

STAFF REPORT

THE CORPORATION OF THE TOWN OF COBOURG



Report to:	Mayor and Council Members	Priority:	<input checked="" type="checkbox"/> High <input type="checkbox"/> Low
Submitted by:	Glenn McGlashon, MCIP, RPP Director, Planning & Development Division Planning Department gmcglashon@cobourg.ca	Meeting Type: Open Session <input checked="" type="checkbox"/> Closed Session <input type="checkbox"/>	
Meeting Date:	June 21, 2021		
Report No.:	Affordable & Rental Housing CIP Implementation – 2021 - 001		
Submit comments to Council			

Subject/Title: Affordable & Rental Housing Community Improvement Plan (CIP) Implementation Plan 2021

RECOMMENDATION:

THAT Council receive this Staff Report for information purposes; and,

FURTHER THAT Council approve the Implementation Plan as outlined in the Staff Report and pursuant to the Affordable & Rental Housing Community Improvement Plan (CIP) and direct staff to initiate the CIP Implementation Plan for the 2021 budget year; and,

FURTHER THAT Council approve of the establishment of an internal ad-hoc working group comprised of:

1. Co-ordinator of Planning & Development Services;
2. One (1) member of the Planning & Development Advisory Committee;
3. One (1) member of the Northumberland Affordable Housing Committee;
4. Director of Corporate Services/Treasurer (or designate);
5. Director of Planning & Development (or designate);
6. County Housing Services Manager (or designate)

with other technical staff support being made available to the group as a resource on an as-needed basis (ie. administrative, planning, GIS, etc.).

1. STRATEGIC PLAN

People – the Town supports and cares for the social and physical well-being of its citizens; Strategic Action – Create a housing strategy that is in alignment with Northumberland County’s housing strategy

2. PUBLIC ENGAGEMENT

In the Fall of 2019, a process to develop a Community Improvement Plan (CIP) was initiated by Council in collaboration with MacNaughton Hermsen Britton Clarkson (MHBC) Planning Limited and SHS Consulting to provide the Town with a financial tool to help stimulate the provision of affordable and rental housing in the community pursuant to the recommended actions arising out of the County and Town Affordable Housing Strategies. The CIP also aimed to encourage the implementation of sustainable/urban design, universal design and brownfield re-development measures for all types of new private sector development and re-development proposals in the community.

The Affordable & Rental Housing Community Improvement Plan (CIP) process included the preparation and implementation of a formal Communications and Public Engagement Plan in consultation with the Planning and Communications Departments to actively engage stakeholders and the general public throughout the project timeline between October 2019 and October 2020. Specifically, public engagement included:

- ✓ the preparation of a dedicated and interactive webpage on Engage Cobourg;
- ✓ a Public Launch Event in December of 2019;
- ✓ multiple stakeholder consultations throughout the process;
- ✓ a Public Open House/Workshop in January of 2020;
- ✓ regular meetings and updates to Cobourg Municipal Council and the Planning & Development Advisory Committee (PDAC – the Steering Committee for the CIP project);
- ✓ an online communication and public engagement forum on Engage Cobourg in September of 2020;
- ✓ a Public Meeting of Council in September of 2020;
- ✓ consideration of the final CIP and recommendation report by Council in open session on November 16, 2020; and,
- ✓ final adoption of the CIP by Council in open session on November 23, 2020.

3. PURPOSE

This Report provides Council with an overview of the proposed Implementation Plan for the Affordable & Rental Housing CIP, including a recommendation for moving forward with the CIP program and approved funding allocations, for the Year 2021.

4. ORIGIN AND LEGISLATION

The CIP provides a legal mechanism and various incentive tools under the authority of Section 28 of the *Planning Act* to help stimulate the provision of affordable and rental housing in the community, and to encourage the implementation of sustainable/urban design, universal design and brownfield re-development measures for all types of new private sector development and re-development proposals in the community.

5. BACKGROUND

Pursuant to Council's direction, MHBC in association with SHS Consulting prepared an Affordable & Rental Housing CIP for the entire municipality in 2020. The goal of the project was to develop a comprehensive, yet flexible, plan to pro-actively assist in the development and enhancement of affordable and rental housing in the community, thereby improving the quality of life and social well-being of its residents. At the same time, the CIP project provided an opportunity to help advance the Town's objectives for community improvement by considering incentive options which encourage sustainable, accessible and economic development throughout the municipality.

