



Staff Report for Special Council Meeting

Date of Meeting: March 21, 2023

Report Number: SRPI.23.033

Department: Planning and Infrastructure

Division: Policy Planning

Subject: **SRPI.23.033 - Richmond Hill's 2031 Municipal Housing Target Pledge**

Purpose:

To receive Council endorsement of Richmond Hill's 2031 Municipal Housing Target Pledge for submission to the Province by the March 22, 2023 deadline.

Recommendation(s):

- a) That Staff Report SRPI.23.033 "Richmond Hill's 2031 Municipal Housing Target Pledge" be received for information.
- b) That the City support the municipal housing target of 27,000 new housing units in the community by 2031 by undertaking actions described in Staff Report SRPI.23.033 including Attachment 1 (Municipal Initiatives in Support of Richmond Hill's 2031 Municipal Housing Target Pledge).
- c) That the Mayor send a letter to the Minister of Municipal Affairs and Housing highlighting the pledge and initiatives we will undertake as well as the following considerations:
 - (i) That the housing target be recognized as an aspirational target, given that there are external factors contributing to housing supply outside of a municipality's control and understanding that, in order to deliver timely initiatives and meet deadlines, the City has and continues to create development related studies, plans, by-laws and processes based on available population and employment forecasts from the Growth Plan 2020 and/or municipal growth allocations assigned to and/or developed by the City;
 - (ii) That the Province be requested to continue to work with municipalities to provide grant opportunities to aid in the rapid delivery of the identified municipal initiatives and growth-related infrastructure; and

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- (iii) That the Province be requested to continue to consult and engage with municipalities on recent and future legislative changes and initiatives to find mutually beneficial ways to streamline approvals and enable municipalities to continue to collect growth-related charges to deliver infrastructure and community needs quickly.
- d) That staff be authorized and directed to do all things necessary to give effect to this resolution.
- e) That a copy of this report, Council's resolution and the letter from the Mayor be sent to the Minister of Municipal Affairs and Housing by March 22, 2023 and a copy also be sent to York Region and York Region area municipalities.

Contact Person:

Maria Flores, Director of Policy Planning, phone number 905-771-5438

Report Approval:

Submitted by: Kelvin Kwan, Commissioner of Planning and Infrastructure

Approved by: Darlene Joslin, City Manager

All reports are electronically reviewed and/or approved by the Division Director, Treasurer (as required), City Solicitor (as required), Commissioner, and City Manager. Details of the reports approval are attached.

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Background:

In support of its “More Homes, More Choice: Ontario’s Housing Supply Action Plan”, the Government of Ontario released a series of legislation aimed at addressing the housing supply shortage by reducing barriers to housing affordability, streamlining the development approvals process, and accelerating the pace of growth and development: Bill 108, *More Homes, More Choice Act, 2019*; Bill 109, *More Homes for Everyone Act, 2022*; and most recently Bill 23, *More Homes Built Faster Act, 2022*.

As summarized previously in staff report SRPI.23.018 (January 30, 2023 Special Council Meeting), Bill 23 enacts substantial changes to Ontario’s land use planning system to facilitate the construction of 1.5 million homes Province-wide over the next ten years. In relation to Bill 23, the Province has issued municipal housing targets to large and fast-growing municipalities, such as Richmond Hill, and has requested that a housing pledge be prepared and submitted to the Minister of Municipal Affairs and Housing by March 22, 2023. The housing pledge is not intended to be a planning document or growth forecast. Rather, it is intended to demonstrate the City’s commitment to undertaking initiatives and actions that prioritize and accelerate housing which supports the target.

The purpose of this staff report is to seek Council endorsement of Richmond Hill’s 2031 Municipal Housing Target Pledge and meet the Province’s submission deadline of March 22, 2023. This staff report SRPI.23.033, including Attachment 1 (Municipal Initiatives in Support of Richmond Hill’s 2031 Municipal Housing Target Pledge), constitutes the City of Richmond Hill’s housing pledge.

Discussion:

Municipal Housing Target

As outlined in correspondence from the Minister of Municipal Affairs and Housing (see Attachment 2), the City of Richmond Hill has been assigned a housing target of 27,000 new homes by 2031.

The City of Richmond Hill continues to strive to achieve its vision of a complete community that is integrated, vibrant, sustainable and diverse, including a mix of land uses and a range of housing options for all types of people based on the City’s demographic profile. The City also recognizes that there is a strong need to provide housing to accommodate our growing communities and to provide housing options that are more affordable. Through this housing pledge, the City commits to undertaking the initiatives outlined in this staff report and to work with stakeholders, the community and governments at all levels in order to deliver the housing, infrastructure and services needed for our residents to thrive in Richmond Hill.

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Richmond Hill's Current Projected Housing Supply and Considerations

Under the current Ministry approved York Region Official Plan 2022, Richmond Hill's population is forecasted to grow to 251,200 (by 2031), 284,600 (by 2041), and 322,300 (by 2051). With increases of about 35,000 each decade, Richmond Hill's population is expected to grow by 108,000 over the next thirty years. Based on regional population and employment projections assigned by the Province, York Region identifies population and employment forecasts for each of the local municipalities to be used as the basis for planning new development.

Population forecasts are also used to calculate servicing capacity and needs as well as development charges (DC) and community benefit charges (CBC) to allow growth to substantially pay for the infrastructure and amenities needed to service growth. As part of its 2022 CBC Strategy, approximately 13,927 new housing units are forecasted to be constructed in Richmond Hill between mid-2022 to mid-2032 (ten year period). Richmond Hill's 2031 municipal housing target of 27,000 new housing units is double that amount. Assuming the same ratio of people per household under the accelerated housing scenario (Bill 23), the population increase in Richmond Hill over the next ten years would be approximately 70,000 people as opposed to the 36,000 people forecasted in the York Region Official Plan. The City's newly updated city structure and approach of directing intensification to its centres and corridors, combined with gentle intensification in the neighbourhoods, is designed to and can accommodate these future growth projections as explained in staff report SRPI.22.075 (Special Council Meeting, June 22, 2022 regarding the on-going Official Plan update). However, uncertainty remains about whether the City can wholly integrate and maintain the levels of service, infrastructure and financing required to meet such an ambitious pace of growth, particularly in the next ten years.

Another fundamental element to consider is that the City itself does not construct homes—it only facilitates the development and building process—and there are many factors outside of a municipality's control that contribute to the uptake and timing of housing supply (e.g. market conditions, interest rates, supply chain issues, labour shortage, etc.). For example, according to the City's records of registered plans of subdivision and approved applications for site plan, rezoning and lot creation, the City had approximately 11,000 approved housing units in 2021 for which building permit applications had not yet been initiated.

Between 2012 and 2022, a total of 12,782 residential building permits were issued by the City with an average of 1278 per year. Even with peak years of residential building permits being issued in the last decade (e.g. 2346 permits in 2021, 1979 permits in 2016, and 1714 permits in 2012), the total number of residential building permits issued in this last ten-year period is less than half the number of units identified in Richmond Hill's housing target (27,000). Compounded by the time lag to actually construct and move occupants into new homes, especially multi-residential high-rise developments

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and phases thereto, many of the housing units that are issued a building permit within the next ten years will not be ready for occupancy within that timeframe. From a broader perspective, according to the Smart Prosperity Institute, Ontario has never completed more than 850,000 housing units in any ten-year period. Meeting the Province's target of 1.5 million homes in ten years would mean an unprecedented rate of growth for municipalities in Ontario, including Richmond Hill.

Municipal Initiatives (current and proposed)

As part of Richmond Hill's 2031 Municipal Housing Target Pledge, the City is committed to continuing and undertaking current and proposed initiatives to provide housing in our community. Municipal initiatives to support the housing target are listed below with more detailed information in the table attached to this report (See Attachment 1).

