Minutes – Executive Policy Committee – July 5, 2023

REPORTS

Item No. 17 CMHC Housing Accelerator Fund (HAF)

EXECUTIVE POLICY COMMITTEE RECOMMENDATION:

The Executive Policy Committee concurred in the recommendation of the Winnipeg Public Service and recommended to Council:

1. That the City's receipt of a contribution from Canada Mortgage and Housing Corporation, in the amount of up to $192 million through the Housing Accelerator Fund program, which is given on condition that the City carry out the activities outlined in this report, be approved.

2. That the City enter into, execute and deliver a Contribution Agreement with Canada Mortgage and Housing Corporation, and such other agreements as determined necessary by the Director of Legal Services and City Solicitor to implement the intent of the foregoing (the "Ancillary Agreements").

3. That authority be delegated to the Chief Administrative Officer to negotiate and approve the Contribution Agreement between the City and Canada Mortgage and Housing Corporation and the Ancillary Agreements, in accordance with this report and such other terms and conditions determined necessary by the Director of Legal Services and City Solicitor to implement the intent of the foregoing.

4. That, subject to confirmation of funding from Canada Mortgage and Housing Corporation and receipt of the first funding installment, a 2023 operating budget allocation of up to $1 million be approved to support staffing and start-up costs associated with developing the programs that flow from the recommended HAF action plans.

5. That, subject to the approval of Recommendation 4, the remaining Housing Accelerator Fund revenue and expenditures be referred to the 2024 to 2027 multi-year budget.

6. That the Public Service be directed to report back to Council in December 2023 regarding the programs developed under HAF.

7. That the Proper Officers of the City be authorized to do all things necessary to implement the intent of the foregoing.

DECISION MAKING HISTORY:

Moved by Councillor Rollins,

That the recommendation of the Winnipeg Public Service be concurred in and forwarded to Council.

Carried

ADMINISTRATIVE REPORT

Title: CMHC Housing Accelerator Fund (HAF)

Critical Path: Executive Policy Committee – Council

AUTHORIZATION

Author	Department Head	CFO	CAO
M. Geer, CPA, CA	M. Jack	C. Kloepfer	M. Jack

EXECUTIVE SUMMARY

The Government of Canada, through Canada Mortgage and Housing Corporation (CMHC), has launched a national housing strategy program called Housing Accelerator Fund (HAF).

$4 billion in contributions have been earmarked for local governments resulting in at least 100,000 net new permitted housing units over the course of the three-year program. The City of Winnipeg has been selected as an early growth leader and has applied for funding through the large/urban stream.

Objectives and supported priorities for HAF are:

1. Implementation of initiatives to get more homes built faster
2. Speed up approvals and building processes
3. Development of complete communities
4. Development of affordable, inclusive, equitable and diverse communities
5. Development of low-carbon and climate-resilient communities

HAF presents an opportunity for the City to address many priorities in Council's Strategic Priorities Action Plan, including:

- Develop a city-wide housing strategy and action plan including in downtown.
- Amend zoning bylaws to allow residential construction "as-of-right" over commercial sites including retail malls.
- Accelerate implementation of the Poverty Reduction Strategy.
- Construct more affordable and social housing through private sector partnerships.
- Review the Local Improvement Program for gravel back lanes.

Funding for the program is based upon the completion of action plans and accelerated growth in housing supply over the three-year program duration (2023 to 2026). There is incentive/top-up funding for multi-unit and affordable housing. The City of Winnipeg submitted an application with action plans and building permit targets on June 13, 2023. The application was built by a multi-functional Public Service team in conjunction with CMHC representatives. The Public

Service undertook extensive stakeholder consultation to ensure the action plans developed would meet the needs of the community and remove barriers hindering development.

The application included a building permit growth target of 5,277 housing units for a total of 14,101 units, including 1,342 affordable housing units with potential funding of $192 million. The actual funds that flow to the City will be determined by CMHC. The action plans will be scaled accordingly if the actual HAF monies are less than this amount.

The Public Service will continue to work with stakeholder groups and develop partnerships to facilitate accelerated investments in housing, including the creation of more affordable housing units.

Further details on the application and stakeholder engagement are provided in the body of the report.

