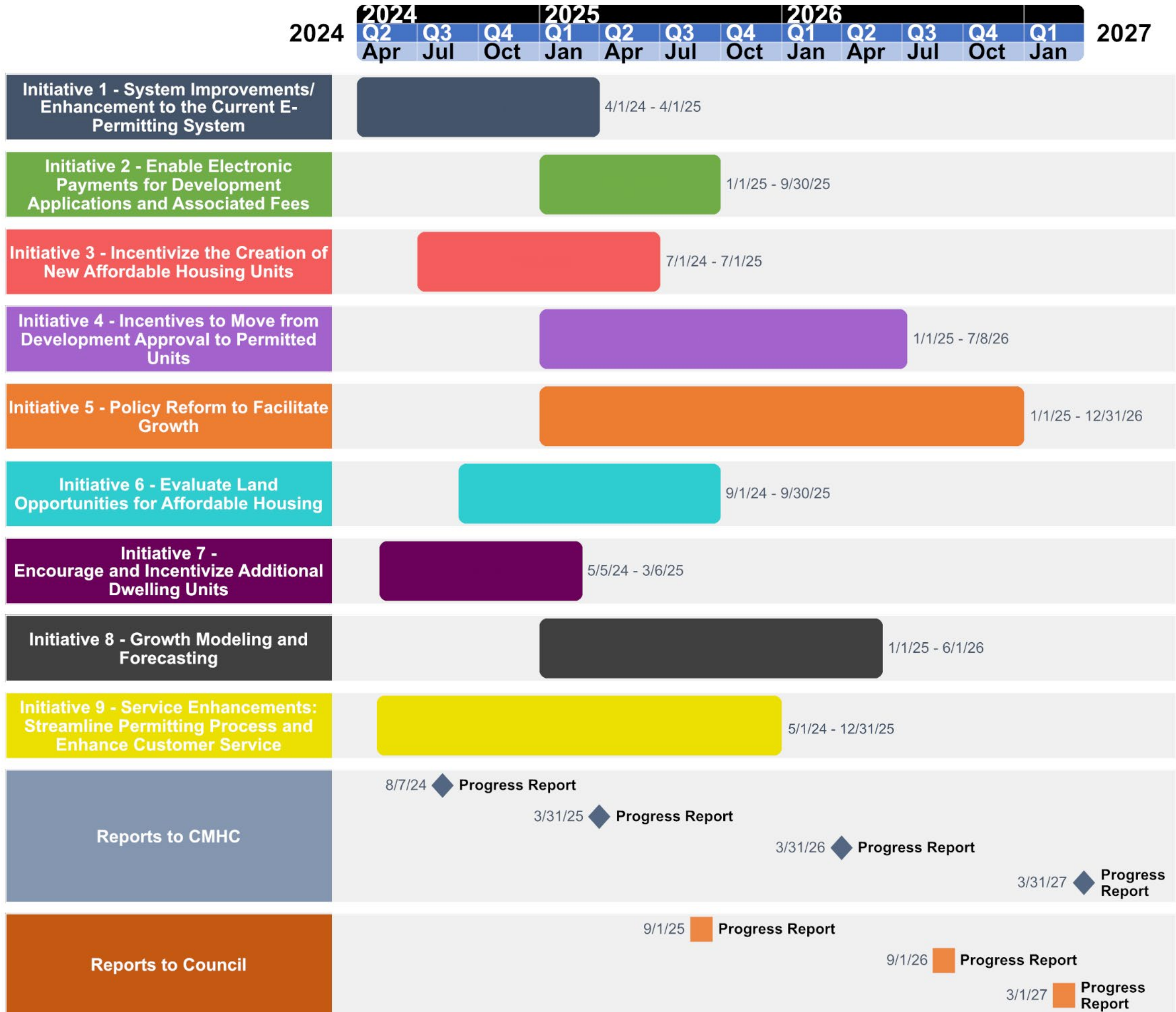
APPENDIX "D"
HAF Staffing Needs

Position	Yearly Salary	Term	Estimated Total Expenditure for the Duration of the Program
Supervisor of Growth Management – Housing	\$115,000.00	2024-2027 (3 Years)	\$345,000.00
Senior Planner – Housing	\$114,000.00	2024-2027 (3 Years)	\$342,000.00
Planner – Housing	\$108,233.14	2024-2027 (3 Years)	\$324,699.42
Planning Services Technical Coordinator - Housing	\$94,441.83	2024-2027 (3 Years)	\$283,325.49
Wastewater Engineer	\$165,000.00	2025-2027 (2 Years)	\$330,000.00
Data Analyst	\$94,441.83	2025-2027 (2 Years)	\$188,883.66
Business Performance Specialist	\$108,233.14	2025-2027 (2 Years)	\$216,466.28
Total (All Positions)	\$799,349.94		\$2,030,374.85

Note: The salary amounts for the temporary positions noted in the table include benefits at a rate of 16.4 percent of the salary amount. The cost of benefits has been included in the salary totals.

APPENDIX "E"
HAF Work Plan

City of Barrie CHMC Housing Accelerator Fund Work Plan (2024 - 2027)





Housing Accelerator Fund Action Plan – Initiative 1		
Project Manager(s)	Date(s)	
Manager of Strategic Initiatives, Policy and Analysis & Supervisor of Growth Management (Housing)	Start: 4/1/2024	End: 4/1/2025
Project Team – Key Departments		
Development Services Department (Planning), Building Department, and Information Technology (IT) Department		
Description		
System improvements and enhancements to the City’s current e-permitting system (APLI).		
Goals and Objectives		
<ul style="list-style-type: none"> • Improve the management and organization of submission documents. Implement a document management system within APLI. • Implement mobile inspections for Building inspectors. • Simplify and remove barriers to submitting electronic payments. • Improved fail-over and business continuity in the event of a service interruption. • Simplified services by reducing existing complex decision and workflow features in APLI. • Increased efficiency in the review and approval processes for building permit and development applications. • Ability for applicants to file submissions remotely, access information, and monitor the progress of an application. 		