Affordable Housing Initiatives

Provision of housing, especially affordable housing, is one of several priorities established by City Council. For over a decade, the City of Richmond Hill has made it a priority to plan "for a range of housing that provides options for people at all stages of life."

- Richmond Hill's **Affordable Housing Strategy**, endorsed by Council in 2021, is a multi-phased and multi-pronged strategy for the City to work with the building and development sector to create affordable housing in the private housing market in Richmond Hill.

The City's Affordable Housing Strategy identifies four housing goals and outcomes: diversify the housing stock; increase rental options (specifically purpose-built rental); attract new and accessible supportive housing options; and increase the number of ownership options at a more affordable price. The Strategy also includes the following targets: 10% of all new housing annually to be geared to low income households and special needs housing; 15% of all new housing to be geared to moderate income households; an annual rental vacancy rate of 3% or greater; and the ongoing provision of a range of housing types. The Strategy's approach to achieving long term targets include 44 actions that the City will consider and undertake as appropriate over the next three years.

Among the list of actions stemming from the Affordable Housing Strategy are the following initiatives currently underway or soon to be initiated by the City, some of which relate to actions also identified in the *More Homes Built Faster Act*.

- **Additional Residential Units (ARU) Policy and Zoning By-law**, approved by Council in 2022, to permit up to three units on a property.

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- **Community Improvement Plan Study** to incentivize the development of affordable housing and sustainable development.
- **Municipal Surplus Property Review** of city-owned lands that could be used for the development of affordable housing.
- Peer Review and **Update of the City's Housing Needs Assessment** in support of Inclusionary Zoning and/or a Community Planning Permit System.
- Review and **Update of the City's Demolition Control By-law** to protect existing rental stock.

Planning Initiatives and Tools to Support Complete Community Building and Infrastructure

Under Ontario's planning framework and in conformance with Provincial policies, municipalities set out the long-term vision for where and how land will be used through its Official Plan and other supporting documents, plans and strategies. These initiatives help to ensure that the City is facilitating growth responsibly, balancing the social, economic and environmental well-being of the community as well as the provision of infrastructure, programs and services. These initiatives help promote the development of housing through complete communities and by meeting the servicing and amenity needs of the communities they serve.

- Richmond Hill's **Official Plan (OP) Update** (Municipal Comprehensive Review) is underway and amendments are being released in batches over the course of the project. It is important to note that the City Structure, a foundational element of the OP, is anticipated to support growth within the City's settlement area well beyond the 2051 planning horizon, and is more than sufficient to accommodate the 27,000 additional residential units the Province is targeting for Richmond Hill over the next decade. Specific OP Update revisions to the City Structure and specific housing supportive policies are outlined in Attachment 1.
- **Area-Specific Policies for the Centres and Corridors**, as part of the OP Update, are underway to provide clearer direction for development including housing. The amendments will update policies and schedules in support of development within intensification areas presently serviced by Bus Rapid Transit, including Protected Major Transit Station Areas, and the provision of new housing in a compact urban form. The amendments will also provide direction to ensure that housing is well served by public realm elements and amenities (e.g. streets, parks, trails, community and commercial services) that support complete community principles, accommodate the needs of the City's diverse community, and create more job opportunities for residents. Current and upcoming area-specific OPAs are identified in Attachment 1.
- The **Richmond Hill Centre Secondary Plan** is being prepared for this provincially designated Urban Growth Centre which will be the highest density intensification area in the City. Considered the future urban downtown of

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Richmond Hill, it will be serviced by five modes of transit, including two subway stations as part of the recently approved Yonge North Subway Extension. Richmond Hill Centre will accommodate up to 51,000 people and a minimum of 10,000 jobs with a significant proportion of this growth anticipated to occur within the provincial High Tech Transit Oriented Community (TOC).

- A new **Comprehensive Zoning By-law (CZBL)** is being prepared to implement the vision and policies of the Official Plan. Further to the City's Additional Residential Units (ARU) Zoning By-law which is already in place, the CZBL will serve as a key tool to accelerate housing development as it establishes updated permissions and standards to promote and streamline the approval of a variety of housing types.
- The City's **Transportation Master Plan (TMP) Update** will identify transportation infrastructure improvements, policies and programs to support planned population and employment growth. The TMP is a multi-modal transportation plan that establishes a future vision for all travel modes within Richmond Hill and provides options for how people get around the City including the needs of future generations.
- A **Parking and Transportation Demand Management (TDM) Strategy** is underway to align development policy with the City's vision of building a new form of urban, affordable and transit-oriented community. It is intended to recommend standards, guidance and input into the City's ongoing CZBL Review, the TMP Update, as well as the OP Update. This initiative will consider parking space requirements for new developments including affordable housing.
- The **Urban Master Environmental Servicing Plan (UMESP) Update** will identify water and wastewater improvement projects to support planned population and employment growth within the City's intensification centres and corridors. The UMESP identifies the infrastructure needed to support future urban development and redevelopment within Richmond Hill.
- An **Update to the City's Engineering Standards** was recently completed, including direction related to low impact development (LID) and stormwater infrastructure in a more urbanized context. The City's Standards and Specifications Manual provides technical information for the design of hard infrastructure and related works that support growth and development and must be reflected in development engineering submissions. A further update will be undertaken to develop urban specific standards for intensification areas.
- Development of **Water, Wastewater and Stormwater Modeling Projects** are underway. Through comprehensive modelling of these systems, the City's goal is to gain an understanding of the overall system capacity and constraints, to provide direction for optimizing the existing system for current needs including

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impacts from climate change, and to be able to model various scenarios when new development is added to the system.

- Richmond Hill's **Parks Plan and Parkland Dedication By-law** were recently updated and approved by Council in 2022. The purpose of the Parks Plan is to provide direction for the planning and development of Richmond Hill's municipal park system to ensure that the community's needs for active and passive recreational parkland are met, particularly as growth occurs in the City's intensification and infill areas. Although the By-law will be revised to reflect further changes under Bill 23, the City's Parkland Dedication By-law had already been updated to include some elements to help accelerate the provision of housing.
- An **Update to the City-wide Urban Design Guidelines** is anticipated to support housing development spanning a variety of built-form typologies and density types. Intended to be applied in the context of the OP policies and in conjunction with other regulatory documents (e.g. zoning, standards and specifications), the urban design guidelines provide a reasonable degree of certainty for the City's urban design expectations for development and redevelopment.
- The creation of **Urban Design Guides (or Briefs)** are underway to provide supplementary design guidance for emerging urban design matters, including intensification through medium- and high-density residential and mixed-use development. The guides are intended to help the building industry and staff with the preparation and evaluation of development applications.
- Richmond Hill's approved **Climate Change Framework and Community Energy and Emissions Plan (CEEP)** provide direction to achieve climate resiliency through the development of low-carbon, compact mixed-use communities among other actions. The Framework identifies land use planning as one of several key municipal business systems to apply a climate lens. A low-carbon strategy of Richmond Hill's CEEP is to prioritize the development of compact transit-served communities which use energy more efficiently and help reduce long-term greenhouse gas emissions.