RECOMMENDATIONS

1. That Council approve the City's receipt of a contribution from Canada Mortgage and Housing Corporation, in the amount of up to $192 million through the Housing Accelerator Fund program, which is given on condition that the City carry out the activities outlined in this report.

2. That the City enter into, execute and deliver a Contribution Agreement with Canada Mortgage and Housing Corporation, and such other agreements as determined necessary by the City Solicitor / Director of Legal Services to implement the intent of the foregoing (the "Ancillary Agreements").

3. That authority be delegated to the Chief Administrative Officer to negotiate and approve the Contribution Agreement between the City and Canada Mortgage and Housing Corporation and the Ancillary Agreements, in accordance with this report and such other terms and conditions determined necessary by the City Solicitor / Director of Legal Services to implement the intent of the foregoing.

4. That, subject to confirmation of funding from Canada Mortgage and Housing Corporation and receipt of the first funding installment, a 2023 operating budget allocation of up to $1 million be approved to support staffing and start-up costs associated with developing the programs that flow from the recommended HAF action plans.

5. That, subject to the approval of Recommendation 4, the remaining Housing Accelerator Fund revenue and expenditures be referred to the 2024 to 2027 multi-year budget.

6. That the Public Service be directed to report back to Council in December 2023 regarding the programs developed under HAF.

7. That the Proper Officers of the City be authorized to do all things necessary to implement the intent of the foregoing.

REASON FOR THE REPORT

Council approval is required to formally accept and enter into an agreement with the Government of Canada, through CMHC, for the HAF funding that has been allocated to The City of Winnipeg through the large/urban stream.

IMPLICATIONS OF THE RECOMMENDATIONS

The HAF will provide resources to deliver on many Council mandates including the Strategic Priorities Action Plan, Our Winnipeg 2045, Complete Communities 2.0, Transit Master Plan, Poverty Reduction Strategy and the Climate Action Plan.

The HAF program will enable the Public Service to achieve Council's vision in the Strategic Priorities Action Plan in all priority themes:

- The Downtown;
- A Strong Economy;
- A Livable, Safe, Healthy, Happy City;
- A Green and Growing City with Sustainable Renewal of Infrastructure; and
- A City that Works for Residents through Improved Customer Service.

HISTORY/DISCUSSION

Housing Accelerator Fund (HAF) Background

Funded through the Federal Budget, Canada Mortgage and Housing Corporation (CMHC) announced the HAF in April 2022 with the official launch of the program in March 2023. The HAF is about driving transformational change in Canadian municipalities and creating the conditions for more housing supply to be delivered over the short and longer term. It is structured to incentivize municipalities to commit to change, show progress, and be provided with funding in return.

The primary objectives of the HAF are to create more supply of housing at an accelerated pace and to enhance certainty in the approvals and building process. The program also prioritizes the development of complete, low-carbon and climate-resilient communities which are affordable, inclusive, equitable and diverse.

To be eligible for funding, the City must:

- Commit to a housing supply growth target;
- Identify a minimum of seven action plan initiatives that the City will undertake to achieve the housing supply growth target;
- Complete or update a housing needs assessment; and,
- Submit periodic reports to CMHC reporting on progress of the initiatives and details on how HAF funding was used.

Housing Supply Growth Target

The City is required to identify and commit to a housing supply growth target. This represents the total number of permitted housing units that are projected in the next three years by undertaking the initiatives. The housing supply growth target must increase the average annual

rate of growth by at least 10 percent and the housing supply growth rate must exceed 1.1 percent.

In addition to identifying the overall housing supply growth target, the City must also set targets based on the type of housing that is projected to be permitted with the support of the HAF program. These targets increase the amount of funding available to the City and are tied to housing types that align with the priorities of the program (see definitions in Appendix A):

- Multi-unit housing (in proximity to rapid transit)
- Multi-unit housing (missing middle)
- Multi-unit housing (other)
- Affordable housing

Winnipeg's housing supply growth target projects building permit approvals for an additional 5,277 housing units by Fall 2026 including 446 single-detached homes, 4,223 multi-unit housing near transit, 288 units of missing middle housing, and 320 units of multi-unit housing (other). Of these, 25 percent will be targeted to be affordable – 1,342 units.

