

Transit Oriented Affordable Housing

A stylized line-art illustration in a light blue-grey color, positioned in the upper right background. It depicts a city skyline with several buildings of varying heights and a train on tracks in the foreground. The train is oriented horizontally, moving from right to left. The buildings have simple rectangular windows. The overall style is clean and modern.

**Leveraging Government Assets and Policies
in the GTHA**

CHALLENGE BRIEF

Why are we here?

Transit and affordable housing are both overburdened

The attractiveness of the Greater Toronto and Hamilton Area has caused an influx of new employment and population growth.¹ While the region as a whole is benefiting, housing and transit infrastructure are struggling to keep pace with this new prosperity. Rapidly escalating housing costs are making it increasingly difficult for people to be able to afford to live in and share in the region's success. The population of the City of Toronto grew 10.6 times faster than the number of rental units being built, increasing unaffordability in an already expensive housing market where vacancy rates are at about 1% (3% is considered a healthy market) and 76% of renters in the Toronto Census Metropolitan Area (CMA) with less than \$50,000 per year in household income are spending more than 30% of their income on housing.² Almost 21% of households in the Toronto CMA are in core housing need.³

The challenge of affordability is compounded by growing regional congestion. This congestion is not only having a significant impact on our region's productivity⁴ but is making it difficult for people to seek accommodation in affordable areas and still maintain reasonable access to jobs and community services. With the worst average commute times in North America⁵, 17.2% of workers in the Toronto CMA spend more than 1 hour traveling to work⁶, a figure that has risen by 16% from 2011 to 2016 as the population has increased and people move further from the City of Toronto in search of more affordable housing⁷. Simultaneously, some transit systems in the GTHA are reaching peak capacity on a growing number of routes⁸.

DID YOU KNOW?

Housing in Canada is typically considered "affordable" if it does not exceed 30% of a household's income before tax.

Deeply interconnected...

Transit and housing are deeply interconnected elements of a city. Housing density makes public transit feasible⁹ while access to public transit is a highly desirable factor when selecting housing. This circular relationship is being leveraged by both the planning and development community. The unintended result is that rapid transit infrastructure is often correlated with higher land values and gentrification¹⁰, while the lowest income neighbourhoods in Toronto often have the worst access to transit.¹¹ This is a problem.

High-quality transit - frequent, reliable, comfortable, fast - provides access to job and social opportunities, and is a key linkage in ending the cycle of poverty¹². Low-income renters are also the most frequent public transit riders.¹³ Providing affordable housing in close proximity to stations is therefore a key factor in maximizing the value of investments in both transit and housing, increasing ridership and building housing that meets the needs of its residents.

However, the relationship between affordable housing and proximity to transit is not straightforward – while generally areas with better access are more expensive to live in, access to high quality transit can help to lower the cost of commuting¹⁴. Those with limited means struggling to afford housing in weak market areas without transit are therefore doubly burdened.

In summary, although higher order transit enhances mobility, it may also result in displacement and create or exacerbate pre-existing challenges with housing affordability. The growing challenge of affordability, particularly within our urban centres, coupled with high levels of congestion is making the ability to deliver more affordable housing with transit increasingly important.

...but addressed independently

Affordable rental in transit-oriented development is an aspiration in housing, land use and transportation planning, which is acknowledged in government policy documents that range from the Provincial Policy Statement and Growth Plan for the Greater Golden Horseshoe to Official Plans across the region. Policies generally direct intensification towards transit stations and encourage the provision of affordable housing. Metrolinx's Regional Transportation Plan 2041 includes housing affordability as one of the key factors influencing transportation patterns in the GTHA over the next 25 years, and states that "It will be increasingly important to monitor the combined affordability of housing and transportation."¹⁵

Despite this recognition, as well as interest and investment in these two related and entangled issues, there is a lack of coordination in practice. Funding and delivery organizations are not readily able to translate this vision into action when it deviates from their core mandates.¹⁵ The result is a missed opportunity to align affordable housing and transit delivery in a way where the two become more mutually supportive.