Development Approvals and Permitting Process Improvements

Under Ontario's planning regime, processes for the development of housing are technical and regulatory in nature to ensure orderly growth and development, provide a balance between competing land use interests, and mitigate risks such as health and safety. Another way that the City is demonstrating support for the acceleration of housing is through various process and technological improvements that help to streamline the review and approval of development applications, service agreements and permits as outlined below:

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- The City recently completed an **End-to-End Development Services Review** to provide a comprehensive assessment of the City's existing development application review process with the objective of improving its efficiency and effectiveness. The review, which was undertaken by KMPG and funded by a grant from the Province's Audit and Accountability Fund, culminated in twenty-four (24) recommendations which the City will be implementing over the next few years.
- The integration of the City's **Energov Development Application Tracking System** is currently underway to replace the existing PALIS tracking system. EnerGov is an industry leading enterprise permitting and licensing platform which uses GIS to automate and centrally connect critical processes, streamline workflows, improve communication and increase productivity of the City's planning, permitting, licensing, asset management and citizen requests. Another critical component of the Energov system is the Citizen Self Service (CSS) Portal which shall provide a convenient online service for high volume applications in order to streamline service delivery. Grant money from the Province's Streamline Development Approval Fund contributed towards this project.
- Richmond Hill (along with other York Region municipalities) is in the process of establishing a **Collaborative Application Process (CAP)**. As a result of changes in legislation, this process was created to ensure that newly mandated timelines for development approvals can be met while ensuring the quality of development applications, and to streamline and improve service delivery. The Region and local municipalities continue to consult with BILD on this process.
- Digitization and process improvements as part of the City's development engineering review functions continue to streamline the approval of applications and infrastructure works needed to support housing. In addition to the Energov initiative and CSS Portal, the following initiatives are underway.
 - As part of the City's corporate Lean Program, process improvements were made to the **Site Alteration Permit (SAP) process** and efforts are underway to streamline the approval of **Servicing Agreements**. These improvements will help reduce wait times in the development approvals process and will help advance construction of municipal infrastructure to support housing.
 - The City has also used grant money from the Province's **Streamlining Development Approvals Fund to hire staff to expedite reviews** and the approval of backlogged development applications.
- Digitization and process improvements as part of the City's Tree Preservation By-law also continue to be made to streamline the approvals process.

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- **Digitization of the Tree Preservation By-law Permit Process** enables applicants to electronically submit applications, payments and replacement planting notices of fulfillment.
- A **Tree By-laws Update** is planned to review the City's Tree Preservation By-law and consider harmonizing process improvements with the City's Site Alteration Permits as was done with *Planning Act* applications. Richmond Hill's Tree Preservation By-law controls the removal of trees on private property based on criteria for removal and replacement. Trees on development sites with active Plan of Subdivision or Site Plan applications do not require a separate Tree Permit, though a tree inventory and preservation plan are required to help conserve the urban tree canopy while accommodating growth.
- **Streamlining and process improvements in the Building Permit Process** have been ongoing, including: the establishment of key performance indicators (KPIs) to track permit issuance and inspection response times; the digitization of permit application, review and issuance as part of the Energov initiative and CSS portal; and a Development Application Fee Review Project to ensure both competitive fees and cost recovery of services.

Beyond these changes, divisions involved in the development review and approval process continue to explore further improvements to the delivery of services that will form the basis for increasing accessibility and transparency to the public, as well as delegating additional approval authority to the Commissioner of Planning and Infrastructure for non-critical matters which are currently being approved by Council

Other Initiatives to Support Growth and Continual Improvement

Corporate-wide municipal initiatives relate to strategic planning and financial planning activities that help to support growth in Richmond Hill as well as continual improvement of our municipal business functions that make planning and development possible.

- Richmond Hill's **Strategic Plan 2023-2027** is underway to update the City's strategic priorities which were created to guide the City's decision making and actions. A number of initiatives that are supportive of growth and the provision of a range of housing options have stemmed from these strategic priorities which emphasize: Balancing Growth and Green; Getting Around the City; Fiscal Responsibility; and a Strong Sense of Belonging.
- The City actively seeks **Funding Grants to Support City Programs and Projects** that include the delivery of sustainable infrastructure and community amenities associated with increased housing such as parks and trails. The City also seeks funding to support continuous improvement of our processes, most recently from the Province's Audit and Accountability Fund and the Streamlined

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Development Approval Fund which contributed to improvements in the development application process.

- The City's **Capital Budget and Forecast Planning Process** ensures that funds are available for the creation and maintenance of City infrastructure and assets to support a growing and connected community. Based on a ten-year outlook, the forecast is intended to reflect revised/actual growth assumptions and adapt to changing priorities.
- The City is currently undertaking a **Development Charges (DC) By-law Update** to provide capital funding for the anticipated need for growth-related services. DCs are the City's primary revenue tool for funding critical infrastructure/projects to service growth. The DC Background Study and By-law Update will be informed by anticipated growth projections, increased servicing needs and their associated costs. Discounts related to affordable housing, as directed by the Province, will also apply to the City's DCs.
- Richmond Hill passed its **Community Benefits Charge By-law and Strategy** in 2022 to help recover the capital costs of needed services arising from development. CBCs are only levied against higher density residential development and, in combination with DCs and Parkland Dedication, are used to ensure municipalities have the resources needed to build complete communities. Discounts related to affordable housing, as directed by the Province, will also apply to the City's CBCs.

Considerations and Potential Mitigation Strategies to Accelerate Housing

As demonstrated in this report and Attachment 1, the City has been proactive in undertaking initiatives to facilitate the development of complete communities including more affordable housing. Several considerations or risks may limit the City's ability to complete these initiatives and accelerate housing. While the City is making efforts to respond to these risks, meeting the Province's housing target cannot be achieved alone. The acceleration of housing will also depend on the Province's willingness to help municipalities through these changes and the development industry's commitment to share affordability discounts with purchasers and follow through with construction of more affordable housing options.

For example, the City's efforts to establish affordable housing initiatives and update plans to accommodate growth are dependent on key pieces of information to be released by the Province. Clarification on the definitions of 'affordable' and 'attainable housing' and whether thresholds are related to income or market price will determine how many units in Richmond Hill are eligible for DC exemptions and how many households can actually afford ownership units deemed 'affordable'. It would be helpful

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if the Province could put measures in place to ensure developer savings from DC exemptions are transferred to homebuyers and to ensure affordable thresholds are appropriate to the context of the community (e.g. In York Region, the average price of a residential unit deemed affordable and thus eligible for DC exemptions as per Bill 23 would only be affordable to 10% of York Region households).

Uncertainty about the anticipated new Provincial Policy Statement/Growth Plan and its associated growth forecasts is also delaying some of the City's OP updates. This delay has impacted timing and information needed for the City's TMP and UMESP Updates which then impacts timing and information needed for the City's DC By-law Update which is set to expire in early 2024. Although staff have been trying to advance initiatives and coordinate projects in order to meet deadlines, additional clarity from the Province would help mitigate some of these risks.

Another substantial consideration to the acceleration of housing is the municipal staff time, resources and additional cost required to adapt to numerous legislative changes affecting the planning policy and approvals process framework. Restrictive timelines, the removal of tools which help recover costs and facilitate good quality development and services, combined with the prospect of lengthy and costly appeals are the unintended consequences to municipal business. As noted throughout this report, the City has been making an effort to update and improve its community plans and processes. Yet, with staff capacity and resources already strained before the new legislation came into effect, the additional time and resources being diverted to adapt to these changes is affecting the completion of major initiatives and process improvements. To meet the expected increase in development and permit applications, even more resources will be required to ensure timely and effective review and approvals. Assistance from the Province to limit appeals on updated policies and programs, expedite approvals for critical infrastructure, and make funds available to municipalities (e.g. grants or revenue sharing) would better equip the City in meeting its housing target.

Furthermore, as noted previously, there are many factors contributing to housing supply that are simply beyond a municipality's control. While the City can ensure that intensification policies and affordable housing discounts are in place, a commitment from major landowners to follow through on setting aside and constructing more affordable housing will be crucial to the success of the More Homes Built Faster initiative. For instance, there are opportunities in Richmond Hill where the Province could help expedite the provision of affordable housing from landowners in the Transit-Oriented Community or on its own land holdings near the Newkirk Go Station. If partnership opportunities arise, the City would be willing to work collaboratively with the Province to help advance such initiatives and ensure that complete community elements are incorporated.