Information on the City's projected housing supply growth target is available in Appendix A. Additional information on the funding methodology for the different housing types is available in Appendix A.

Action Plan Initiatives

Under the HAF, initiatives included in the City's Action Plan must help achieve the City's housing supply growth target, and any additional targets (e.g., multi-unit housing, affordable housing), and are required to be completed by September 2025, resulting in new housing units by September 2026. While the initiatives must support enhancements achievable within the program's timeframe (e.g., September 2026), the intent is for the changes to have longer-term impacts.

In developing the City's Action Plan, priority was given to initiatives that will support additional housing development in the Downtown, along Corridors, and near transit, aligned with growth priorities in Complete Communities 2.0. The Public Service identified projects and programs underway or anticipated in the near term which aligned with the HAF and could be expedited and/or adjusted in scope to support housing development in both the short and long term. The Public Service also identified initiatives that would address known barriers to housing development and support increased housing diversity city-wide. External stakeholders in the home building and development community, including market and affordable housing representatives, as well as Indigenous partners, were solicited to provide feedback on the City's short-listed initiatives.

The Public Service's recommended Action Plan includes the following seven initiatives:

1. Rapid Zoning By-Law Amendments for Accelerated Housing & Complete Communities
2. Rapid Amendments to Local Area Plans
3. Promoting Multi-Family Housing Downtown and on Corridors (Incentive Program)
4. Land Enhancement Office
5. City Concierge for Affordable Housing
6. Infrastructure Support Program to Increase Residential Development
7. Digitize and Facilitate Faster Development and Permit Approvals

A high-level summary of each initiative can be found in Appendix A, with detailed work plans to be developed following endorsement by Council and approval by CMHC.

Housing Needs Assessment

As part of the HAF, the City also must complete a housing needs assessment report with regularly scheduled review dates. While cities who have completed a needs assessment within two years of April 2022 can request this be waived, unfortunately Winnipeg's Needs Assessment was completed in January 2020. A Housing Needs Assessment is a report that describes current and future housing needs of the community through data analysis and research. Assessments typically include key elements including:

- Number and percentage of households in core housing need and severe core housing need.
- Areas of housing need across the housing spectrum, including family housing, rental housing, affordable housing, supportive housing, accessible housing, seniors housing, shelters, and housing for people at risk of homelessness.
- Number of housing units required to meet current and anticipated housing needs across the entire housing spectrum for at least the next five years.

The housing needs assessment report is not required to be completed before application submission but must be completed by September 2025. The City's Housing Needs Assessment will be developed within the HAF timelines.

Next Steps

There will be a total of four advances to successful applicants with one advance planned for each year of the program. If Winnipeg's application for HAF is successful, it will receive an upfront advance for 25 percent of the total approved funding. The Public Service recommends Council approve spending up to $1 million for staffing and preliminary work on Action Plan initiatives in 2023. The remainder of the 2023 HAF funding and program costs would be allocated through the 2024 to 2027 multi-year budget process.

Future advances will be provided in 25 percent intervals in the Summer/Fall of each year. HAF requires that all initiatives be implemented by September 2025 and the final funding installment would be contingent on how successful the City of Winnipeg is in meeting the targets - the final funding allocation will be reduced if the City does not meet the target set forth in the application.

FINANCIAL IMPACT

Financial Impact Statement Date: June 23, 2023

Project Name:

CMHC Housing Accelerator Fund - HAF

COMMENTS:

There is no immediate financial impact associated with this report as the actual funding will be confirmed upon CMHC approval of the Housing Accelerator Fund Application.

Lioubov Gavrilova-Crozier, June 23, 2023
Lioubov Gavrilova-Crozier, CPA, CA
A/Manager of Finance & Admin. (Campus)

CONSULTATION

This Report has been prepared in consultation with:

- Legal Services

OURWINNIPEG POLICY ALIGNMENT

01-3 PROSPERITY
Direction 5: Demonstrate visionary civic leadership and commitment to sustainable long-term planning

01-4 HOUSING
Direction 1: Support diverse housing options in each neighbourhood or neighbourhood cluster throughout the city
Direction 2: Collaborate with other levels of government and other partners to renew and regenerate Winnipeg's housing stock
Direction 3: Establish partnerships with the private, not-for-profit and government sectors to provide affordable housing throughout the city, with particular focus on locations near a variety of transportation options

