City of Winnipeg Housing Policy Implementation Plan

The City of Winnipeg's updated housing policy is aligned around four major priorities. These priorities are highlighted below:

1. **Targeted Development** - Encourage new housing development that:
    a. Creates diverse housing options throughout the city that include a range of sizes, forms and tenures of housing to accommodate a range of incomes and household types;
    b. Reflects Universal Design principles and minimum "visitability' standards;
    c. Establishes a sufficient supply of affordable, adequate and suitable housing throughout the City that meets the needs of the population of Winnipeg;
    d. Creates growth in areas that support social, economic and environmental sustainability (Transformative Areas);
    e. Supports a pedestrian and transit friendly environment, including higher residential densities near services and on transit corridors; and
    f. Creates Complete Communities or completes existing communities.

2. **Neighbourhood Revitalization** - Support revitalization and maintenance of existing housing that:
    a. Promotes adequate, safe living conditions for homeowners and tenants, and supports safe, orderly, viable and sustainable communities;
    b. Supports improved energy efficiency, Visitability, and moves toward contemporary building standards;
    c. Brings new life back to Mature Communities through locally planned, community supported housing renewal initiatives; and
    d. Strengthens social, economic and environmental sustainability.

3. **Build Community Capacity** - Enable communities to develop and implement locally planned, community supported housing renewal initiatives that are consistent with *OurWinnipeg* and *Complete Communities*.

4. **Build, Lever and Establish Partnerships** - Establish the framework for complementary programs, tools, resources, and partnerships, including collaboration with other levels of government to meet the housing needs of the population of Winnipeg.

Key Goals: 2014 – 2019:

1. **Healthy Rental Vacancy Rate**: The City will facilitate development to support a healthy rental vacancy rate of 3%, based on research and information from the Federation of Canadian Municipalities and the Canadian Housing Renewal Association. If the vacancy rate is below 3% the Public Service will bring forward to Council Program options to address the vacancy rate, such as:
    - *Facilitate purpose-built rental development*: Create programming that will facilitate the development of **750** new rental units in the City of Winnipeg.
    - *Facilitate mixed income home ownership development*: Create programming that will facilitate the development of **500** new mixed use / mixed income home ownership units.
        - Minimum number of units to be affordable = 10%.
        - Partnering with key stakeholders, including Winnipeg Housing Rehabilitation Corporation, and others; through the use of financial and regulatory tools available to the City of Winnipeg.
        - Incent the development of land owned by community organizations (for example: Legions, Habitat for Humanity, and other non-profit organizations) to encourage and promote higher and better use developments, through the use of Tax Increment Grants.

    (This deliverable supports policy item / strategy A1, B1, B2, B3, C3, C4)

2. **Neighbourhood Revitalization:** Strategic investments from the Housing Reserve fund will result in neighbourhood revitalization, primarily measured through changes to assessed values determined by the City of Winnipeg's Assessment and Taxation Department. Our objective is for these values to meet or exceed the average change in City of Winnipeg assessed values. Housing Reserve funding will focus on areas of most need.

    (This deliverable supports policy item / strategy A4, C1, C2, C3, C4)

3. **Reduce Homelessness:** As the Delivery Agent of the Homelessness Partnering Strategy for the Government of Canada
    - 2014 – 2015: Determine the number of chronically homeless people in Winnipeg.
    - 2015 – 2019: The National Target set by the Government of Canada is for 80% of chronically homeless people to be housed. Our goal is through efficient funding of community service organizations and private agencies, successfully house 80% or more of the chronically homeless population (as identified above).

    (This deliverable supports policy item / strategy D1, D2)

Below is a table outlining policy provisions that support and address key issues related to housing in Winnipeg. Six key issues have been identified; the priorities as noted on page 1 are reflected in parenthesis ( ). The Housing Policy contains four areas noted as A – D; each area have provisions numbered as "A1, A2, B1, B2,….".