Specifically, the scope of work included the following key elements:

1. The preparation of a detailed framework and/or implementation plan to provide a wide range of incentive options, or tools, for the Municipality to offer to private sector organizations in exchange for the provision of affordable and rental housing that meets the needs of all residents in the community; and,
2. The preparation of a detailed framework and/or implementation plan to provide incentive options which encourage the private sector to champion and incorporate exemplary urban design, universal design and sustainable design measures into new development and re-development proposals, and to stimulate brownfield re-development, in the municipality.

The CIP builds upon the goals of the Official Plan by establishing a co-ordinated and strategic mechanism for stimulating affordable housing and innovative and/or enhanced development utilizing the most effective tools available through existing legislation. The CIP is also consistent with Council's Strategic Plan objective of supporting residents in the community and the County's goal of increasing the supply of affordable rental housing in Northumberland.

The County and Town Affordable Housing Strategies (AHS), prepared by the County and endorsed by Cobourg Municipal Council in January of 2020, are the primary, over-arching documents that provide the necessary background information and strategic direction to help create more affordable housing in the municipality and county as a whole. One of the Foundational Actions of the AHS is for municipalities to prepare and implement a CIP to act as a vehicle to encourage the development of new affordable and rental housing in the community. The Town of Cobourg Affordable & Rental Housing CIP aligns with the County of Northumberland & Town of Cobourg Affordable Housing Strategies (AHS).

CIP's are undertaken in accordance with the legislative and policy framework of the Province, County and local municipality, and are commonly used to stimulate the physical improvement and revitalization of a specific area(s) of a community by offering a range of financial incentives to the private sector to implement action and change. Under the *Municipal Act*, municipalities are prohibited from financially

assisting private commercial enterprises (otherwise known as “bonusing”) unless undertaken in accordance with a CIP approved under Section 28 of the *Planning Act*. CIP’s help encourage private sector investment and improve the physical and/or socio-economic environment in a community, but are not land use plans or housing support programs.

The CIP process included extensive background research and analysis, including a review of the local demographic and housing context and needs, research into best practices in Ontario, a financial assessment and public/stakeholder engagement. The results of this stage were compiled into a Background Report, where a number of *key focus areas* and *considerations* were identified as having the most influence with respect to the development of the CIP:

1. Increasing the supply of purpose-built rental housing;
2. Increasing the supply of smaller unit sizes;
3. Promoting the development of second units;
4. Promoting the development of mixed-ratio (market and affordable) developments; and,
5. Supporting emergency and transitional housing services.

The following *considerations* for the structure of the CIP were also identified:

- Incentives should be applied Town-wide and not targeted to a specific area(s);
- Options for waiving application fees, development charges and property taxes;
- Application of a tiered approach to incentives based on need and operating costs;
- Provision of incentives for proposals that include sustainable and/or accessible design elements; and,
- Opportunities to leverage partnerships with community organizations to implement the CIP and/or provide on-site or off-site supports in conjunction with housing.

During the CIP preparation stage and based on the feedback received during the public and stakeholder engagement sessions, two (2) key focus areas were prioritized: *i) Purpose-built rental housing*; and, *ii) Second units*. While the CIP targets these two areas as its primary focus, the remaining focus areas, along with sustainable and accessible/universal design, are important secondary areas that will continue to be offered in the CIP program as needs and funding priorities change.

The CIP is structured to include:

- a toolbox of financial incentive programs;
- an implementation plan;
- a financial management plan;

- o a monitoring and reporting program; and,
- o a marketing and communications plan.

Table 1 below is a summary table of the various incentive programs of the CIP, each of which are detailed further in Section 3.7 of the CIP.