03-1 OPPORTUNITY
Direction 3: Work with community partners to foster an inclusive and equitable community
Direction 4: Work within municipal service areas as a collaborator on poverty reduction.
Direction 5: Acknowledge that Aboriginal Winnipeggers bring a diverse richness of cultures, traditions, languages, teachings, values, skills and perspectives to our city
Direction 9: Collaborate with developers, community organizations and other partners to foster an age-friendly and accessible urban environment

03-2 VITALITY
Direction 2: Deliver a coordinated, integrated, and seamless service response to address community needs and priorities that contribute to building healthy communities
Direction 3: Work in partnership with communities to identify and address neighbourhood issues

WINNIPEG CLIMATE ACTION PLAN ALIGNMENT

Strategic Opportunity #1 Corporate Leadership:
Key Direction 1.9 Work with Indigenous Communities, the Province, and the Federal Government to Advance Climate Action

- Collaborate with senior levels of government for increasing investment in programs supporting climate action.
- Leverage funding from the province and federal governments to advance climate action.
- Engage Winnipeg's Indigenous population on issues around climate change.

Strategic Opportunity #2 Empower Community Leaders and Collaborate with Stakeholders
Key Direction 2.3 Create Conditions to Enable Community Climate Action

- Develop and implement a strategy to empower and celebrate community-led climate action success by advising on funding opportunities, technical expertise and facilitating organization/industry/government linkages.
- Encourage and partner to advance innovative pilot and demonstration projects.

Strategic Opportunity #5 Low Carbon and Energy Efficient Buildings
Key Direction 5.2 Improve Energy Performance of New Buildings

- Provide resources and incentives such as property tax relief or permit cost reduction program to building owners that demonstrate high energy efficiency

Key Direction 5.4 Build Climate Equity
Build partnerships with key stakeholders such as the local neighbourhood associations, Building Urban Industries for Local Development (BUILD) and Centre for Aboriginal Human Resources Development (CAHRD) to build local capacity and equity.

WINNIPEG POVERTY REDUCTION STRATEGY ALIGNMENT

The information and recommendations presented in this report align with the Winnipeg Poverty Reduction Strategy (2021 – 2031) Guiding Principles:

- We will Uphold Human Rights
- We will Honour Relationships and Reconciliation with Indigenous Peoples
- We will Address Systemic Oppression, Trauma and Social Inequity
- We will Promote and Maintain the Welfare of All Residents
- We will Develop Trust and Meaningful Partnerships to find solutions and drive change

Goal 1: Equity and a Culture of Caring are Demonstrated through Strategy Implementation and Systems Change
Goal 2: The City Actively Plans for and Partners in Affordable Housing
Goal 4: Community Well-Being Supports for those in Greatest Need are Increased
Goal 6: All City Services are Equitable, Inclusive and Accessible
Goal 8: Equity in Community Safety is Increased through Collaboration

SUBMITTED BY

Department: Office of the CAO
Division: N/A
Prepared by: M. Geer
Date: June 21, 2023
File No: N/A

Attachments:

Appendix A – Housing Accelerator Fund Background Information
Appendix B – Housing Accelerator Fund Action Plan

Appendix A – Housing Accelerator Fund Background Information

HAF Objectives

With the launch of the Housing Accelerator Fund (HAF), funds are being made available to local governments to
incentivize their implementation of local actions that remove barriers to housing supply, accelerate the growth of supply, and support the development of communities that are aligned with the priorities outlined below:

- Supporting the development of complete communities that are walkable, consisting of appropriate residential density and a diverse mix of land uses, providing access to a wide variety of amenities and services through public and active transportation.
- Supporting the development of affordable, inclusive, equitable and diverse communities that encourage clear pathways to achieving greater socio-economic inclusion largely achieved through the equitable provision of housing across the entire housing spectrum.
- Supporting the development of low-carbon and climate-resilient communities.