Key Issue (Priorities)	**Enabling Policy Provision**
1 - Support objectives in OurWinnipeg and Complete Communities (*Development* / *Revitalization* / *Community* / *Partnerships*)	• A1, A4, B1, B2, C1
2 - To encourage development or retention of more affordable housing (*Development* / *Revitalization* / *Partnerships*)	• B1, B2, B3, C1, D1, D2
3 - Growing segment of the population in core housing need (*Partnerships*)	• D1, D2
4 - Enable infill development, revitalization, community capacity (*Revitalization* / *Community*)	• A4, C1, C2, C3, C4
5 - Support for revitalization in areas of most need (*Revitalization*)	• C1, C2
6 - Generate additional funds to support desired activity (*Development* / *Partnerships*)	• A1a, A2, A3b, C3

Key Issue: 1

Supporting objectives in OurWinnipeg and Complete Communities

POLICY ITEM: A1

- A1 – The City will target incentives and facilitate developments that support the objectives of this policy based on the degree to which the project addresses a priority need in the City. Encouraging residential development Downtown is a key priority of the City. Other priorities include those identified in *OurWinnipeg*, *Complete Communities* and other strategies as may be approved by the City from time to time.
    a) Incentives may include financial and non-financial programs, and may be achieved through a variety of tools, such as density bonuses, up-zoning, expedited approval processes, cost offset programs, tax-increment financing, grants, or sale of assets at or below market value.
    b) The City may offer financing as a method of facilitating development.

Lead:	Housing Development Division
Key Partners:	• Urban Planning Division • Economic Development • Assessment and Taxation • Development & Inspection • Real Estate Division • Corporate Finance • Province of Manitoba • Centre Venture • Private and not-for-profit developers
Timeframe:	1 - 3 years and ongoing
Activities:	• Develop new housing programs to support objectives of OurWinnipeg and Complete Communities. (examples include intensification strategies/options, affordable housing, leveraging existing and future transit and active transportation facilities, and current city investments in infrastructure) • Expedited permit process opportunities • Surplus land process and criteria review / development • New by-laws or policies adopted/endorsed by Council as required.

Key Issue: 1

Supporting objectives in OurWinnipeg and Complete Communities

POLICY ITEM: A4

- A4 – The City will encourage and enable the development of comprehensive neighbourhood housing plans that align with *OurWinnipeg* and *Complete Communities*.

Lead:	Housing Development Division
Key Partners:	• Community Stakeholders • Urban Planning Division • Development & Inspections • Land Development, Geomatics & Land Information Services Division • Community Services • Private and not-for-profit developers • UDI
Timeframe:	Immediate – 3 years and ongoing
Activities:	• Continue facilitating and funding neighbourhood housing plans from funds allocated from Housing Reserve. • Provide guidance for housing plan development. Ensure their plans are consistent with City plans and policies, have outcome measures, and embody sustainability as defined in OurWinnipeg. • Attend and participate in community housing stakeholder meetings • Encourage community engagement

Key Issue: 1

Supporting objectives in OurWinnipeg and

POLICY ITEM: B1

- B1 – Development plans for New Communities shall include a variety of housing options to support Complete Communities. This variety of options must include Affordable Housing to qualify for housing incentives.

Lead:	Housing Development Division / Urban Planning Division / Development and Inspection Division
Key Partners:	• Province of Manitoba • Private and not-for-profit developers • Community Stakeholders
Timeframe:	Ongoing
Activities:	• Review/provide basis of support in Complete Communities

Complete Communities		• Ongoing review of development proposals • Housing incentive programs to require affordable housing as criteria for qualifying. • Affordable housing criteria will be determined on a program by program basis with a new by-law or policies adopted/endorsed by Council as required. • New housing programs to be developed in next 2 years – condition to include % affordable. • Negotiate with Province to contribute to affordability criteria and incentives.

Key Issue: 1

Supporting objectives in OurWinnipeg and Complete Communities

POLICY ITEM: B2

- B2 – The City will encourage and support housing development and activity that:
  a) increases the supply of Affordable Housing, particularly where there is access to transportation options; or
  b) supports thriving, Complete Communities in the Downtown, Major Redevelopment Sites, Centres and Corridors to increase residential variety and densification where appropriate; or
  c) Increases the supply of rental units to more effectively address demand.