Resources		
Purchase software to transition APLI over to a cloud-based storage system.		
Estimated Expenditure		
\$1.5 Million		
Connections to Other City Housing Initiatives		
Affordable Housing Strategy Action Plan	Municipal Pledge	
Work Towards a Decision Faster (Shorten Approval Timelines)	Streamline the Development Approval Process	



Housing Accelerator Fund Action Plan – Initiative 2		
Project Manager(s)	Date(s)	
Manager of Strategic Initiatives, Policy and Analysis & Supervisor of Growth Management (Housing)	Start: 1/1/2025	End: 9/30/2025
Project Team – Key Departments		
Development Services Department), Information Technology (IT) Department and Finance Department		
Description		
Enable electronic payments for development applications and associated fees.		
Goals and Objectives		
<ul style="list-style-type: none"> • Implement an electronic payment module in APLI (current e-permitting system) to enable electronic payments for development and building permit applications. • Reduce barriers to filing complete applications by providing applicants with the option of submitting payments electronically. • Streamline the development review process by eliminating the delivery and processing of cheques, as well as the processing of payments in-person. • Make the application submission process more convenient for applicants. 		
Resources		
<ul style="list-style-type: none"> • ACCELA payment module. 		
Estimated Expenditure		
\$250,000		
Connections to Other City Housing Initiatives		
Affordable Housing Strategy Action Plan	Municipal Pledge	
Work Towards a Decision Faster (Shorten Approval Timelines)	Streamline the Development Approval Process	