Table 1: Summary of CIP Programs

Program	Description	Area of Consideration	Focus (Primary or Secondary)
Rental Housing Planning and Building Fee Waiver Program	Grant equal to up to 100% of the fees paid on specified planning and development applications for an affordable rental (primary market) or purpose built (primary market) rental housing project	Purpose-built Rental	Primary
Rental Housing Cash-in-Lieu of Parking Reduction Program	Grant equal to up to 50% of the calculated Cash-in-Lieu of Parking fee for purpose built rental and purpose built affordable rental housing projects where a municipal Cash-in-Lieu of Parking program exists	Purpose-built Rental	Primary
Rental Housing Development Charge Grant Program	Grant equal to a percentage of the Town development charge normally payable on an eligible project proposing affordable rental (primary market) or purpose built (primary market) rental housing project. Program based on a sliding scale, where demonstrating achievement of certain criteria would result in a higher proportion of a development charge grant (i.e. a 'tiered' approach)	Purpose-built Rental	Primary
Rental Housing Property Tax Increment Grant Program	Grant equal to the incremental increase in municipal property tax assessment and revenue resulting from improvements to existing developments or the development of new buildings containing affordable rental (primary market) or purpose built (primary market) rental housing project for a period of five years	Purpose-built Rental	Primary
Second Unit Planning and Building Fee Reduction Program	Grant equal to up to 100% of the fees paid on specified planning and development applications for second unit or coach houses	Second Unit/ Coach House	Primary
Second Unit Renovation and Construction Grant/ Loan Program	Grant equal to 50% of eligible costs to homeowners who retrofit their dwelling to include a second unit or construct a new coach house as an accessory dwelling or to a homeowner who as an existing unregistered second unit that is legalized and brought up to Code to a maximum of \$10,000 AND/OR A loan equal to 70% of eligible costs to homeowners who retrofit their dwelling to include a second unit or construct a new coach house as an accessory dwelling or to a homeowner who as an existing unregistered second unit that is legalized and brought up to Code to a maximum of \$50,000. Minimum \$5,000	Second Unit/ Coach House	Primary
Emergency and Transitional Housing Planning and Building Fee Waiver Program	Grant equal to up to 100% of the fees paid on specified planning and development applications for new emergency or transitional housing developments or renovations/ upgrades to existing emergency or transitional housing uses	Emergency and Transitional Housing	Secondary
Emergency and Transitional Housing Development Charge Grant Program	Grant equal to a percentage of the Town development charge normally payable on an eligible project proposing an emergency or transitional housing project	Emergency and Transitional Housing	Secondary
Affordable Housing and Home Ownership Planning and Building Fee Reduction Program	Grant equal to up to 50% of the fees paid on specified planning and development applications for new affordable housing or home ownership developments or renovations/ upgrades to existing affordable housing or home ownership uses	Affordable Homeownership	Secondary
Affordable Housing and Home Ownership Development Charge Grant Program	Grant equal to a percentage of the Town development charge normally payable on an eligible project proposing an affordable housing or home ownership project.	Affordable Homeownership	Secondary
Brownfield Redevelopment Grant Program*	Grant for the costs associated with the preparation of: Environmental Site Assessment(s), Risk Assessment, Remediation and monitoring plan Grant for 50% of the costs associated with rehabilitation of a property to permit a Record of Site Condition to be filed with the Ministry of Environment, Conservation and Parks (to a maximum of \$100,000 per property)w Grant for 50% of the costs associated with complying with a certificate of property use issued under Section 168.6 of the Environmental Protection Act (to a maximum of \$100,000 per property)	Brownfield	Secondary
Universal Design Grant/ Loan Program*	Grant equal to 50% of the cost of eligible building improvements to residential, commercial, institutional and mixed use buildings that incorporate universal design features to a maximum grant per property/ project of \$10,000 Grant equal to 50% of the costs of eligible works to new residential, commercial, institutional and mixed use buildings that incorporate universal design features to a maximum grant per property/ project of \$10,000 Loan equal to 70% of the cost of eligible works to a maximum loan per property/ project of \$50,000. Minimum loan of \$ 5,000	Accessibility	Secondary
Sustainable Design Grant/ Loan Program*	Grant equal to 50% of the cost of eligible building improvements to residential, commercial, institutional and mixed use buildings that incorporate sustainable construction, design and servicing features to a maximum grant per property/ project of \$10,000 Grant equal to 50% of the costs of eligible works to new residential, commercial, institutional and mixed use buildings that incorporate sustainable construction, design and servicing features to a maximum grant per property/ project of \$10,000 AND/OR Loan equal to 70% of the cost of eligible works to a maximum loan per property/ project of \$50,000. Minimum loan of \$ 5,000	Sustainability	Secondary

*Brownfield redevelopment, universal design or sustainable design projects that are not associated with affordable or rental housing projects would not be funded through the Affordable Housing Assistance Reserve Fund and will need to be funded separately by Council.