Lead:	Housing Development Division
Key Partners:	• Urban Planning Division • Assessment and Taxation • Centre Venture • Winnipeg Transit • Province of Manitoba • Private and not-for-profit developers
Timeframe:	2 – 4 years and ongoing
Activities:	• Review need for housing program along Corridors to support objectives of OurWinnipeg, Complete Communities, and Rapid Transit plans. • Programs to support ongoing residential variety in the downtown and at Major Centres. • New by-laws or policies adopted/endorsed by Council as required.

Key Issue: 1

Supporting objectives in OurWinnipeg and Complete Communities

POLICY ITEM: C1

- C1 – The City will encourage neighbourhood and individual activity that maintains or improves the quality of housing stock, and increases housing choice and visitability in *Mature Communities*.

Lead:	Housing Development Division
Key Partners:	• Urban Planning Division • Assessment and Taxation • Province of Manitoba • Private and not-for-profit developers • Community Services – Community By-law Enforcement Services
Timeframe:	Immediate & ongoing / 3 – 5 years
Activities:	• Support/encourage Secondary Suites in alignment with zoning by-laws. • Coordination between City and Province to identify additional supports for Secondary Suites. • New housing programs to support objectives of OurWinnipeg and Complete Communities. (examples include intensification strategies/options, affordable housing, leveraging existing and future transit and active transportation facilities) • Continue to enhance community and neighbourhood organization partnerships focusing on property standard issues and working together in order to strengthen neighbourhood pride and to improve neighbourhood liveability. • Continue to deliver strong neighbourhood liveability property standard inspection and awareness programs including expanding proactive yard to yard property standard inspections sweeps in targeted neighbourhoods in accordance with evidence based data. • Continue to deliver a comprehensive routine vacant buildings inspection program designed to accelerate property restoration and re-occupancy and to maintain the number of vacant buildings at 390 or lower (plus or minus 15%) assuming that no greater than 190 ‘new’ vacant buildings are added to the list in a given year. • New by-laws or policies adopted/endorsed by Council as required.
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Key Issue: 2

Encourage development or retention of more affordable housing

POLICY ITEM: B1

- B1 – Development plans for New Communities shall include a variety of housing options to support Complete Communities. This variety of options must include Affordable Housing to qualify for housing incentives.

Lead:	Housing Development Division / Urban Planning Division / Development and Inspection Division
Key Partners:	• Province of Manitoba • Private and not-for-profit developers • Community Stakeholders
Timeframe:	Ongoing
Activities:	• Review/provide basis of support in Complete Communities • Ongoing review of development proposals • Housing incentive programs to require affordable housing as criteria for qualifying. • Affordable housing criteria will be determined on a program by program basis with a new by-law or policies adopted/endorsed by Council as required. • New housing programs to be developed in next 2 years – condition to include % affordable. • Negotiate with Province to contribute to affordability criteria and incentives. •

Key Issue: 2

Encourage development or retention of more

POLICY ITEM: B2

- B2 – The City will encourage and support housing development and activity that:
  a) increases the supply of Affordable Housing, particularly where there is access to transportation options; or
  b) supports thriving, Complete Communities in the Downtown, Major Redevelopment Sites, Centres and Corridors to increase residential variety and densification where appropriate; or
  c) Increases the supply of rental units to more effectively address demand.

Lead:	Housing Development Division
Key	• Province of Manitoba • Centre Venture

affordable housing

Partners:	• Private and not-for-profit developers
Timeframe:	1 – 3 years and ongoing
Activities:	• General policy and housing program approach to ensure rental supply is not reduced due to City incentive programs. • Develop eligibility requirements to access Housing Reserve. • Housing incentive program focussing on affordable ownership or rental development includes stakeholder engagement and partnership. • Review environmental indicators to determine need and type of programming required to address market issues. • New by-laws or policies adopted/endorsed by Council as required.
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Key Issue: 2

Encourage development or retention of more affordable housing

POLICY ITEM: B3

- B3 – Developments that *reduce* the supply of rental units will *not* be eligible for incentives under this policy unless the development:
  a) Creates a smaller number of adequate, affordable rental units in place of inadequate units; or
  b) Otherwise achieves the objectives of this policy, where the benefits clearly outweigh the negative impact on the rental supply.