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Potential Reporting and Monitoring Measures

As identified in Attachment 1, the type and frequency of progress reporting and monitoring varies among the initiatives. Strategic plans and long-range policies or programs typically identify key performance indicators related to the City's corporate goals and involve progress tracking on a periodic basis. Quantitative data for operational functions such as development approvals and permits are normally collected and reviewed on an annual basis for financial and resource planning purposes. While GIS mapping is available, the granularity required to collect and link detailed spatial data for each of these initiatives would be onerous. To establish and consolidate monitoring of the City's progress towards the housing target, additional resources and technical support would be required.

It is noted that as part of Bill 109, the *Planning Act* was amended to give the Minister of Municipal Affairs and Housing the authority to require municipalities and planning boards to report information on planning matters. At the time of this writing, the Province recently released a proposed regulation to require certain municipalities to report on data related to development applications and on areas designated for strategic growth, intensification, employment land and conversion, water and wastewater infrastructure, and transit station areas. The proposed regulation suggests quarterly and annual reporting requirements as well as direction to provide five years of historical data. Through the Association of Municipalities of Ontario, staff have provided comments related to the frequency, cost and capacity of municipalities to consistently meet the suggested reporting requirements. While aggregating the data from municipalities could be useful in making long-term planning and process improvement decisions, measures to assist municipalities (e.g. a centralized tracking system with the resource and technical supports to implement it) would facilitate the City's ability to collect and deliver the data more efficiently and effectively.

Financial/Staffing/Other Implications:

While there are no direct impacts from this staff report/housing pledge (SRPI.23.033), there are current and future costs associated with the ongoing implementation of municipal initiatives in support of Richmond Hill's 2031 Municipal Housing Target. As indicated in this report and the previous report related to Bill 23 (SRPI.23.018), additional resources will be needed to adapt to legislative changes in support of the acceleration of housing as well as monitoring and reporting on progress.

Relationship to Council's Strategic Priorities:

This staff report constitutes the City's housing pledge to implement initiatives that support the acceleration of housing and the availability of more affordable housing options. Efforts to stimulate and accelerate housing development in the City align with growth and intensification along the transit-oriented centres and corridors through more sustainable, compact, mixed-use forms of development. The current and planned

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municipal actions identified in this staff report are Council-approved initiatives that are consistent with Richmond Hill's Strategic Priorities of balancing growth and green, creating a strong sense of belonging, getting around the city, and fiscal responsibility.

Climate Change Considerations:

Complete communities are inherently sustainable communities. If done right, the provision of housing through the facilitation of complete communities (i.e. efficient land use patterns, compact, mixed-use and walkable/transit-oriented development with nearby services and amenities, enhancement of the urban tree canopy and incorporation of green development standards) will help to reduce our City's carbon footprint in the long-term.

Conclusion:

This staff report SRPI.23.033, including Attachment 1, constitutes Richmond Hill's 2031 Municipal Housing Target Pledge. The municipal initiatives summarized in this report demonstrate Richmond Hill's proactive approach to the provision of housing through development of complete communities and to the acceleration of housing through streamlining and process improvements. Current and proposed actions by the City relate to: affordable housing initiatives; planning initiatives and tools to support complete community building and infrastructure; development approvals and permitting process improvements; and other initiatives to support growth and continual improvement. Considerations, risks and potential mitigation strategies are also briefly mentioned in this report to identify challenges to implementation and measures to help address those concerns. The City recognizes that there is a strong need to provide housing to accommodate our growing communities and to provide housing options that are more affordable. Through this housing pledge, the City of Richmond Hill commits to undertaking the initiatives outlined in this staff report and to work with stakeholders and governments at all levels to deliver the housing, infrastructure and services needed for current and future residents to thrive.

Attachments:

The following attached documents may include scanned images of appendixes, maps and photographs. All attachments have been reviewed and made accessible. If you require an alternative format please call the contact person listed in this document.

Attachment 1 – Municipal Initiatives in Support of the City of Richmond Hill's 2031 Municipal Housing Target Pledge.

Attachment 2 – Correspondence from Steve Clark, Minister of Municipal Affairs and Housing, to Mayor David West regarding Municipal Housing Targets and Municipal Housing Pledges, dated February 13, 2023.

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Report Approval Details

Document Title:	SRPI.23.033 - Housing Target Pledge.docx
Attachments:	- SRPI.23.033 Attachment 1 Municipal Initiatives.docx - SRPI.23.033 Attachment 2 Letter from Minister - AODA.pdf
Final Approval Date:	Mar 10, 2023

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

Maria Flores - Mar 10, 2023 - 1:38 PM

Task assigned to Kelvin Kwan was completed by delegate Gus Galanis

Gus Galanis on behalf of Kelvin Kwan - Mar 10, 2023 - 1:48 PM

Darlene Joslin - Mar 10, 2023 - 2:50 PM

SRPI.23.033 Attachment 1 – Municipal Initiatives in Support of Richmond Hill’s 2031 Municipal Housing Target Pledge

MUNICIPAL INITIATIVES Initiative Owner/ Stakeholders	CONTEXT AND DESCRIPTION OF HOW INITIATIVE SUPPORTS OR ACCELERATES HOUSING	NO. OF UNITS & HOUSING TYPE	CONSIDERATIONS AND POTENTIAL MITIGATION STRATEGIES	POTENTIAL REPORTING & MONITORING MEASURES
AFFORDABLE HOUSING INITIATIVES				
<p>Affordable Housing Strategy (current)</p> <p>City of Richmond Hill / Province, York Region, Developers</p>	<p>Approved in 2021, this strategy aims to increase more affordable housing in Richmond Hill and includes the following targets: 10% of all new housing annually to be geared to low income households and special needs housing; 15% of all new housing to be geared to moderate income households; an annual rental vacancy rate of 3% or greater; and the ongoing provision of a range of housing types.</p> <p>The Strategy identifies 44 actions, to be considered and undertaken as appropriate over the next three years, related to: Implementation Oversight; Policy; Guidelines and Standards; Regulatory Tools; Financial Tools; Land Inventory; and Capacity Building. To date, the City has completed 11 actions and continues to implement 5 on-going actions, some of which relate to the Provincial housing pledge and are described below.</p>		<p>N/A – the strategy is in place and work is being done to implement actions, as appropriate.</p>	<p>The City, in collaboration with York Region and the guidance of the Affordable Housing Strategy Implementation Committee, will monitor the implementation of the Strategy and its associated targets.</p>
<p>Additional Residential Units (ARU) Policy & Zoning By-law (current)</p> <p>City of Richmond Hill / Homeowners</p>	<p>In 2021, Council updated the Official Plan and Zoning By-law to permit up to three units on a property where single, semi, and row house development is permitted. This took place in advance of changes to the <i>Planning Act</i> via Bill 23 and will be updated to reflect minor revisions (e.g. 3 units within a primary dwelling, parking provisions).</p>	<p>50 per year</p>	<p>The City is considering providing financial incentives via a Community Improvement Plan to incentivize the creation of new units.</p>	<p>Building Division monitors building permits issued to permit ARUs.</p>