On November 23, 2020, Council approved the Affordable & Rental Housing CIP with the following Motion:

WHEREAS at the Committee of the Whole Meeting on Monday November 16, 2020, Council considered a memo from the Director of Planning and Development, regarding the Town of Cobourg Affordable & Rental Housing Community Improvement Plan (CIP);

NOW THEREFORE BE IT RESOLVED THAT Council adopt the Affordable & Rental Housing Community Improvement Plan (CIP), prepared by MacNaughton Hermesen Britton Clarkson (MHBC) Planning Limited in association with SHS Consulting, dated October 2020, which provides incentive options for encouraging the creation of new affordable and rental housing and the implementation of sustainable/urban design, universal design and brownfield re-development measures for all types of new private sector development and re-development proposals in the municipality; and

FURTHER THAT Council prioritize and expedite approvals for development projects that increase the supply of purpose-built rental housing, smaller unit sizes, secondary units, and mixed-ratio builds, and support of transitional housing initiatives as part of the CIP's 2021 intake; and

FURTHER THAT Council direct staff to put together an inventory of potential municipal owned surplus lands, buildings and/or facilities by March 22, 2021 for it to consider as potential support for Section 3.8.8 Donation or Sale of Surplus Lands of the Affordable and Rental Housing Community Improvement Plan; and

FURTHER THAT Council direct staff to work with the Northumberland Affordable Housing Committee and other organizations where applicable to investigate partnership opportunities for implementing programs that are created through the Affordable and Rental Housing Community Improvement Plan.

This Report is intended to provide an overview of the process intended to implement the CIP, and provide Council with a recommendation for approving the implementation of the Affordable & Rental Housing CIP in 2021.

6. ANALYSIS

The Affordable & Rental Housing CIP provides an opportunity for the Town to offer a number of financial incentives to housing providers and proponents as part of the CIP toolbox, including grants and/or loans to cover a portion or all of relevant application fees, development charges, parking levies, property tax increases, and eligible construction costs associated with new affordable housing units.

As noted above, the Affordable & Rental Housing CIP supports Council's Strategic Plan objectives and those of the County and Town AHS to seek to increase the

supply of affordable housing in the community. The success of any plan or program is dependent on an effective implementation plan. The following provides a summary outline of the proposed approach to implementing the CIP in a manner that targets the defined key focus areas in the CIP of creating purpose-built affordable rental housing and second units, as well as Council's direction towards smaller units, mixed ratio (affordable/market) projects and transitional housing.

In 2021, Council budgeted a total of \$250,000.00 under the Affordable Housing Assistance reserve account, of which \$35,287.00 has already been committed to Trinity Housing of Cobourg for its proposed purpose-built affordable housing project on John Street, and \$52,517.50 to Northumberland County Housing Corporation for the Elgin Park re-development project on Elgin Street East. Thus, a total of \$162,195.50 remains available in the reserve fund for potential affordable rental projects.

The CIP program would support and work in conjunction with the incentives provided by the County, including the Affordable Housing Capital Grant Program which includes an investment of \$1,000,000.00 towards eligible affordable housing projects throughout the County over the coming years. The Town's CIP program incentives may be "stacked" with the County's programs, as well as any relevant provincial and federal programming. The County's implementation plan for its Capital Grant Program is being considered by County Council in June of 2021 and, thus, the roll-out of the Town's CIP program at this juncture is timely.

Section 3.9 of the Affordable & Rental Housing CIP outlines the Implementation Plan for the program. It is proposed that the implementation of the CIP in 2021 utilize a formal Intake process similar in nature to the Downtown Vitalization CIP, where proponents may submit applications for affordable housing projects, large or small, within a defined timeline for evaluation by the Town in accordance with the CIP program requirements. Applications will be evaluated and prioritized based on a number of critical performance indicators, including but not limited to (in no particular order):

- alignment with the key focus areas of the CIP (purpose-built, 2nd units);
- conformity to the County and Town AHS;
- the type, size, number and location of units;
- target market (primary/secondary, demographics, low-moderate income households, transitional housing);
- ratio of affordable/market rate (mixed) units;
- level of affordability/impact;
- length/duration of affordability;
- potential tax assessment increase;
- public-private investment leverage;
- construction value and timing (ie. shovel ready vs. approvals required);
- jobs created/maintained;
- affordable housing projects that incorporate sustainable and/or accessible design features; and,

- brownfield re-developments involving affordable housing.

It is hoped that the CIP Intake will attract proposals involving larger projects with multiple affordable units, however smaller projects such as second units and units created via infill will be supported under the CIP program.