Lead:	Housing Development Division / Development and Inspection Division
Key Partners:	• Urban Planning Division • Assessment and Taxation • Province of Manitoba • Private and not-for-profit developers • Community Stakeholders
Timeframe:	1 – 3 years and ongoing
Activities:	• Develop new housing programs to support objectives of OurWinnipeg and Complete Communities. (examples include densification, affordable housing, leveraging existing and future transit) • Requires new By-law approved by Council

Key Issue: 2

Encourage development or retention of more affordable housing

POLICY ITEM: C1

- C1 – The City will encourage neighbourhood and individual activity that maintains or improves the quality of housing stock, and increases housing choice and visitability in *Mature Communities*.

Lead:	Housing Development Division
Key Partners:	• Urban Planning Division • Assessment and Taxation • Province of Manitoba • Private and not-for-profit developers
Timeframe:	3 – 5 years
Activities:	• Support/encourage Secondary Suites in alignment with zoning by-laws. • Coordination between City and Province to identify additional supports for Secondary Suites. • New housing programs to support objectives of OurWinnipeg and Complete Communities. (examples include intensification strategies/options, affordable housing, leveraging existing and future transit and active transportation facilities). • New by-laws or policies adopted/endorsed by Council as required.
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Key Issue: 2

Encourage development or retention of more affordable housing

POLICY ITEM: D1 & D2

- D1 - The City of Winnipeg acknowledges that housing is a cornerstone of healthy communities and of a strong city; it is a basic need and is central to our quality of life. By working together with other levels of government, private and not-for-profit developers and the community, the City can help ensure that affordable and accessible housing is part of the essential mix serving a diverse population and support the integration of specialty housing within residential neighbourhoods throughout the City.
- D2 - The City of Winnipeg will explore and consider opportunities to work with community organizations, and participate in or lever existing and future federal and provincial programs to address Winnipeg housing needs. This may include:
  a) Administering federal and provincial programs supporting housing development, rehabilitation, or which address core housing needs;
  b) Helping build the capacity of not-for-profit housing organizations in the design, development and maintenance of housing;
  c) Advocating with those levels of government and agencies whose primary role is to

support basic needs for shelter and safety for increased investment in areas of priority need (e.g., Affordable Housing, Social Housing, Specialty Housing, or income or other supports for marginalized individuals to enable access to adequate and suitable housing.);

d) Providing input to other levels of government about policies that impact housing (e.g., tax reforms, alternative building codes for existing buildings, changes to restrictive policies);
e) Participating in planning and development projects involving investment of federal or provincial funds in housing, or related community programs;
f) Applying for provincial or federal funding to support specific programs or initiatives; and
g) Assist in the development of specific multi-level strategies with federal, provincial, community and industry partners.

Lead:	Housing Development Division
Key Partners:	• Community Services • Urban Planning Division • CMHC • Province of Manitoba • Private and not-for-profit developers
Timeframe:	Immediate - 3 years and ongoing
Activities:	• Facilitate development of affordable housing strategy with Province. • Leverage existing programs (Province, Federal Government, City) to maximize impact……. • Continue to deliver Homelessness Partnering Strategy program. • Advocate for changes to Federal legislation so as to create a more enabling environment for rental development. • Involvement in the 10 year plan to end homelessness. • Leverage partnerships to implement green building practices, and to increase the availability of end-user energy conservation programs, basic energy saving measures, and grants for energy assessments and energy efficient upgrades.

Key Issue: 3

Growing segment of the population in core housing need

POLICY ITEM: D1

- D1 - The City of Winnipeg acknowledges that housing is a cornerstone of healthy communities and of a strong city; it is a basic need and is central to our quality of life. By working together with other levels of government, private and not-for-profit developers and the community, the City can help ensure that affordable and accessible housing is part of the essential mix serving a diverse population and support the integration of specialty housing within residential neighbourhoods throughout the City.