Housing Accelerator Fund Action Plan – Initiative 3		
Project Manager(s)	Date(s)	
Manager of Strategic Initiatives, Policy and Analysis & Supervisor of Growth Management (Housing)	Start: 7/1/2024	End: 7/1/2025
Project Team – Key Departments		
Development Services (Planning), Finance Department, IT Department, Communications Department, and Building Department		
Description		
Incentivize the creation of new affordable housing units. <ul style="list-style-type: none"> Partner with non-profit organizations who have concept plans for affordable units to assist them with obtaining building permits; Continuation of the City’s New Foundations Program and; Revamp the Community Improvement Plan (CIP) 		
Goals and Objectives		
<ul style="list-style-type: none"> Develop, implement, and administer a new Community Improvement Plan (CIP) to incentivize the creation of new affordable housing units. Update or develop a new application in-take system and process for CIP applications. Undertake a Communications Campaign to advise property owners and developers of the incentives available through the CIP. Identify and prioritize active and/or approved development applications which may qualify for CIP funding for the creation of new housing units. Contact the Owners/Applicants to advise them of available funding. Initiate CIP application in-take in Q3 of 2024 (July to September 2024) Issue CIP funding in Q4 of 2024. Retain a qualified Architectural Designer to create drawing sets for non-profit organizations with concept plans to develop property with affordable housing units in the City. Undertake a Communications Campaign to advise non-profit organizations of the architectural drawing sets offered by the City. 		
Resources		
Consultant – Architectural Designer		
Estimated Expenditure		
\$250,000		
Connections to Other City Housing Initiatives		
Affordable Housing Action Plan	Municipal Pledge	
Update the City’s Existing Incentive Program and Increase the Annual Budget	Update existing Community Improvement Plan	
	Re-examine Existing Development Approvals	
	Outreach Initiatives	
	Public Facing Information	



Housing Accelerator Fund Action Plan – Initiative 4		
Project Manager(s)	Date(s)	
Manager of Strategic Initiatives, Policy and Analysis & Supervisor of Growth Management (Housing)	Start: 1/1/2025	End: 6/30/2026
Project Team – Key Departments		
Development Services (Planning), Finance Department, and Communications Departments		
Description		
Develop and implement incentives to move from development approval to permitted units.		
Goals and Objectives		
<ul style="list-style-type: none"> • Incentivize approved development applications to pull building permits. • Outreach to the development community to learn about barriers approvals are facing. • Rapidly increase the construction of new residential units. • Facilitate the development of affordable rental housing by providing financial support. • Increase the overall number of affordable rental housing units within the City. • Increase the overall number of affordable ownership housing units within the City. • Assist in the achievement of the Official Plan’s affordable housing targets, being 15 percent of new housing units across the City, and 20 percent of new housing units within the Urban Growth Centre and Major Transit Station Areas. • Support the provision of a variety of affordable housing unit types, including a mix of unit sizes, across the continuum of housing options. • Accelerate the construction of medium and high-density housing that has received approvals but is facing financial barriers to completion. • Reinforce the provision of affordable housing as a community priority. 		
Resources		
Staffing, as noted in Appendix “D”, and funds for the Housing CIP Budget.		
Estimated Expenditure		
\$2 Million (see Motion 24-G-143 which allocated funds to the Housing CIP)		
Connections to Other City Housing Initiatives		
Affordable Housing Strategy Action Plan	Municipal Pledge	
Update the City’s Existing Incentive Program and Increase the Annual Budget	Update existing Community Improvement Plan	
	Collaborate with Development Industry Partners	
	Outreach Initiatives	
	The City will undertake a robust monitoring program to measure the success of the initiatives	