Eligibility Requirements

To be eligible for incentive funding, the City must:

- Develop an Action Plan as part of their HAF application, including at least seven initiatives. The purpose of the Action Plan is to outline a housing supply growth target and the specific initiatives that the applicant will undertake to grow housing supply and speed up housing approvals.
- Commit to a housing supply growth target within their Action Plan that increases their average annual rate of growth by at least 10%. The growth rate must also exceed 1.1%.
- Complete or update a housing needs assessment report and include a reoccurring scheduled review date within the report to ensure that the needs assessment is kept current.
- Submit periodic reports to CMHC. This includes:
    - Progress reporting on the initiatives and commitments within the Action Plan.
    - Micro-level permit data for residential buildings for all permitted units.
    - Details that support that HAF funding was used for a permitted purpose.

Action Plan

The City must provide an Action Plan as part of its application. All Action Plans must be endorsed by elected Council. The Action Plan will form part of the contribution agreement if Winnipeg is approved to participate in the HAF program.

<u>Housing supply growth target</u>

Within the Action Plan, the City is required to provide two projections to CMHC:

- The total number of permitted housing units projected without HAF.
- The total number of permitted housing units projected with HAF. This second projection is what is referred to as the “housing supply growth target”.

To determine if the committed growth rate satisfies the minimum 10% increase and exceeds 1.1%, the following formulas will be used by CMHC:

- The annual projected growth rate without HAF: the total number of permitted housing units projected without HAF/3 years/current total number of dwellings *100%.
- The annual projected growth rate with HAF: the total number of permitted housing units projected with HAF/3 years/current total number of dwellings *100%.

Additional targets

The City must also set targets based on the type of housing supply that is projected to be permitted with the support afforded by the HAF program. These additional targets will increase the amount of funding available to the City. The targets can be set for housing types that align with the priorities of the HAF program, which include:

- Multi-unit housing (in close proximity to rapid transit)
    - For the purposes of HAF, the City of Winnipeg is able to refer “rapid transit” as areas in the city with priority infrastructure (ie. dedicated bus lane such as the SouthWest Transit Corridor, diamond lanes, and priority signals) as well as frequent routes (stops with <+ 10 min Headway and routes with <= 10 min Headway).
- Multi-unit housing (missing middle)
    - Refers to ground-oriented housing types that exist between single-detached and mid-rise apartments. This includes garden suites, secondary suites, duplexes, triplexes, fourplexes, row houses, courtyard housing, low-rise apartments (less than 4 stories).
- Multi-unit housing (other)
    - Refers to all multi-unit housing excluding missing middle and multi-unit housing in close proximity to rapid transit.
- Affordable housing units
    - The City of Winnipeg follows other government guidelines for below market affordable housing. This fits three categories:
        - Low-End-of-Market Housing: Rents below 80% of the Area Median Market Rent (as identified by CMHC), or meeting other near-market criteria such as Provincial Affordable Housing Rents or 30% Median Renters Income.
        - Deeply Affordable Housing: Where rents are below 60% of the area median market rent but not geared-to-income.
        - Social Housing: Where there are ongoing subsidies to maintain rents-geared-to-income or according to EIA shelter allowances.

Action Plan Initiatives

The Action Plan must include initiatives that will help achieve the housing supply growth target and any additional targets. The Action Plan must indicate how each initiative will:

- Increase the supply of housing.
- Support at least one of the objectives of the program.
- Deliver any other expected results.

Funding Methodology

If the City is selected for participation in the HAF program, a funding framework will be used to determine the amount of funding. There are three components of the funding framework:

1. **Base funding** is designed to incent all types of supply across the housing spectrum.

2. **Top up funding** is designed to incent certain types of housing supply. Top up funding will depend on the type of housing and the associated projected increase in the number of permitted units. There is no top up funding available for single detached homes. The value ascribed to each category will be multiplied by the associated projected increase in the number of permitted units.

3. **Affordable housing bonus** is designed to reward an applicant that can increase its share of affordable housing units relative to the total projected permitted units with the support afforded by the HAF. The percentage growth will be multiplied by the ascribed value and then by the total projected permitted units with the support afforded by the HAF the target would be included in the Action Plan and reflected in the contribution agreement

Housing Type	Funding Amount per unit
Base Funding: • All housing types	 $20,000
Top-up Funding: • Multi-unit (in proximity to rapid transit) • Multi-unit (missing middle) • Multi-unit (other)	 $15,000 $12,000 $ 7,000
Affordable Housing Bonus (Percentage of units permitted with support of HAF)	 $19,000

Incentive Funding and Permitted Uses

HAF funding can be used in support of housing under any of the following four categories:

- Investments in Housing Accelerator Fund Action Plans.
- Investments in Affordable Housing.
- Investments in Housing-related Infrastructure.
- Investments in Community-related Infrastructure that supports housing.