Lead:	Housing Development Division / Community Services
Key Partners:	• Urban Planning Division • Province of Manitoba • Federal Government Departments • Community Stakeholders • Private and not-for-profit developers • Legal Services
Timeframe:	Immediate and ongoing
Activities:	• Delivery of HPS funding by City's Public Service • Renewal of HPS agreement for 2014 • Participate in the Community Task Force to develop plan to end homelessness • Continue to work with and build community capacity

Key Issue: 3

Growing segment of the population in core housing need

POLICY ITEM: D2

- D2 - The City of Winnipeg will explore and consider opportunities to work with community organizations, and participate in or lever existing and future federal and provincial programs to address Winnipeg housing needs. This may include:
  a) Administering federal and provincial programs supporting housing development, rehabilitation, or which address core housing needs;
  b) Helping build the capacity of not-for-profit housing organizations in the design, development and maintenance of housing;
  c) Advocating with those levels of government and agencies whose primary role is to support basic needs for shelter and safety for increased investment in areas of priority need (e.g., Affordable Housing, Social Housing, Specialty Housing, or income or other supports for marginalized individuals to enable access to adequate and suitable

housing.);

d) Providing input to other levels of government about policies that impact housing (e.g., tax reforms, alternative building codes for existing buildings, changes to restrictive policies);
e) Participating in planning and development projects involving investment of federal or provincial funds in housing, or related community programs;
f) Applying for provincial or federal funding to support specific programs or initiatives; and
g) Assist in the development of specific multi-level strategies with federal, provincial, community and industry partners.

Lead:	Housing Development Division / Community Services
Key Partners:	• Urban Planning Division • Assessment and Taxation • Province of Manitoba • Private and not-for-profit developers • CMHC • HRSDC
Timeframe:	Immediate and ongoing
Activities:	• Administering federal and provincial programs • Helping to build the capacity of not-for-profit housing organizations • Advocating for increased investment in areas of priority need • Advocating for reform in government policies that impact housing • Participating in planning and development projects involving investment of federal or provincial funds • Active member of the CHRA (Canadian Housing Renewal Association) • Applying for federal or provincial funding to support specific programs or initiatives • Leading development of specific multi-level strategies with federal, provincial, community and industry partners
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Key Issue: 4

Enable infill development, revitalization, community capacity

POLICY ITEM: A4

- A4 – The City will encourage and enable the development of comprehensive neighbourhood housing plans that align with *OurWinnipeg* and *Complete Communities*.

Lead:	Housing Development Division
Key Partners:	• Community Stakeholders • Urban Planning Division • Development & Inspections • Land Development, Geomatics & Land Information Services Division • Community Services • Private and not-for-profit developers • UDI
Timeframe:	Immediate – 3 years and ongoing
Activities:	• Continue facilitating and funding neighbourhood housing plans from funds allocated from Housing Reserve. • Provide guidance for housing plan development. Ensure their plans are consistent with City Policies, have outcome measures, and embody sustainability as defined in OurWinnipeg. • Attend and participate in community housing stakeholder meetings • Encourage community consultation process •

Key Issue: 4

Enable infill development, revitalization,

POLICY ITEM: C1

- C1 – The City will encourage neighbourhood and individual activity that maintains or improves the quality of housing stock, and increases housing choice and visitability in *Mature Communities*.

Lead:	Housing Development Division
Key Partners:	• Urban Planning Division • Assessment and Taxation • Province of Manitoba • Private and not-for-profit developers
Timeframe:	3 – 5 years

community capacity	Activities:	• Support/encourage Secondary Suites in alignment with zoning by-laws. • Coordination between City and Province to identify additional supports for Secondary Suites. • New housing programs to support objectives of OurWinnipeg and Complete Communities. (examples include intensification strategies/options, affordable housing, leveraging existing and future transit and active transportation facilities) • New by-laws or policies adopted/endorsed by Council as required.
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Key Issue: 4

Enable infill development, revitalization, community capacity

POLICY ITEM: C2

- C2 - Reinvestment Areas will be given priority for incentives and assistance to support revitalization based on need.
  a) Characteristics of Reinvestment Areas are described in *Complete Communities* as including:
     - Deteriorating building stock;
     - Inappropriate mix of land uses;
     - Inadequate buffering between uses;
     - Lack of services such as grocery stores, banks and parks;
     - Lack of quality housing.