Housing Accelerator Fund Action Plan – Initiative 5		
Project Manager(s)	Date(s)	
Manager of Strategic Initiatives, Policy and Analysis & Supervisor of Growth Management (Housing)	Start: 1/1/2023	End: 12/31/2026
Project Team – Key Departments		
Development Services Department and Corporate Communications Department		
Description		
Policy reform through the implementation of a new Official Plan, Zoning By-law, and a Community Planning Permit System (CPPS) to facilitate growth.		
Goals and Objectives		
<ul style="list-style-type: none"> • Develop and Implement a CPPS for the City’s Strategic Growth Areas by combining Planning Act Applications into one approval process to streamline approvals and bring predictability to the Development Approvals Process. • Develop a new Comprehensive Zoning By-law with standards that facilitate infill and intensification, including gentle density in existing Neighbourhood Areas. • Create zoning standards that facilitate the development of a mix of uses and built-forms, including the provision of more affordable housing options. • Implement flexible processes and standards to reduce barriers to delivering more housing to the community. 		
Resources		
Staffing, as noted in Appendix “D”		
Estimated Expenditure		
Staffing, as noted in Appendix “D”		
Connections to Other City Housing Initiatives		
Affordable Housing Strategy Action Plan	Municipal Pledge	
Undertake a comprehensive review of the City’s Zoning By-law	New Official Plan	
Work Towards a Decision Faster (Shorten Approval Timelines) (Continuously evaluated for improvements)	New Zoning By-law	
Continue Shifting the Public Discourse Around Growth, Density and Affordable Housing	New CPPS	
Explore the potential for Inclusionary Zoning in Barrie	Streamline the Development Approval Process	



Housing Accelerator Fund Action Plan – Initiative 6		
Project Manager(s)	Date(s)	
Manager of Strategic Initiatives, Policy and Analysis & Supervisor of Growth Management (Housing)	Start: 9/1/2024	End: 9/1/2025
Project Team – Key Departments		
Development Services (Planning), Legal Services (Real Estate), and Communications Department		
Description		
Evaluate municipal and non-profit land opportunities for Affordable Housing.		
Goals and Objectives		
<ul style="list-style-type: none"> • Evaluate municipal and interested non-profit land holdings for development feasibility. • Identify land holdings that are suitable for the development of Affordable Housing. • Consult with applicable City departments, Council, members of the Public, and stakeholders to obtain feedback for the development of a Disposal Strategy. • Develop a Disposal Strategy for municipal and holdings that are suitable for the development of Affordable Housing. • Implement the Disposal Strategy to facilitate the development of Affordable Housing. 		
Resources		
Consultant – to evaluate municipal and interested non-profit land holdings for development feasibility.		
Estimated Expenditure		
\$250,000		
Connections to Other City Housing Initiatives		
Affordable Housing Strategy Action Plan	Municipal Pledge	
Use Public Land to Deliver New Affordable Housing	Collaborate with Development Industry Partners	
	Outreach Initiatives	

Housing Accelerator Fund Action Plan – Initiative 7		
Project Manager(s)	Date(s)	
Manager of Strategic Initiatives, Policy and Analysis & Supervisor of Growth Management	Start: 3/1/2024	End: 12/31/2024
Project Team – Key Departments		
Development Services (Planning), Building Department and Communications Department		
Description		
Encourage and incentivize additional dwelling units, including permissions for 4 units as of right wherever zoning permits single, semi or street townhouse units.		
Goals and Objectives		
<ul style="list-style-type: none"> • Create permissions for 4 units as of right in the Zoning By-law where single, semi and townhouse dwelling units are permitted. • Develop and implement incentives for the creation of additional units (including affordable units) through gentle density. • Provide information and financial incentives towards the increased construction of accessory dwelling units on existing suitable lot. • Retain a qualified Architectural Designer to prepare pre-approved plans for Garden Suites to reduce costs for property owners and streamline the review process for said units. • Launch an Accessory Dwelling Unit Program to reduce barriers to approval, increase transparency, enhance customer service levels, and streamline approval processes. • Undertake a Public Education campaign to increase awareness and acceptance of gentle density through the creation of additional units (i.e. 2 to 4 units) in existing neighbourhoods. This will include in-person public information sessions and the provision of resources online and through social media. 		
Resources		
Consultant – Architectural Designer Staffing, as noted in Appendix “D”		
Estimated Expenditure		
\$250,000		
Connections to Other City Housing Initiatives		
Affordable Housing Action Plan	Municipal Pledge	
Enact a Rental Replacement By-law to Preserve Existing Rental Stock	Promote the Creation of New Second and Third Dwelling Units	
Work Towards a Decision Faster (Shorten Approval Timelines) (Continuously evaluated for improvements)	Streamline the Development Approval Process	
Continue Shifting the Public Discourse Around Growth, Density and Affordable Housing	Update existing Community Improvement Plan	