Receiving, Evaluating and Approving Applications

Given the time of year and resource considerations, it is proposed that applications be received by the Planning Department under one (1) single Intake in 2021. The following is a proposed implementation schedule for the 2021 Affordable & Rental Housing CIP:

CIP Program Initiation	Week of July 5, 2021
Submission Deadline	Tuesday, September 21, 2021
Evaluation of Applications	September 22 - October 1, 2021*
Report Due for CoW	Thursday, October 14, 2021
Committee of the Whole	Monday, October 25, 2021
Council (Final Decision)	Monday, November 1, 2021

*schedule is subject to change based on availability of working group members

The above schedule provides a reasonable period of time for affordable housing providers and other proponents to prepare and submit applications for proposals, and to permit the evaluation and review of applications prior to a recommendation report being prepared for Council’s consideration. In accordance with the CIP Implementation Plan, the issuance of a building permit to commence construction of a CIP-approved project must take place within eighteen (18) months of the approval by Council. Failing to comply with this timing, without prior approval of Council, will allow the Town to withdraw the grant approvals and the funds will not be released.

It is recommended that Council appoint an ad-hoc committee or working group to conduct the CIP application evaluations. Depending on the volume and complexity of applications, it is expected that this group will only be required to meet 2-3 times this year (and possibly each year thereafter, based on budget funding and continuation of the CIP program by Council), therefore it is suggested that a special Council & Staff Working Group be formulated in accordance with By-law 008-2019 with the following representation:

1. Co-ordinator of Planning & Development Services;
2. One (1) member of the Planning & Development Advisory Committee;
3. One (1) member of the Northumberland Affordable Housing Committee;
4. Director of Corporate Services/Treasurer (or designate);
5. Director of Planning & Development (or designate);
6. County Housing Services Manager (or designate)

Other technical staff support would be available to the group as a resource on an as-needed basis (ie. administrative, planning, GIS, etc.). An evaluation matrix will

be developed by Planning staff in collaboration with the working group based on the critical performance indicators noted above and outlined in the CIP. Scoring will be weighted to address the indicators as well as the specific targeted needs of the community (ie. purpose-built units, second units, mixed ratio, transitional housing, senior's housing, smaller units, and affordable housing proposals involving sustainable and/or accessible features).

Following the Intake, any unused funds may be dispersed on a first-come, first-served basis (assuming they meet the eligibility criteria) depending on the number of applications and the amount of funds allocated in the Intake. Council may wish to delegate the authority to approve and allocate the remaining, unused funds to staff. It should be noted that the allocation of funds under the CIP program is entirely at the discretion of Council, and Council retains the right to approve an application in whole or in part, or refuse any and all applications.

Marketing and Communication of CIP Program Requirements

In order to ensure that a wide range of interested parties are aware of the program, it will be necessary to actively communicate the CIP program requirements and application deadlines to landowners and the public, housing providers (affordable and otherwise), non-profit organizations and community agencies. Appendix C of the CIP outlines a general Marketing and Communications Plan which is to act as a guide for the Town to promote the opportunities and incentives available to the community through the Affordable & Rental Housing CIP during the implementation period. The Primary Target Markets include:

- property owners;
- developers/builders;
- potential investors in the community;
- not-for-profit organizations

Secondary Target Markets include (but are not limited to):

- business associations (which can serve as an information source about the Affordable & Rental Housing CIP and its programs and incentives);
- the general public;
- local realtors; and,
- Cobourg Municipal Council (who will receive regular updates and annual reports on program up-take and on-the-ground results).

As part of the CIP Program Initiation step, municipal staff proposes to build on the above Plan and implement a comprehensive multi-media communication plan that includes promoting the CIP and the Intake process through newspaper/radio ads, the municipal website (Engage Cobourg), and the Town's social media platforms. Application packages will be available on the municipal website.

Data Collection, Reporting and Monitoring

Section 3.11 of the CIP outlines a detailed program for collecting data associated with the funding approved under the CIP, including but not limited to tracking the number and type of affordable housing units created, measuring financial, social, community and other performance indicators/benefits, and reporting back to Council as to the program's effectiveness relative to the affordable housing goals and objectives of the Town and County.

A report describing the status of the CIP and the projects that have been allocated funds that year will be prepared by Planning staff at the end of each calendar year. The intent of this report is to monitor the implementation of the CIP, including measuring projects against the evaluation criteria (where applicable), formulating a database for tracking purposes, and to ensure that it continues to support the objective of creating affordable housing.