MUNICIPAL INITIATIVES Initiative Owner/ Stakeholders	CONTEXT AND DESCRIPTION OF HOW INITIATIVE SUPPORTS OR ACCELERATES HOUSING	NO. OF UNITS & HOUSING TYPE	CONSIDERATIONS AND POTENTIAL MITIGATION STRATEGIES	POTENTIAL REPORTING & MONITORING MEASURES
Community Improvement Plan Study (underway) City of Richmond Hill	In 2022, the City initiated a study to develop a Community Improvement Plan which would be focused on incentivizing the development of affordable housing and sustainable development in general. This study is presently underway with an expectation that the CIP will be brought forward for Council adoption in 2024.	TBD	Preparation of the background study and future CIP is contingent on knowing the Province's definitions of affordable and attainable housing in terms of threshold price/rents, and any changes to the Inclusionary Zoning By-law regulation. Staff and the consultant continue to monitor the status of Provincial initiatives and proceed with background work in the interim.	Implementation of the CIP will include monitoring of applications received, granted and completed, as well as funding awarded.
Municipal Surplus Property Review (underway) City of Richmond Hill / York Region	Presently, the City is undertaking an analysis to determine if there are suitable surplus city owned lands that could be used for the development of affordable housing.	TBD	The City has limited land holdings, most of which are for parks, open space and environmental conservation, and the ability to secure future lands for these uses is further limited by Bill 23. The City will monitor Provincial initiatives to see if there are new opportunities to acquire land to address all needs.	Legal Services (Real estate) monitors city owned lands and their use.
Update of Housing Needs Assessment and Consideration of	In 2023, Council approved the initiation of a Peer Review and Update to its Housing Needs Assessment in support of developing Inclusionary Zoning (IZ) Official Plan policies and implementing		The implementing OPA policies and by-laws are contingent on knowing the Provincial definitions of	The City would monitor IZ implementation via Agreements

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<p>Implementing By-laws (Inclusionary Zoning or CPPS) (underway)</p> <p>City of Richmond Hill</p>	<p>by-law. The analysis will also consider policies to enable a Community Planning Permit System (CPPS) as a means to regulate land use and also secure affordable housing.</p> <p>It is anticipated that recommendations to consider IZ and/or CPPS policies may be brought forward to Council in late 2024/2025. Consideration may also be given to the inclusion of OP policies that would authorize the delegation of authority to approve minor zoning by-law amendments to staff, as another means to fast track development approvals.</p> <p>Updating of City-wide by-laws to conform with the OP will minimize planning approval times and thereby fast track development approvals that are compliant with the OP.</p>		<p>affordable and attainable housing in terms of threshold price/rents, and any changes to the Inclusionary Zoning By-law regulation. Staff continue to monitor the status of these initiatives and proceed with background work in the interim.</p>	<p>registered on title or via CPPS Development Permits issued. Monitoring of current annual housing supply would also continue, based on built development, approved development and development subject to an application in process.</p>
<p>Update of Demolition Control By-law to protect existing rental housing stock (proposed)</p> <p>City of Richmond Hill</p>	<p>In accordance with recently approved OP policies regarding the demolition and conversion of existing rental housing projects with 6 units or more, the City will be updating its demolition control by-law. Updating this by-law will help protect the city's current purpose-built rental housing stock.</p> <p>This work is presently on hold pending the outcome of the Province's proposed regulation with respect to such by-laws.</p>	<p>Protects existing rental housing stock</p>	<p>As part of Bill 23, the Province has proposed an upcoming regulation that would set parameters for the demolition and conversion of rental housing. This may limit the extent to which the demolition control by-law can be amended. Staff continue to monitor this initiative.</p>	<p>Building Division tracks demolition permits.</p>

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PLANNING INITIATIVES & TOOLS TO SUPPORT COMPLETE COMMUNITY BUILDING AND INFRASTRUCTURE				
Official Plan Update (Municipal Comprehensive Review) (underway) City of Richmond Hill	<p>In 2022, Council updated the Official Plan through the first in a series of OPAs as part of the City's OP Update process. Amendments in support of housing included:</p> <ul style="list-style-type: none"> • A review of the City Structure which is anticipated to support growth within the City's settlement area well beyond the 2051 planning horizon (more than sufficient to accommodate the 27,000 additional residential units the Province is targeting for Richmond Hill by 2031). • Revisions to the City Structure which included the identification of 2 new mixed-use Local Centres, the conversion of lands designated Employment to mixed-use areas, and ongoing preservation of the Greenway system. • Requiring multi-residential development of 20 units or more to provide at minimum 5% of units with 3 or more bedrooms. • Requiring public land owners to prioritize surplus lands for affordable housing, where appropriate. • Providing criteria to limit when demolition or conversion of existing rental housing (6 units or more) may be permitted. • Expanding opportunities for more medium density residential development in Neighbourhoods, especially where the development is adjacent to planned intensification areas. 	<p>Provides foundational policy direction for future OPAs support more mixed-use intense development.</p> <p>Supports the provision of missing middle housing in areas designated Neighbourhood.</p>	<p>The City is undertaking a Comprehensive Zoning By-law review, concurrent with the OP update, which will ensure alignment of implementing by-laws and standards.</p>	<p>The OP provides direction regarding monitoring the implementation of the Official Plan.</p>
Area-Specific Policies/OPAs for Centres & Corridors (OP Update) (underway)	<p>As part of the OP Update, subsequent batches of OPAs will be introduced to provide area-specific policies for the City's intensification centres and corridor, including direction for Protected Major Transit Station Areas and the provision of new</p>	<p>Forthcoming OPAs relate to approximately 280 ha of land, that have the</p>	<p>Uncertainty over revised population and employment forecasts pending the new Provincial Policy</p>	<p>The OP provides direction regarding monitoring the implementation</p>

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<p>City of Richmond Hill / York Region, TRCA, Residents, Development Community</p>	<p>housing in a compact urban form. These area-specific OPAs will provide clearer direction and more certainty around expectations for development including housing.</p> <p>Upcoming OPAs in 2023 include: Richmond Hill Centre, Yonge & 16th/Carrville Key Development Area, Village Local Centre & abutting areas, Oak Ridges Local Centre, and Newkirk Local Centre, amounting to approximately 280 hectares of land. Of particular note, the Newkirk Local Centre includes Provincially owned underutilized lands adjacent to the Richmond Hill GO station. This proposed OPA will be amending land use permissions to permit high density mixed-use development. Should the Province wish to expedite an affordable housing development on their lands, the City will consider the use of its 'Approvals Plus' service to facilitate and fast track such a project.</p> <p>Forthcoming OPAs will address matters such as: conformity with the 2022 Regional Official Plan and Provincial Plans (pending the outcome of the Provincial Policy Statement (PPS)/Growth Plan review); the balance of the Region's Protected Major Transit Station Areas; and policy direction for newly identified Local Centres at Highway 7 & Bathurst (lands formerly and still in some parts designated Parkway Belt West Plan) and at Highway 7 & East Beaver Creek (lands approved for conversion from Employment to Local Centre).</p> <p>Subject to further investigation, as previously noted in this table, the City may adopt policies to enable</p>	<p>potential to support the development of approximately 32,000+ housing units over the long term.</p>	<p>Statement (PPS)/Growth Plan has slowed down the OP Update process. The City will continue to advance amendments not likely to be affected by a revised forecast; amendments largely focused on conformity with Provincial policies are on hold.</p> <p>Uncertainty remains over the approval authority for these OPAs since certain matters under Bill 23 are not yet proclaimed. If the Region remains the approval authority certain matters related to these OPAs may be subject to appeal which could forestall development. If the approval authority is the Minister, then OPAs will not be subject to appeal and will allow implementing by-laws and development permissions to move forward. The City will continue to share proposed amendments with both Regional and Provincial staff to ensure that the ultimate approval</p>	<p>of the Official Plan.</p>