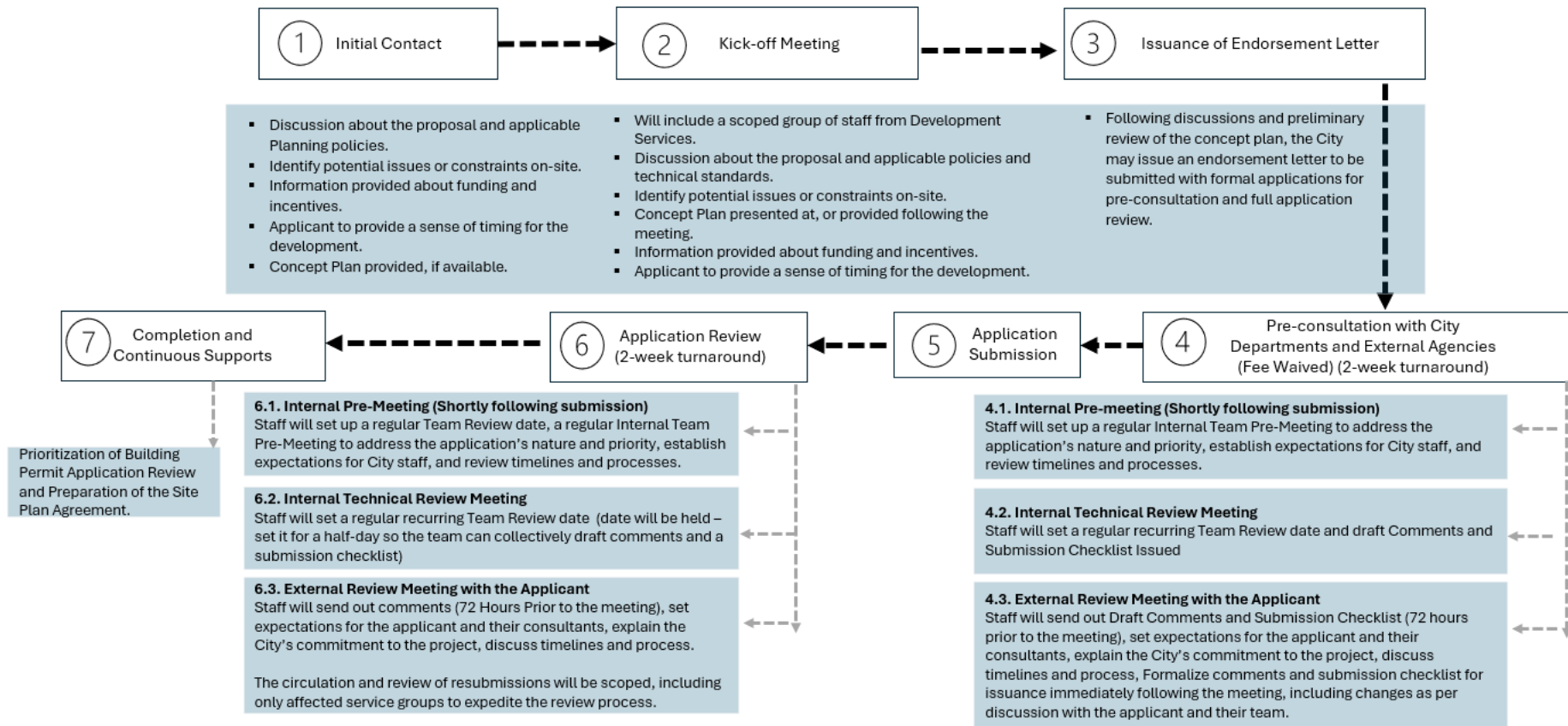


Housing Accelerator Fund Action Plan – Initiative 8		
Project Manager(s)	Date(s)	
Manager of Strategic Initiatives, Policy and Analysis & Supervisor of Growth Management	Start: 1/1/2025	End: 6/1/2026
Project Team – Key Departments		
Development Services (Planning), Information Technology (IT) Departments (GIS) and Infrastructure Services Department		
Description		
Purchase and develop a growth and forecasting tool, along with a wastewater model to produce data which will inform the development and implementation of an Allocation Policy to determine how service capacity will be distributed amongst new development projects.		
Goals and Objectives		
<ul style="list-style-type: none"> • Purchase and develop and ‘made in Barrie’ growth management and forecasting tool which provides real-time data on the status of development applications, number of approved and built units, and the number of building permits issued via a public-facing dashboard on the City’s website. • Retain a Professional Civil Engineering Consultant to develop a wastewater model to track available capacity and constraints in the City’s wastewater system to improve the allocation of service capacity for new development projects across the City. • Update Infrastructure Modeling. • Develop and implement a Council endorsed allocation policy to improve the management of allocating servicing capacity for new development projects across the City. 		
Resources		
Consultant – Civil Engineer to develop a wastewater model		
ESRI Growth Management and Forecasting Tool (Software)		
Staffing, as noted in Appendix “D”		
Estimated Expenditure		
\$750,000		
Connections to Other City Housing Initiatives		
Affordable Housing Action Plan	Municipal Pledge	
-	Public Facing Information	
-	Streamline the Development Approval Process	

Housing Accelerator Fund Action Plan – Initiative 9		
Project Manager(s)	Date(s)	