If approved to participate in the program, the City must report on how HAF funding was used in the form and timelines prescribed.

Reporting Requirements

There are three main reporting obligations under the HAF. The City will be required to adhere to specific reporting requirements, which include:

- Progress on the initiatives and commitments outlined in the Action Plan.
- Permit data for all housing units permitted during the reporting period.
- Details on how HAF funding was used during the reporting period.

Advancing and Reporting

If the City is successful in receiving HAF funding, there will be a total of four advances, with one advance planned for each year of the program. An upfront advance of 25 per cent will be provided to enable the City to start the initiatives outlined in the Action Plan and to pursue other investments in housing. Subsequent funding will be provided in Summer/Fall of each following year in 25% increments.

Appendix B – Housing Accelerator Fund Action Plan

Housing Targets

A housing supply growth target must be submitted as part of the HAF application. The target represents the total number of housing unit permits that are projected in the next three years by undertaking the initiatives. To be eligible for the HAF, the housing supply growth target must increase the average annual rate of growth by at least 10% and the housing supply growth rate must exceed 1.1%. All projections are based on a three-year period ending September 1, 2026.

Current Housing Stock	323,342
Total number of housing units projected to be permitted without HAF	8,824
Total number of housing units projected to be permitted with HAF (Housing Supply Growth Target)	14,101
Total HAF incented units	5,277
Average annual housing supply growth rate with HAF	1.45%
Increase in the housing supply growth rate	59.80%

Additional Targets

Unit Type	**Estimated units without HAF (2023-26)**	**Estimated units with HAF (2023-26)**	**HAF incented units (2023-26)**
Single detached home	3,547	3,993	446
Multi-unit housing (in proximity to rapid transit)	3,306	7,529	4,223
Multi-unit housing (missing middle)	738	1,026	288
Multi-unit (other)	1,233	1,553	320
Total	**8,824**	**14,101**	**5,277**

Affordable Housing

The HAF supports municipalities to increase the share of affordable housing units to be delivered.

	Without HAF (2023-26)	**With HAF (2023-26)**
Total units	8,824	14,101
Affordable units	261	1,342
Estimated share of affordable units	3%	9.6%

Action Plan Initiatives

The following is a summary of the initiatives recommended by Administration to be included in Winnipeg's application to CMHC. The application will include additional details but will align with information provided in this report.

	Initiative
1	**Rapid Zoning By-law Amendments for Accelerated Housing & Complete Communities** To accelerate the pace of housing construction and increase housing density in existing neighbourhoods, the Rapid By-law Amendments initiative aims to implement swift changes to the Winnipeg Zoning By-law to align with previously-endorsed Council directions or policy. It is designed to increase as-of-right housing options, encourage infill opportunities, and enable more flexible zoning entitlements. This will include supporting the development of "missing middle" housing in established neighbourhoods as outlined in the Small-Scale and Low-Rise Residential Development Guidelines for Mature Communities, as well as streamline Council-approved reduction of parking requirements for affordable housing. Increasing opportunities for higher density infill development as-of-right will increase certainty for the developer and reduce approval times thus reducing carrying costs incenting more development in infill areas. These accelerated zoning amendments are critical to informing the longer-term goal of a complete overhaul of the Winnipeg zoning bylaws to facilitate housing development city-wide. This will require additional research and consultation. This second phase will be launched within the HAF timeline as a final milestone.
2	**Rapid Amendments to Local Area Plans** To accelerate the pace of housing construction and increase housing density in existing neighbourhoods, this initiative aims to identify changes to local area plans to a) accelerate rapid amendments through Council where possible, and b) prioritize and initiate planning processes that may require higher levels of analysis and stakeholder consultation. This initiative is intended to supplement the proposed rapid zoning by-law amendments by identifying and addressing constraints elsewhere in Winnipeg's regulatory framework, without which other efforts to streamline development will be stymied.
3	**Promoting Multi-Family Housing Downtown and on Corridors (Incentive Program)** This initiative will provide direct incentives to create more housing supply, specifically multi-family housing on key corridors including in the Downtown and near high frequency transit, as well as enhance the delivery of new affordable and non-profit housing. The initiative will address known gaps and challenges to residential development, aiming to offer various incentives to respond. This will allow residential development to occur where it previously would have been unfeasible or face significant challenges. It will also encourage the revitalization of underutilized or vacant spaces, contributing to the overall growth and development of the city. The program will be rolled out in two phases.