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	Inclusionary Zoning and/or a Community Planning Permit System.		authority is engaged in this process as early as possible.	
Richmond Hill Centre Secondary Plan (underway) City of Richmond Hill / Ministry of Transportation (MTO), Metrolinx, York Region, TRCA, Development Community	<p>Richmond Hill Centre (RHC) is a provincially designated Urban Growth Centre, Protected Major Transit Station Area and the future urban downtown of Richmond Hill. It is the highest density intensification area in the City that will be serviced by 5 modes of transit including 2 subway stations as part of the recently approved Yonge North Subway Extension.</p> <p>RHC will be a major high density mixed-use community, with a significant proportion of its growth anticipated to occur within the provincial High Tech Transit Oriented Community (TOC).</p> <p>The City has invested in a new Secondary Plan for the area and has created a dedicated team to prioritize the review of development applications to support the development of Richmond Hill Centre.</p>	RHC will accommodate up to 51,000 people and a minimum of 10,000 jobs	<p>The City is interested in working with the Province and land owners to advance development and generate early ridership for the planned Yonge North Subway Extension.</p> <p>A dedicated team was established to support development review in Richmond Hill Centre.</p>	
Comprehensive Zoning By-law (underway) City of Richmond Hill / York Region, TRCA, Residents, Development Community	The City is currently undertaking a review of its Zoning By-laws and will be preparing a new Comprehensive Zoning By-law (CZBL) to implement the vision and policies of the City's OP. The CZBL will be completed in phases in 2024 and 2025 and will serve as a key tool to accelerate housing development in the City. It will establish "as of right" zoning permissions and updated development standards to promote and streamline the approval of a variety of housing types, enabling developments to proceed to the Site Plan or Building Permit stage in a more timely fashion.		The <i>Planning Act</i> requires that zoning to implement PMTSAs be approved within 1 year of OP policies coming into effect. Establishing "as of right" zoning permissions that implement OP policies will promote intensification including the development of a variety of housing types.	

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	<p>Specifically, the new by-law will provide, amongst others, “as of right” permissions to permit:</p> <ul style="list-style-type: none"> • up to three (3) residential units on parcels of urban residential land, consistent with Bill 23; • gentle intensification in the City’s Neighbourhoods consistent with Official Plan policies. This will allow for a modest increase in the number and type of residential units at appropriate locations and within appropriate built forms; and, • medium and high density mixed use development within the City’s Centres and Corridors. <p>Work on the CZBL will also consider the possible implementation of a Community Planning Permit System (CPPS) in certain areas of the City, if deemed appropriate. A CPPS is a planning tool that streamlines Zoning By-law Amendment, Minor Variance and Site Plan Control applications into one application and approval. If implemented, a CPPS can assist with the delivery of housing within the City by streamlining and accelerating the planning review and approval processes.</p>		<p>To ensure appropriate built form, a Low Rise Typology Study is currently underway to inform zoning permissions and standards for the City’s Neighbourhood areas. Likewise, a Typology Study for the City’s Centres and Corridors is currently underway to ensure that new zoning regulations assist in meeting minimum population density targets while also achieving appropriate and desirable built forms.</p>	
<p>Transportation Master Plan Update (underway)</p> <p>City of Richmond Hill / Ministry of Transportation (MTO), Metrolinx, York Region, TRCA, Development Community</p>	<p>The TMP Update will identify transportation (active transportation, off-road trails and roads) infrastructure improvements, policies and programs to support planned population and employment growth as prescribed in the ongoing OP Update on a City-wide basis. The TMP Update is expected to be completed in 2023 in alignment with the OP Update.</p> <p>Recommended improvement projects will be incorporated into the Transportation Development Charges Background Study to carry out detailed cost</p>	<p>Applies to all forms of residential development</p>	<p>Timing of OP Update (some matters pending Provincial update to PPS/Growth Plan) is critical to the timing of the TMP. Staff continue to coordinate work on the OP, TMP, and City-wide DC Update where information is available.</p>	

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	estimates and into the City-wide Development Charges By-law update in 2023. Projects will be considered as part of the City's capital budget and forecast. Improvements will be implemented by the development community and/or by the City.		City-wide DC Bylaw Update is subject to appeal by development community through the Ontario Land Tribunal. Ongoing consultation with the development community is taking place during the update.	
Parking and Transportation Demand Management (TDM) Strategy (underway) City of Richmond Hill	A Parking and Transportation Demand Management (TDM) Strategy is underway to align development policy with the City's vision of building a new form of urban, affordable and transit-oriented community. It is intended to recommend standards, guidance and input into the City's ongoing CZBL Review, the TMP Update, as well as the OP Update.		This initiative will consider parking space requirements for new developments including affordable housing.	
Urban Master Environmental Servicing Plan Update (underway) City of Richmond Hill / York Region, Development Community	<p>UMESP Update Study will identify water and wastewater improvement projects to support the updated OP and growth forecasts within the City's intensification centres and corridors. The UMESP Update Study is expected to be completed in 2023 in alignment with the OP Update.</p> <p>Recommended improvement projects will be incorporated into the Development Charges Background Study to carry out detailed cost estimates and into the City-wide Development Charges By-law update in 2023. Projects will be considered as part of the City's capital budget and forecast. Improvements will be implemented by the development community and/or by the City.</p>	Applies to high-rise residential development	City-wide DC Bylaw Update is subject to appeal by development community through the Ontario Land Tribunal. Ongoing consultation with the development community is taking place during the update.	

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<p>Update to Engineering Standards (current)</p> <p>City of Richmond Hill</p>	<p>The updated City engineering standards provide direction related to low impact development (LID) which was absent before, providing developers and their consultants with an idea of what types of LID we prefer for various site conditions and types, which should accelerate timelines for this infrastructure type.</p>		<p>Although the standards apply to all types of development, updates included considerations for the City's changing urban context and a further update will be undertaken to develop urban specific standards for intensification areas.</p>	
<p>Water, Wastewater and Stormwater Modeling Project (underway)</p> <p>City of Richmond Hill</p>	<p>All three computer models will assist with the streamlining of development applications by making things more efficient. As part of the review of development applications, the City will be able to tell whether the infrastructure being proposed will work with the rest of the City's systems more quickly and accurately. The modeling will also enable the City to provide better information and direction to developers' consultants and work with them to achieve an acceptable infrastructure type and design which will help to facilitate development.</p>			
<p>Parks Plan and Parkland Dedication By-law (current)</p> <p>City of Richmond Hill / Development Community</p>	<p>Richmond Hill's Parkland Dedication By-law implements the Parks Plan, enabling the City to acquire parkland (or cash-in-lieu of parkland conveyance) to service the community.</p> <p>The following elements are provided in the approved Parkland Dedication By-law to aid with housing acceleration:</p> <ul style="list-style-type: none"> Fixed cash-in-lieu rates for all types of residential units to provide certainty to the development industry provided that a building permit is issued 	<p>All housing units to 2031</p>	<p>Although the Parkland Dedication By-law was approved, it has been appealed to the Ontario Land Tribunal. The broadness of certain appeals may extend the timeframe of the eventual OLT Hearing. Staff are working to scope appeals</p>	<p>The City reports to Council annually itemizing Parkland cash-in-lieu revenues per requirements of the <i>Planning Act</i>.</p>