Manager of Strategic Initiatives, Policy and Analysis & Supervisor of Growth Management	Start: 3/1/2024	End: 12/31/2024
Project Team – Key Departments		
Development Services Department, Building Departments and Communications Department		
Description		
Enhance City of Barrie Services – Streamline the building permit process and provide enhanced customer service.		
Goals and Objectives		
<ul style="list-style-type: none"> • Establish a Concierge Service for Affordable Housing Projects to help applicants navigate the development process to streamline approvals and get units built faster. • Provide applicants with detailed information up-front so they may conduct proper due diligence prior to engaging in the development approvals process. • Ensure that applicants are aware of all expectations and requirements of the development approvals process. • Make information readily available and easy to access on the City’s online platforms. • Improve and enhance the Building Permit Workflow and Approval Process to make it easier for users and staff, thereby streamlining the approvals process. • Develop and implement a fast track program for building permits for affordable housing units, which may include prioritizing affordable housing projects and expanding staff hours to facilitate additional permit reviews. 		
Resources		
Staffing, as noted in Appendix “D”		
Estimated Expenditure		
Staffing, as noted in Appendix “D”		
Connections to Other City Housing Initiatives		
Affordable Housing Action Plan	Municipal Pledge	
Create a Concierge Program Connecting Parties Who are Interested in Partnering to Deliver New Housing	Streamline the Development Approval Process	
Work Towards a Decision Faster (Shorten Approval Timelines) (Continuously evaluated for improvements)	Public Facing Information	

APPENDIX "F"

Housing And Employment Development Concierge Program – Process Chart



APPENDIX “G”