Starting to be addressed together, but challenges remain

A growing public awareness of the limitations of the current models of housing, transit funding and delivery across the GTHA is leading to the launch of a number of initiatives to align the two issues. ○

However, significant challenges remain in developing transit-oriented affordable housing, including: a lack of government alignment and coordinated financing mechanisms, high land values at transit stations, lack of proactive land use and transit planning and policy. Most importantly, both affordable housing and transit development involve a complex array of stakeholders (policymakers, funders, providers, operators, and users, in the public, non-profit and private sectors), with interests and goals that are in competition as much as they are in alignment. It is through building bridges between the many transit and affordable housing silos that we can operationalize solutions.

See more about this, and what interviewees are saying, in Section 3 Key Issues.

EMERGING TRENDS

Transit, housing, and land are finally beginning to overlap in substantive ways:

- **Housing Now** - City of Toronto initiative to provide long-term leases on surplus land to private developers, with aspirations to provide 10,000 homes, including 3,700 affordable rentals. All 11 sites are considered transit-oriented, located within 500-800 metres of a rapid transit station¹⁶.
- **Provincial Policy:** Growth Plan 2019 and Bill 108 - The Growth Plan places renewed emphasis on transit-oriented development, encouraging increased density in major transit station areas. Bill 108 (More Homes, More Choice Act, 2019) directs the application of inclusionary zoning policies to major transit station areas. Together, this suggests a recognized connection between density, transit, and affordability.

The opportunity: housing investment + transit investment

Transit

There has been unprecedented commitment to investment in new projects in the GTHA. The Provincial government has unveiled a \$28.5 billion transit expansion plan, committing at least \$11.5 billion (with the rest intended to be contributions from other levels of government). This includes the Ontario Line in Toronto, Scarborough Line 2 Extension in Toronto, Eglinton West LRT in Toronto, and Yonge North Extension in Richmond Hill. The investment is in addition to the Eglinton Crosstown LRT in Toronto (to be completed by 2021), Finch West LRT in Toronto (to be completed by 2023), Hurontario LRT in Mississauga and Brampton (to be completed by 2022), the Hamilton LRT (to be completed by 2024), the YRT/Viva Bus Rapid Transit network (to be completed by 2020), and the GO Transit Regional Express Rail (RER) investment (to be completed by 2025).

Such a large government commitment to transit expansion in the region is a rare opportunity. Projects underway have begun deploying Community Benefits Frameworks with the aim of leveraging transit investments for a broad range of benefits that can be delivered for equity-seeking and low-income groups¹⁷. There are implicit and explicit assumptions that transit will stimulate private sector investment along the routes and most notably at transit stations. Demand for housing coupled with a supportive policy framework is expected to lead to an acceleration of residential development in these areas. Can the scope of community benefits programs be widened to include affordable housing? How can the demonstrated uplift in land values be used to leverage more affordable housing options from the private sector at scale? Can silos be broken down to tie public transit funding directly to public investments in affordable housing? A comprehensive approach can help to re-imagine how investment in public transit can support the provision of affordable housing and in doing so contribute to more complete, transit-oriented communities.

Housing

Various levels of government have taken initial steps to address the challenges of housing affordability:

- Federal government: The National Housing Strategy (2017) has promised \$55 billion in expenditures over 10 years, including direct funding, grants, and loans through the Housing Co-Investment Fund, Rental Construction Financing Initiative, the Federal Land Initiative, the Canada Community Housing Initiative, and the Canada Housing Benefit. While the Parliamentary Budget Officer notes that the funding “largely maintains current funding levels for current activities and slightly reduces targeted funding for households in core housing need”¹⁸, the strategy (and associated National Housing Strategy Act) creates a stronger case on a national level to spur conversations about the right to housing.
- Provincial government: Queen’s Park has secured bilateral funding agreements with Ottawa to facilitate the transfer of federal funding dollars to recipients; setting the policy and planning framework that allows municipalities to encourage or require affordable housing
- Municipal government: Various programs exist across municipalities. As an example, the City of Toronto’s Open Doors Program provides support for affordable housing construction via capital funding, fees, property tax relief, approvals fast tracking, and surplus City-owned land implemented through an annual call for applications.