  These criteria and related indicators may be further developed from time to time to support implementation of *Complete Communities.*

  b) Relative need and associated priority for funding shall consider the Housing Supply, Access to Affordable Housing, Variety of Housing type and tenure, and Quality of Existing Housing Stock in any program application or proposal for housing development. Indicators for these criteria shall be as described in Section IV as available for the area, and must be current to within two years of the application or proposal.

Lead:	Community Services / Planning Property & Development
Key Partners:	• Community Development & Recreation Services Division • Urban Planning Division • Housing Development Division • Community Stakeholders • Province
Timeframe:	Immediate – 3 years and ongoing
Activities:	• Develop criteria and indicators for “Reinvestment Areas”

		• Develop and use environmental indicators • Consultation with current Housing Improvement Zones (HIZ) • Program development for financial commitment to ensure capacity and sustainability • Application of new measures / indicators
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Key Issue: 4

Enable infill development, revitalization, community capacity

POLICY ITEM: C3

- C3 - Where the City has surplus lands in areas identified or suitable for housing development in Reinvestment Areas with priority housing needs, it will seek proposals for development consistent with this policy.
  a) Property may be sold at or below market rates for this purpose.
  b) Where surplus lands in a Reinvestment Area with priority housing needs have a higher and better use that supports the overall development of a Complete Community, the City may pursue this use. Where this includes sale of the property, the City may direct the net proceeds of the sale to the Housing Rehabilitation Investment Reserve.

Lead:	Real Estate Division
Key Partners:	• Housing Development Division • Economic Development Division • Urban Planning Division • Community Stakeholders • Private and not-for-profit developers • Materials management
Timeframe:	Immediate and ongoing
Activities:	• Develop procedure and criteria for identifying “best use” or “best practice” of surplus land in reinvestment areas. • Develop process for Calls for Proposal (CFP)

Key Issue: 4

Enable infill development, revitalization, community capacity

POLICY ITEM: C4

- C4 - Where current lot configurations are not consistent with current zoning standards and/or best practices for effective development, the City may purchase and assemble lands in Reinvestment Areas to enable housing development.

Lead:	Real Estate Division
Key Partners:	• Urban Planning Division • Development & Inspection Division • Housing Development Division • Community Services • Province of Manitoba • Private and not-for-profit developers
Timeframe:	Immediate and ongoing
Activities:	• Identify minimum criteria for infill development • Database of land supply based on lot configurations that are consistent with zoning standards.
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Key Issue: 5

Support for revitalization in areas of most need

POLICY ITEM: C1

- C1 – The City will encourage neighbourhood and individual activity that maintains or improves the quality of housing stock, and increases housing choice and visitability in *Mature Communities*.

Lead:	Housing Development Division
Key Partners:	• Urban Planning Division • Assessment and Taxation • Province of Manitoba • Private and not-for-profit developers • Community Services – Community By-law Enforcement Services
Timeframe:	Immediate & Ongoing / 3 – 5 years
Activities:	• Support/encourage Secondary Suites in alignment with zoning by-laws.