Housing Development Concierge Program – Draft Score Card

Criteria	Factor	Points Available	Maximum Score
Project Funding (Incentives)	Housing CIP Funding Received/Eligible for CIP Funding	5	10
	CMHC Funding Received	5	
Tenure Types	Affordable rental	15	30
	Affordable ownership	15	
	Transitionl housing	10	
	Non-profit housing	10	
	Purpose built rental	5	
Housing Provider	Non-profit or charitable organization as primary applicant or partner	10	10
	Private Sector Developer	5	
Location, Building & Site Design	<ul style="list-style-type: none"> * Located within a growth area of the Official Plan (Urban Growth Centre, Strategic Growth Area, Major Transit Station Area, or Intensification Corridor) * Located within close proximity to transit facilities (e.g. GO Station, Barrie Transit Terminal, transit bus route/stop) * Located in close proximity to community resources and services (e.g. grocery stores/retail, libraries, parks/recreation, medical facilities, schools, childcare, etc.) * Energy efficiency and reduced environmental impact above minimum standards (e.g., green building technologies and materials) * High quality urban design, landscaping and architecture * Mix of uses or additional amenities (e.g. community amenities, childcare facilities, etc.) provided on site * Accessible/barrier free design above the minimum requirements/standards * Includes family sized units or greater mix of unit sizes 	10	10
Development Status	Zoning By-law permits proposed use/built form and preliminary site design is underway; site plan control application not required	5	15
	Zoning approved ² and site plan control application submitted and under review; if site plan control is not required, draft site design has been provided	10	
	Building Permit Ready - zoning approved ² , site plan control approved or not required, building permit application submitted or issued	15	
Affordability	Project includes a higher percentage of affordable housing units than the minimum required	5	20
	Project includes in a high number of new housing units	10	
	Rental rates or purchase price are lower than minimum required; may include deeply affordable or speciality housing (e.g. supportive or emergency)	2.5	
	Affordable units are guaranteed for greater than the minimum 25 year commitment	2.5	
Prior Experience	Relevant prior experience building affordable housing/proposed built form, or has retained expertise	5	5
Total			100

Notes:

1 Projects will be awarded more points based on construction readiness; maximum points available for projects at various approval stage/milestone are noted.

2 Zoning approved means the project is permitted as-of-right by the zoning by-law, or has an approved zoning by-law amendment or minor variance, if required.

APPENDIX "H"

Employment Development Concierge Program – Draft Score Card

Criteria	Factor	Points Available	Max Score
1. Development Status	Property purchased or owned, Zoning By-law permits proposed use/built form, Preliminary site design ready for review (pre-con ready under site plan control or Building pre review ready if not) under site plan control)	15	15
2. End User	No end user is secured but the building is suitable for a business in one of the following sectors: advanced manufacturing, health and life sciences	5	20
	End user secured but has not been disclosed to ECD	10	
	Developer is the end user or end user has been secured and disclosed to ECD	15	
	End user is within one of the following sectors: manufacturing, health and life sciences	20	
	End user is an existing Barrie business (expansion) (bonus points)	15	
3. Timeline	There is a need for an expedited timeline (ie. expiring lease, tenant requirements)	5	5
4. Expected Employment Gained or Retained (immediately or expected within the first year of business, or retained if business loss is a possibility).	Jobs created or retained 20-50. (Ministry of Labour - larger business regulations start at 20 employees)	10	40
	Jobs created or retained = 51-100 employees	20	
	Jobs created or retained = 101-200 employees	30	
	Jobs created or retained = 200+ employees	40	
5. Square Footage (if existing business include total building sf including expansion)	20,000 -49,000 sf	5	20
	50,000-99,000 sf	10	
	100,00-199,000 sf	15	
	200,000 sf +	20	
Total Score			100

APPENDIX "I"

Concierge Program Endorsement Letter and Letter of Understanding



File: -----

This Letter of Endorsement dated (Month Day, Year.)