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	<p>within two years of the submission of a development application;</p> <ul style="list-style-type: none"> • Parkland credits for strata parks; • Provisions for the conveyance of off-site parkland. <p>Revisions to the By-law will also be made to reflect changes from Bill 23.</p>		<p>to streamline the appeal process.</p> <p>While changes from Bill 23 provide certainty for some elements, the City's ability to obtain parkland is also affected.</p>	
<p>Update to City-wide Urban Design Guidelines (proposed)</p> <p>City of Richmond Hill</p>	<p>The City anticipates undertaking an update to the City-wide Urban Design Guidelines in 2024/2025 to support housing development spanning a variety of built-form typologies and density types and to align with updated OP policy direction.</p> <p>The Urban Design Guidelines update will also be informed by the CZBL studies underway related to residential development along Richmond Hill's Centres and Corridors and Low-rise Medium Density (residential) Built-form typologies.</p>	<p>A specific unit count cannot be identified, but the initiative facilitates design guidance on a city-wide basis for a broad range of housing types applicable to low, medium and higher residential densities.</p>	<p>Additional staff resources will be required to help scope, define and undertake the refresh. Retention of consultants to assist with the project may be needed in the absence of increased staff resources.</p>	
<p>Urban Design Guides/Briefs (underway)</p> <p>City of Richmond Hill</p>	<p>The purpose of this initiative, to be completed in 2023, is to provide supplementary design guidance for development applications in the form of concise briefs or guides. These guides address specific emerging urban design topics that bolster provincial objectives respecting housing development,</p>	<p>A specific unit count cannot be identified, but the initiative facilitates design</p>	<p>Internal initiative led by staff.</p>	

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	<p>intensification, complete communities, economic development, community safety and health, including transit and pedestrian supportive development.</p> <p>The Guides target medium and high-density residential development (including mixed-use) and focus on the design of at-grade uses, pedestrians mews, and structured parking. The Guides are intended to provide helpful information to the building industry (architects, designers, planners) and city staff on design matters to be considered early in the planning stages and in the preparation and evaluation of development applications.</p>	<p>guidance on a city wide basis for a broad range of housing types applicable to low, medium and higher residential densities.</p>		
<p>Climate Change Framework and Community Energy & Emissions Plan (current)</p> <p>City of Richmond Hill / Development Community, Residents and Businesses</p>	<p>The Climate Change Framework (CCF), approved by Council in 2020, is a corporate guidance document that outlines priority actions to improve the City's resiliency through existing municipal systems. The Community Energy and Emissions Plan (CEEP), approved by Council in 2021, outlines the municipality's pathway to a low-carbon future including actions to reduce greenhouse gas emissions, conserve energy and explore related economic opportunities, with the goal of reaching net-zero emissions by 2050.</p> <p>The Climate Change Framework identifies six system areas with actions, including the application of a climate lens to land use planning to reduce greenhouse gas emissions and increasing resiliency of property and assets. Furthermore, the CEEP identifies seven program area actions as part of its low-carbon strategy, including a target of 90% of new development taking place along Yonge Street, Highway 7, and identified Infill Areas as well as</p>	<p>N/A</p>	<p>Considerations include reputational risks for the City not meeting GHG reduction targets due to lack of funding/resources to implement actions. Concern over costs associated with implementing sustainability measures, the need for incentives and the impact on development approvals may limit uptake of developments incorporating climate mitigation measures.</p> <p>Updated OP policies clarify direction to develop compact communities and</p>	<p>The updated Sustainability Metrics Program is anticipated to begin tracking uptake on specific sustainability metrics, including new building and energy efficiency metrics in new development.</p>

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	<p>promoting multi-residential housing development. Together, these actions ensure that future development will include more efficient land use patterns, compact built form, a mix of land uses, higher density mixed-use buildings, infill development and denser housing which supports efficient energy use and prioritizes walking and cycling. The overall design of the City's built communities will accommodate future population growth by promoting more compact forms of housing, secondary suites, and mixed-use developments, which together also support the long term climate and sustainable development goals and the City's net-zero emissions target by 2050.</p>		<p>incorporate sustainable design considerations as part of the overall development process. To provide additional clarity, requirements of the updated Sustainability Metrics Program to encourage sustainable design elements in new development have been embedded earlier into the development review process. A joint study to develop a CIP program to incentivize sustainable design and affordable housing is underway.</p>	
DEVELOPMENT APPROVALS AND PERMITTING PROCESS IMPROVEMENTS				
<p>End-to-End Development Services Review (current) City of Richmond Hill</p>	<p>The End to End Development Services Review undertaken by KPMG was completed in January 2023 (a copy of the final report can be found on the City's website). The review provided a comprehensive assessment of the City's existing development application review process with the objective of improving the efficiency and effectiveness of the process.</p> <p>The review culminated in 24 recommendations which, amongst others, includes the following:</p> <ul style="list-style-type: none"> • implementation of a number of process-related improvements, including application streaming to limit the number of application circulations; 		<p>These recommendations build on the City's existing strengths in service delivery and customer service. Taken together, they will:</p> <ul style="list-style-type: none"> • increase consistency, effectiveness, predictability, and transparency; • reduce process steps and accelerate review timelines; 	

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	<ul style="list-style-type: none"> revising the development review process to increase consistency, predictability, and transparency; establishing process-wide governance to improve oversight and accountability; developing new project management tools to accelerate timelines and enhance the applicant experience; implementing a comprehensive performance management framework and the establishment of Key Performance Indicators; introducing new, specialized roles to improve workload distribution and staff capacity; and, the establishment of new approaches to training, onboarding, and career development. 		<ul style="list-style-type: none"> improve oversight and accountability; relieve workload pressures and increase staff and system capacity; and, enhance both the staff and applicant experience. 	
<p>Energov Development Application Tracking System (underway)</p> <p>City of Richmond Hill</p>	<p>The City is in the process of completing the integration of the EnerGov system which will serve as a replacement to the existing PALIS tracking system. EnerGov is an industry leading enterprise permitting and licensing platform which uses GIS to automate and centrally connect critical processes, streamline workflow, improve communication and increase productivity of the City's planning, permitting, licensing, asset management and citizen requests.</p> <p>A critical component of the EnerGov system is the Citizen Self Service (CSS) Portal which was recently launched. The CSS Portal will:</p> <ul style="list-style-type: none"> allow residents/businesses to submit and pay fees for Planning applications online; reduce manual effort for City staff from having to re-enter application data from iCreate or pen/paper forms into EnerGov (process/approval 		<p>The CSS Portal provides for electronic submission of development applications. The portal provides a new accessible and convenient online service for high volume applications for clients consistent with the Development Planning Division's efforts towards streamlining service delivery.</p>	

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	<p>engine) thereby leading to increased application processing efficiency; and,</p> <ul style="list-style-type: none"> improve transparency and turnaround for applicants on their submissions while providing them with an ability to determine the status of applications and communicate with City staff. 			
<p>Collaborative Application Process (underway)</p> <p>City of Richmond Hill / York Region and area municipalities, Development Community</p>	<p>The enactment of Bill 109 by the Province has resulted in a number of changes to the Provincial land use planning process including revisions to the statutory timelines for development approvals. The City, along with the other York Region municipalities, recently undertook a coordinated exercise to establish a common development application review process, referred to as CAP (Collaborative Application Process).</p> <p>The City is currently in the process of finalizing its own CAP process which shall put an emphasis on a robust and comprehensive Pre-Consultation and Pre-Application process. Through this process, consultation and technical review will be undertaken prior to the submission of a formal application and the remaining implementation and public process can be undertaken in a manner that is consistent with statutory timelines.</p>		<p>A consideration for municipalities includes the mandatory requirement for municipalities to refund application fees as a result of process delays or municipal non-decisions.</p> <p>This change required municipalities to rethink their review and approval processes in order to ensure that the new mandated timelines are met and that opportunities to streamline and improve service delivery are undertaken.</p>	
<p>Digitization, Streamlining and Process Improvements in Development Engineering Review (current, underway)</p>	<p>Circulation and engineering review for development applications has also been digitized as part of the Energov initiative (see above).</p> <p>As part of a corporate LEAN program:</p> <ul style="list-style-type: none"> implementation of Site Alteration Permit (SAP) improvements has helped to streamline the 	<p>Applies to all forms of residential development. The SAP process improvements apply to</p>	<p>Servicing agreements that have financial implications to the City based on the funding source(s) may require a staff report to Council. Therefore delegated authority to the</p>	<p>Annual internal reporting to Council would be required to summarize servicing agreements approved under</p>