		• Coordination between City and Province to identify additional supports for Secondary Suites. • New housing programs to support objectives of OurWinnipeg and Complete Communities. (examples include intensification strategies/options, affordable housing, leveraging existing and future transit and active transportation facilities) • Continue to enhance community and neighbourhood organization partnerships focusing on property standard issues and working together in order to strengthen neighbourhood pride and to improve neighbourhood liveability. • Continue to deliver strong neighbourhood liveability property standard inspection and awareness programs including expanding proactive yard to yard property standard inspections sweeps in targeted neighbourhoods in accordance with evidence based data. • Continue to deliver a comprehensive routine vacant buildings inspection program designed to accelerate property restoration and re-occupancy and to maintain the number of vacant buildings at 390 or lower (plus or minus 15%) assuming that no greater than 190 'new' vacant buildings are added to the list in a given year. • New by-laws or policies adopted/endorsed by Council as required.	
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Key Issue: 5 Support for revitalization in areas of most need	POLICY ITEM: C2 • C2 - Reinvestment Areas will be given priority for incentives and assistance to support revitalization based on need. a) Characteristics of Reinvestment Areas are described in *Complete Communities* as including: ▪ Deteriorating building stock; ▪ Inappropriate mix of land uses; ▪ Inadequate buffering between uses; ▪ Lack of services such as grocery stores, banks and parks; ▪ Lack of quality housing. These criteria and related indicators may be further developed from time to time to support implementation of *Complete Communities.* b) Relative need and associated priority for funding shall consider the Housing Supply, Access to Affordable Housing, Variety of Housing type and tenure, and Quality of Existing Housing Stock in any program application or proposal for housing development. Indicators for these criteria shall be as described in Section IV as available for the area,

and must be current to within two years of the application or proposal.

Lead:	Community Services / Planning Property & Development
Key Partners:	• Community Development & Recreation Services Division • Urban Planning Division • Housing Development Division • Community Stakeholders • Province
Timeframe:	Immediate – 3 years and ongoing
Activities:	• Develop criteria and indicators for "Reinvestment Areas" • Develop and use environmental indicators • Consultation with current HIZ's • Program development for financial commitment to ensure capacity and sustainability • Application of new measures / indicators
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Key Issue: 6

Generate additional funds to support desired activity

POLICY ITEM: A1a

- A1a – Incentives may include financial and non-financial programs, and may be achieved through a variety of tools, such as density bonuses, up-zoning, expedited approval processes, cost offset programs, tax-increment financing, grants, or sale of assets at or below market value

Lead:	Planning, Property & Development Department
Key Partners:	• Urban Planning Division • Development and Inspection • Housing Development Division • Real Estate Division • Legal Services • Province
Timeframe:	2 - 3 years and ongoing
Activities:	• Review of development fees in the City of Winnipeg comparative to other jurisdictions • Regulatory tools – review applicability given current environment • Review / consider implementing return on investment (ROI) measures for investment tools.
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Key Issue: 6

Generate additional funds to support desired activity

POLICY ITEM: A2

- A2 - The City will continue the Housing Rehabilitation Investment Reserve and may revisit the name and mandate governing its use. Moneys may be allocated to the fund from sources including:
  a) General tax revenues;
  b) Incremental taxes or revenue from development activities (including revenue from development fees);
  c) Net proceeds from sale of surplus properties identified as suitable for housing development or revitalization;
  d) Other levels of government to support shared objectives

Lead:	Housing Development Division / Corporate Finance
Key Partners:	• Assessment and Taxation • Real Estate Division • Development & Inspections
Timeframe:	2 - 4 years and ongoing
Activities:	• Develop benchmark indicators that demonstrate benefit of investment to the City • Determining criteria for proceeds from sale of surplus properties that can be applied to the Housing Reserve. • Charter authority.

Key Issue: 6

Generate additional funds to support desired activity

POLICY ITEM: A3b

- A3b – The Housing Rehabilitation Investment Reserve shall be used to fund housing programs and activities, such as investing in our housing stock. The objective of these programs and activities is to support this policy.
  - b) Allocations to the Reserve shall be approved through the City's annual budget process

Lead:	Corporate Finance
Key Partners:	• Housing Development Division • PPD Finance Division
Timeframe:	Immediate and ongoing
Activities:	• Housing renewal in reinvestment areas • Develop environmental, and performance indicators used for program area determination, neighbourhood objectives and benchmarks set and investment benefits for the City determined. • Development of quantifiable return of investment measures to provide ongoing business reason for investment.

*** The implementation plan will utilize and build on implementation mechanisms identified or enabled in OurWinnipeg and the Complete Communities Direction Strategy, including financial, regulatory and other tools.**