



**SUBJECT: Community Improvement Plan Study Draft Terms of Reference**

**TO: Committee of the Whole**

**FROM: Community Planning Department**

Report Number: PL-56-24

Wards Affected: All

Date to Committee: July 8, 2024

Date to Council: July 16, 2024

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**Recommendation:**

Endorse the Community Improvement Plan Study Terms of Reference, attached as Appendix A to community planning department report PL-56-24.

**PURPOSE:**

To present the proposed Community Improvement Plan Terms of Reference for Council endorsement and to identify the urgency and priority of this critical element of the City's Housing Strategy implementation and Federal Housing Accelerator Fund Action Plan.

**Vision to Focus Alignment:**

- Designing and delivering complete communities
- Providing the best services and experiences
- Protecting and improving the natural environment and taking action on climate change
- Driving organizational performance

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**Executive Summary:**

Both the City's Housing Strategy and the City's Federal Housing Accelerator Fund application identified the need for the City to undertake the development of a Community Improvement Plan (CIP) to support a wide range of housing objectives.

This report presents a terms of reference for Council endorsement. If endorsed, the City will expeditiously move forward to obtain consultant support to deliver this important initiative.

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## **Background and Discussion:**

At the June 11, 2024, [Statutory Public Meeting related to the Major Transit Station Areas](#), Council provided staff with the following direction:

Direct the Director of Community Planning to report back at the July cycle of COW regarding the Community Improvement Plan (CIP) terms of reference as it relates to reflect the City's unit mix endorsed in the Housing Strategy (*three-bedroom units*). (SD-12-24)

The staff direction was precipitated by a change to the approved in principle [CPP By-law](#) that removed requirements for 3 bedroom units. Concerns were raised regarding the ability to support Council's approved [Housing Strategy](#) Annual Housing Targets, namely the three or more bedroom target for apartment dwellings of 25%.

## **City of Burlington Housing Strategy**

The [Housing Needs and Opportunities Report](#) identified a range of recommendations that ultimately informed Housing Strategy Action 8 to:

*Provide incentives through a Community Improvement Plan (CIP) for the delivery of housing options to meet the needs of residents.*

A Community Improvement Plan allows the City to direct funds to specific areas or initiatives that need increased funding and/or attention. Action 8 noted that:

*Since there is no mechanism for the City to require the development of a specific type of housing, providing incentives is a key way the City can address a variety of housing needs of residents now and in the future.*

Action 8 was identified as a medium-term action with high financial implications, noting that staff and consultant time and costs will be incurred.

## **City of Burlington Housing Accelerator Fund Action Plan**

As noted above, the preparation and implementation of a CIP was determined to be a medium-term opportunity with associated costs. With the announcement of the Federal Housing Accelerator Fund, Council supported Action 4 of the City's proposed Action Plan to be focused on the identification of opportunities to incentivize the creation of rental and non-market housing.

The City's Approved Housing Accelerator Fund [Action Plan](#) has supported the advancement of this important initiative earlier in the Housing Strategy implementation timeframe. A CIP is identified as Milestone 2 to Initiative 4 of the City's approved Action Plan, which has a set completion date of Dec 31, 2024. This work will also support the other approved initiatives of the HAF Action Plan, including the development of the Housing Resource Centre and the incentivization of Additional Residential Units (ARU).

### **Draft Terms of Reference**

Attached as Appendix A, the Draft Terms of Reference sets out detailed context, key deliverables, phases, risks and details related to the proposed study organization and additional requirements including roles and responsibilities.

### **Strategy/process/risk**

The terms of reference sets out an approach to deal with identified gaps in achieving the range of housing objectives.

### **Options Considered**

Staff considered undertaking the work using existing staff resources. However, given the timeline set out in the City's Housing Accelerator Fund and given the wide range of other priorities for the Policy and Community Team support is required.

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### **Financial Matters:**

Through the City's Housing Accelerator Fund (HAF) Action Plan, the City estimated \$1,000,000 should be set aside of the HAF funding to support the development and implementation of the resulting CIP. Depending upon the recommendations and programs, the balance of the funds allocated may be used to pilot the funding of one or many of the proposed programs in the CIP. Alternatively, funds may be redistributed to be used for any other HAF eligible costs. For more details, please refer to staff report [CS-04-24: Housing Accelerator Fund Implementation](#).

### **Total Financial Impact**

The total cost of the CIP is expected to be in the range of \$150,000 to \$200,000 inclusive of any associated engagement costs.

### **Source of Funding**

This is a HAF initiative from the City's HAF Action Plan and is an eligible expense.

### **Other Resource Impacts**

Staff time and resources in Community Planning, including but not limited to the Manager, Housing Strategy and other departments including Finance and Legal.

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### **Climate Implications:**

Not applicable.

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### **Engagement Matters:**

Staff in Planning Policy worked to develop the draft Community Improvement Plan terms of reference. A draft was circulated in May internally to Community Planning, Finance and Legal. The draft was also circulated to Housing staff at Halton Region.

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### **Conclusion:**

The development of a housing-focused Community Improvement Plan is a critical step in addressing identified gaps in the creation of a wide range of housing types, tenures, and affordability. This work advances some of the Housing Accelerator Fund initiatives outlined in the January 17, 2024, Contribution Agreement.

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Respectfully submitted,

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**Appendices:**

- A. Community Improvement Plan Study Draft Terms of Reference

**Notifications:**

Daryl Kaytor, Director of Housing, Halton Region

Kristen Delong, Manager - Strategic Initiatives, Halton Region

**Report Approval:**

All reports are reviewed and/or approved by Department Director, the Chief Financial Officer and the Executive Director of Legal Services & Corporation Counsel.