	Phase I will include quickly establishing a financial incentive program for developers and accelerate multi-family supply. These Incentives will be tiered, with the highest contributions based on level of affordability (up to 100% affordable) and Indigenous-led projects. Phase II will study and explore additional entitlements or incentives that can be offered that will enhance outcomes. This may include offering zoning entitlements (ie. density bonusing) or grants for more challenging developments (ie. office-to-residential conversions).
4	**Land Enhancement Office** This initiative will create more supply of housing at an accelerated pace through the creation of a Land Enhancement Office to facilitate strategic development of affordable, supportive and mixed-income housing on City-owned land. The Office will be equipped with policies and expertise to acquire, assemble and ready lands for the purposes of making them available to non-profits, indigenous and affordable housing providers, and/or to acquire and transfer vacant buildings or buildings at-risk of loss for the preservation of affordable housing. This could include: • Acquiring, consolidating and rezoning sites to be made available for high density affordable and mixed-income housing • Preparing surplus City-owned scattered sites for missing-middle residential development • Conducting or commissioning studies and site assessments to determine development potential • Informing or preparing ready-made architectural or development plans for replicable developments Land will be sold or transferred through an open process and will prioritize non-profit and Indigenous affordable housing providers
5	**City Concierge for Affordable Housing** This initiative supports the increasing and accelerating the supply of affordable housing by supporting and developing capacity within the non-profit housing sector, as well as fostering strategic partnerships with Indigenous housing providers and Downtown developers. The non-profit sector is increasingly being relied upon to build affordable housing, but often these organizations have little experience navigating the development process. The City will create a Concierge service for non-profit, Indigenous, and Downtown developers that would act as a single point of contact to help proponents plan their application, communicate considerations at different stages, and help to interpret feedback from internal stakeholders. They will monitor City processes to identify snags and provide guidance on next steps. This Concierge will foster relationships with non-profit partners, Indigenous organizations and governments, as well as the private sector, including facilitating partnerships amongst partners.
6	**Infrastructure Support Program to Increase Residential Development** City of Winnipeg policy encourages high density housing development along Corridors and in Established Neighbourhoods. Achievement of these objectives is

	often impeded by local servicing constraints, where the high costs of developer-borne infrastructure upgrades may render proposed projects cost-prohibitive and contribute to a lack of certainty in the development process. This initiative supports infrastructure upgrades and/or servicing works at sites where the City has received (and anticipates) development interest, The provision of upgrades and/or works under this initiative represents a tactical response/intervention to address servicing issues, which in turn help moves the City closer to meeting land use targets and transportation with enabling water, wastewater and land drainage infrastructure. This initiative will include a developer financial assistance program. This program will offset the costs associated with upgrading, extending, or installing water, wastewater, land drainage works, and/or public realm upgrades necessary for their projects. It could also include an option for direct City-led infrastructure investments prioritizing land enhancement activities for affordable housing. Infrastructure improvements could also include public community amenities in strategic locations to enhance the marketability and quality of life around key projects.
7	**Digitize and Facilitate Faster Development and Permit Approvals** This initiative will accelerate the housing construction process through improved application processing times, reducing wait times for developers, increasing certainty in the building process, and thus reducing carrying costs for development. This initiative will continue to improve the digitizing of building permit applications and expand digitized online applications to include all land development and planning applications. The online portal will be enhanced and modernized with improvements such as online appointments and self-service areas. Additional enhancements to expedite the review of development applications by relevant departments prior to public approval would also be explored as would the expediting of agreements post approval. This could include additional staffing.