It is anticipated that the initial year or two of the program's reporting will contain relatively basic data based on uptake and construction rates, however the nature and extent of data will ramp up considerably in future years as more projects and units come on-stream and indicators become more numerous and relevant. Based on the data collected, the CIP program can be adjusted over time to ensure that the incentives provided through the CIP are working as intended and meet the goals and objectives of the program.

As per the CIP, it is recommended that the CIP be reviewed at least every five (5) years to evaluate the overall performance of the program and to make adjustments, where necessary.

7. FINANCIAL IMPLICATIONS/BUDGET IMPACTS

Section 3.10 of the CIP outlines the financial management framework for the CIP. The implementation of the CIP will require the dedication of sufficient financial and staff resources to fund and administer the programs on an annual basis and make the CIP successful in achieving more affordable and rental housing in the community.

For 2021, Council approved \$250,000.00 under the Affordable Housing Assistance Reserve Fund, of which a net total of \$162,195.50 remains available after discounting previous Council commitments for affordable housing projects. At this time, Council has not allocated funds for sustainable and accessible design incentives for projects that are not associated with affordable and rental housing, however affordable housing projects which incorporate such features will be eligible for funding.

Direct grants (ie. application fees, development charges, second unit grants) are to be funded from the Affordable Housing Assistance Reserve. Loans and tax increment grants will be recoverable over time via repayment (loans) and/or property taxes due to increased assessment values that may not have been realized without the incentives.

It is important to realize that investment in affordable housing, like many things, is not a one-time event but more of a journey. For this investment to be effective in addressing the long term need for affordable housing in our community, Council will need to consider annual budget allocations for at least five (5) consecutive years to realize the return, or impacts, on this investment not only from an economic perspective but a social one as well. Furthermore, in future budget years, it may be beneficial to dedicate certain amounts of funding towards specific targeted needs that may be identified in the community, such as smaller/larger units, seniors units, family units, second units/coach-houses, transitional housing and/or units which are geared to low-moderate income households.

It is unknown what the full impact of the CIP on staff resources will be until the program is activated and monitored over time however, using past experience associated with the administration of the Downtown Vitalization CIP, the implementation of the CIP will require the dedication of a considerable amount of Planning and Finance staff time, including the preparation, receipt and processing of applications and Intakes; the evaluation of applications; the preparation of recommendation reports; the administration of legal agreements and financing; monitoring, data collection and annual reporting; and program compliance and enforcement on an ongoing basis. Support from the County Housing Services Department, the Northumberland Affordable Housing Committee and other community organizations will help assist in administering the CIP program, particularly in the evaluation and monitoring components, and thus relieve some of the burden on municipal staff resources. The Town will also be examining efficiencies with the County when there are joint incentives being provided (ie. MOU, joint lending/facilities agreements, administration, etc.).

Finally, although not proposed in 2021, consideration should be given in future years to delegating authority to municipal staff in order to administer a certain pool of funds for smaller projects that arise from time to time, such as second units and minor infill (ie. rehabilitation or conversion of existing space into affordable and/or rental housing units), which can be processed quite quickly outside of a formal Intake approval process and result in easy “wins” for the community.

8. CONCLUSION

In summary, the implementation plan proposed in this Report for the Affordable & Rental Housing CIP includes an Intake schedule and an evaluation program with criteria against which applications for CIP grant/loan funds will be evaluated. These criteria allow for the prioritization and recommendation of applications that best support the goals and objectives of the CIP, the County and Town’s Affordable Housing Strategies, and Council’s Strategic Plan to create additional affordable housing units in the community. An ad-hoc evaluation working group would be formed to evaluate the CIP applications and provide a recommendation(s) to Council.

The CIP and implementation plan, including the program and eligibility requirements and Intake schedule, will be actively promoted via a comprehensive multi-media communications plan over the Summer to generate interest in the program and

promote the submission of applications for funding by developers, investors, builders, community agencies, non-profit organizations, and landowners/residents.

The implementation of the CIP will be monitored and data will be collected and reported to Council annually, with a comprehensive performance evaluation planned every five (5) years, to assess the effectiveness of the program and make adjustments where required.

Report Approval Details

Document Title:	Affordable and Rental Housing CIP Implementation Plan.docx
Attachments:	
Final Approval Date:	Jun 10, 2021

This report and all of its attachments were approved and signed as outlined below:

Tracey Vaughan, Chief Administrative Officer - Jun 10, 2021 - 11:52 PM