**Re: 2024 Housing/Employment Development Concierge Service Program Approval -
(Project Description)**

From: The Corporation of the City of Barrie ("Barrie")

To: X (the "Owner")

Dear [Owner's Name],

On behalf of the City of Barrie, I, Michelle Banfield/Stephanie Schlicker, Executive Director of Development Services/Director of Economic and Creative Development, am pleased to offer an endorsement for the [project/file] under the Housing/Employment Development Concierge Service Program. The Development Services Department/Economic and Creative Development Department endorses the [project] and is committed to assisting with the development of [description of the project].

This program provides enhanced customer service through a single point of contact and dedicates City resources to offer advice, information, and support from site selection and due diligence through to the development review process and building permit issuance.

Please find attached the Letter of Understanding for your reference.

Kindly review the appended Letter of Understanding carefully. Once you have understood the terms and conditions, please sign and return it to the Planning Services office on the first floor of City Hall or email a digitally signed copy to [email] by [Month Date, Year].

The Development Services/Economic and Creative Development Department looks forward to supporting the [project] from initiation through to completion.

Name:
Title:

Date

Attachments: Letter of Understanding

c.c.: Michelle Banfield, Executive Director of Development Services
Stephanie Schlicker, Director of Economic and Creative Development
Jennifer Roberts, Manager Strategic Initiatives, Policy & Analysis
Carlissa McLaren, Manager of Planning
Darcy Brooke-Bisschop, Manager, Business Development
Andrew Gameiro, Supervisor of Growth Management (Housing)
Shelby White, Senior Planner of Infrastructure and Growth Management
Brett Gratrix, Senior Project Manager -Transportation, Development Services
Barb Perreault, Manager of Development Services
Kevin Bradley, Manager of Parks Planning, development Services
Katie Thompson, Manager of Environmental Risk Management & Compliance
Mark Hamilton, Supervisor Building Services, Plan Exam

APPENDIX "I"

Concierge Program Endorsement Letter and Letter of Understanding

Letter of Understanding

The following are conditions that the owner/applicant must meet to stay in the City's Housing/Employment Development Concierge Service Program. These conditions assist in establishing clear expectations and responsibilities, contributing to the smooth operation and success of the program.

- a) The applicant/owner shall maintain consistent contact with City staff. A failure to maintain contact and make submissions for a period exceeding 6 months will result in removal from the program.
- b) The applicant/owner shall advise City staff of any unforeseen circumstances which may result in a delay in the filing of a submission. In this regard, City staff may grant an extension.
- c) The applicant/owner shall satisfactorily address technical review comments in a timely manner, and work with staff to develop solutions to resolve outstanding matters.
- d) The applicant/owner agrees to have one designated contact person for the file, through which all correspondence will flow.
- e) The applicant/owner shall comply with all relevant City regulations, guidelines, technical standards, and policies throughout the development process.
- f) The applicant/owner shall provide regular progress updates to City staff, including milestone achievements and any significant changes to the project scope or timeline.
- g) The applicant/owner shall submit all required documentation and applications in a complete and timely manner to avoid delays in the approval process. In this regard, full, complete and comprehensive submissions shall be made to the City.
- h) The applicant/owner agrees to participate in any program evaluation or feedback sessions organized by the City to help improve the Concierge Service Program.
- i) In the Program approved under CIP, the applicant/owner shall ensure that all financial and funding information related to the project is accurate and provided as required by the City.
- j) The applicant/owner shall notify City staff promptly in the event of a change in ownership or project management and provide updated contact information as necessary.
- k) The applicant/owner agrees that changes to nature of the project or proposal may impact eligibility to remain in the concierge program. In this regard, the applicant/owner shall advise City staff of any changes to determine if the project or proposal is eligible to remain in the concierge program.

Owner acceptance with the Letter of Understanding Requirements noted below

Please sign, date and return to the City of Barrie Development Services Department.

I, _____, authorized signing officer for the Owner, am in an agreement and acceptance with the Letter of Understanding Requirements stated above.

Name:
Title:
I have authority to bind the Corporation

Date