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City of Richmond Hill	<p>development approval process for Residential Infills/Additions and Swimming Pools; and</p> <ul style="list-style-type: none"> Granting delegated authority to the Planning Commissioner to approve servicing agreements related to development applications will reduce long waiting times and excess processing and will advance construction of municipal infrastructure to support housing projects. <p>Grant funding from the Province's Streamline Approval Fund was used to hire a contract Project Coordinator and a Senior Transportation Planner to expedite engineering reviews in support of development applications.</p>	Residential Infills/Additions and Swimming Pools.	Commissioner would help accelerate the process.	delegated authority.
<p>Digitization, Streamlining and Process Improvements of Tree By-law Permit Process (underway, proposed)</p> <p>City of Richmond Hill</p>	<p>As part of its Tree Preservation By-law process, the City introduced a digital Tree Permit form, which includes online submission upload for applicants, payment processing and replacement planting notice of fulfillment.</p> <p>A forthcoming update to the City's Tree By-laws will consider investigating whether Site Alternation Permits (SAPs) associated with Infill Housing could adopt a similar approach taken with <i>Planning Act</i> applications [i.e. approval for tree removals via SAP agreement versus issuance of a separate Tree Permit (private trees) or an Access Permit application (public trees)]. Making such a process improvement would help to streamline Infill Housing-related SAP reviews by the appropriate City divisions.</p>	All SAP applications.	<p>An implementation risk/delay to the Tree By-law process is lack of adequate information provided by the applicant. The City completes social media reminders each year regarding its Tree Permit process and will need to continue these reminders, potentially in additional languages (currently only posting reminders in English).</p> <p>Resource constraints and limited staff capacity to deal with changing legislation and increased volume may delay the</p>	Internal SAP tracking is provided to the Director annually as part of the Operating Budget.

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			Tree By-laws review and related process improvements.	
<p>Digitization, Streamlining and Process Improvements in Building Permit Process (current, underway)</p> <p>City of Richmond Hill</p>	<p>The Building Division has undertaken a number of initiatives designed to improve its responsiveness to service requests. Initiatives include the introduction of e-permits and other electronic channels to enhance all aspects of the service, from building permit application intake, through electronic plan review and electronic data entry for field inspections.</p> <p>In addition, the legacy business system was recently replaced by a new system (EnerGov), providing the foundation for system and process enhancements. These changes are ongoing and require a significant commitment and ongoing support at all levels of the organization.</p> <p>The Division has also embarked on a review process to ensure that policies and procedures are modernized to streamline processing tasks and enhance the customer experience. A Development Application Fee Review Project is under way to review the direct and indirect cost of providing services in order to ensure that fees are competitive and provide full cost recovery.</p>		<p>In anticipation of increasing workload demands, including those associated with development around the Yonge North Subway Extension (YNSE), the Building Division regularly reviews staffing levels and skill-sets to address forecast increases in the rate of development.</p> <p>As workload demands increase, the division will need to increase staff resources. The ambitious targets set by the Province will present challenges, but the division is well positioned to respond to increases in the number of residential units and the complexity of building design.</p>	<p>A number of key performance indicators (KPI's), mandated by the building regulations, are used to track permit issuance and inspection request response times. These KPIs will provide the Building Division with the information and the tools necessary to track its ability to respond to the forecast increases in development.</p>

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OTHER INITIATIVES TO SUPPORT GROWTH AND CONTINUAL IMPROVEMENT				
<p>Richmond Hill Strategic Plan (current, underway)</p> <p>City of Richmond Hill / Other levels of government, Community, Developers</p>	<p>Richmond Hill’s Strategic Plan 2023-2027 is underway to update the City’s strategic priorities which were created to guide the City’s decision making and actions. Strategic Planning sets the vision and priorities for Council for the coming term. The challenge of meeting the housing target will be an important opportunity/challenge to consider as we develop the vision and priorities.</p>	<p>Unknown</p>	<p>Requires that Council and staff commit to implementing its vision through City programs and projects.</p>	<p>Measurement of strategic plan implementation to be determined once Plan is complete.</p>
<p>Funding Grants to Support City Projects and Programs (current, underway)</p> <p>City of Richmond Hill / Other levels of government, agencies and external funders</p>	<p>The City seeks grant funding from other levels of government and public and private funders to support City capital and operating initiatives. An important piece of seeking grant funding is advocacy – helping funders to understand how our programs and projects help them deliver on their priorities as well.</p> <p>The City’s revenue from grants decreases our reliance on other sources of funding, such as reserves or property taxes.</p>	<p>Unknown</p>	<p>Provincial and Federal grant programs are frequently “oversubscribed” meaning there is a scarcity of funding to support a large number of projects, which means many remain unfunded. If housing is a priority then more grant funding should be made available.</p> <p>To apply for a grant, the City must have identified a program or project as part of our level of service. Identification of these initiatives beforehand and how they help deliver housing may assist in obtaining grants.</p>	<p>Annual internal reporting of grants started in 2022. If projects can identify housing-related impacts, then this information may be incorporated into the reports.</p>

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Capital Budget and Forecast Planning Process (current) City of Richmond Hill	<p>One of the key functions of a municipal government is to ensure the necessary infrastructure is in place to support a vibrant, connected municipality. The City's Capital Budget and Forecast funds the maintenance and creation of City infrastructure. It is an investment in keeping our community livable and strong.</p> <p>The Capital Budget and Forecast represents a ten-year outlook of capital works and asset investments that consider corporate priorities and is updated annually to reflect revised/actual growth assumptions and infrastructure requirements to support growth.</p>		<p>The forecast provided is intended to align and adapt to changing priorities as new information becomes available. As projects are developed and implemented and new ones added, the 10-year capital program will be refined based on evidence</p>	
Development Charges By-law Update (underway) City of Richmond Hill / Development Community	<p>Development charges are fees collected by the City for new developments, and redevelopments and are a way of covering the costs related to growth in the community. The City is presently in the process of updating the Development Charges Background Study and associated DC by-laws, targeted for Q4 2023. The process will be informed by the anticipated growth projections, the servicing needs to accommodate growth and the capital costs to provide services to meet the needs, all of which will come to derive the development charges rates.</p> <p>Capital initiatives needed to achieve and support more housing are incorporated in the City's Master Plans and Studies and are reflected in the City's Capital Budget and Forecast. The DC By-law Update will provide funding for capital costs arising from the increased need for services related to growth.</p>		<p>Development charges are the City's primary revenue tool for funding critical infrastructure/projects to service increased growth. This reduces the overall burden on the taxpayer and ensures growth is paying for growth. Changes as a result of Bill 23 impact the City's ability to collect DCs.</p>	

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<p>Community Benefits Charge By-law & Strategy (current)</p> <p>City of Richmond Hill / Development Community</p>	<p>Richmond Hill Council passed the Community Benefits Charge (CBC) By-law and Strategy in July 2022.</p> <p>Introduced by the Province in 2019 to replace S. 37 of the <i>Planning Act</i>, CBC is a new revenue tool for municipalities to fund growth. CBCs work with Development Charges and Parkland Dedication to ensure that municipalities have the tools and resources needed to build complete communities.</p> <p>A CBC is imposed to recover the capital costs of any service needed due to development. CBCs can be levied only against higher density residential development, limited by the Act to developments that are:</p> <ul style="list-style-type: none"> • Five or more storeys, and • Contain 10 or more residential units. 		<p>Changes as a result of Bill 23 impact the City's ability to collect DCs.</p>	