Benefits of Alignment

For housing affordability, adjacent transit can provide:

- The land value uplift that, if captured effectively, can help to subsidize affordable housing development
- Public and private investment that can be leveraged for impact on issues broader than transit
- Significant benefits for residents in terms of improved amenity and reduced overall living costs. Affordable housing near transit may have double the impact on the affordability of one's life.

For transit, adjacent affordable housing can provide:

- Dedicated ridership greater than that of owner-occupied market units
- Opportunity to mitigate some of the potentially negative impacts of transit expansion such as displacement

Join us in asking:

How can we leverage municipal, provincial, and federal policies and resources to align transit infrastructure delivery with affordable housing provision in a way that supports transit ridership and the development of complete communities?

About the Lab

Why a Solutions Lab?

This Transit-Oriented Affordable Housing Solutions Lab aims to contribute to the alignment of affordable housing and transit infrastructure development in the Greater Toronto and Hamilton Area in a way that is mutually supportive. Our approach convenes key stakeholders to harness diverse perspectives toward systemic change. Although there are many barriers in practice, opportunities exist to leverage public resources along higher-order transit corridors to support affordable housing objectives.

The Solutions Lab seeks to expand our understanding of the issues and highlight new relationships and factors for consideration by bringing various participants to the table. **This project does not attempt to solve the region's affordable housing issues; rather, we are investigating the unique opportunities that arise when investments in affordable housing and transit infrastructure align.**

This Solutions Lab is focused on:



Testing and refining our common understanding of the challenges;



Developing a deeper understanding of the various perspectives from those involved with transit and housing;



Finding key insights to inform solutions to overcome these challenges; and



Bringing together key stakeholders to engage in dialogue to inform the problem framing and co-design of potential solution ideas.

Phases of work

This Solutions Lab is organized into four key phases of work:



Research

This phase set the foundation of the Lab process with a selection of interviews with key stakeholders and related desktop research. High level takeaways are summarized here in this brief.

- Appendix 1 summarizes the desktop research process and findings.
- Appendix 2 includes a curated selection of case studies of transit and affordable housing alignment.
- Appendix 3 summarizes the stakeholder interview process. Interview findings are detailed in this Challenge Brief in Sections 3 and 4



Development

This phase will evaluate our initial findings and highlight any gaps, along with proposing potential solution ideas. *This workshop is a key component of the Development phase.*



Prototyping

This phase will look to test our ideas and explore them more deeply.



Roadmap

This phase will complete the project by proposing a way forward. **Look out for another workshop in this phase!**

The Transit-Oriented Affordable Housing Solutions Lab is a partnership between Urban Strategies Inc., MaRS Solutions Lab, Evergreen Canada, and The Natural Step. This Lab is made possible through the generous support of Canada Mortgage and Housing Corporation (CMHC) through the National Housing Strategy's Solutions Labs funding stream.

Key issues



This section highlights our understanding of the key issues, trends, and challenges **as explained to us by stakeholders**. You may disagree. It is not an all-encompassing diagnosis of the challenges related to transit-oriented affordable housing, rather, it is a series of insights intended to provoke discussion throughout the workshops. Did we understand correctly? What are we missing?

Lack of government alignment

There is a lack of coordination amongst three key levels of government.

- Lack of intragovernmental coordination
- Lack of vertical coordination
- Lack of regional coordination

While both housing and transit can be priorities within government, they are typically delivered independently with little coordination. This siloed nature leads to gaps in knowledge, missed opportunities, and conflicting organizational mandates.

While federal, provincial, and local governments are all working towards resolving housing and transit issues - frequently working together to deliver funding and programming - they are also often out of sync. If policies from one government are not in place when another makes an investment, maximal public benefit is not secured.

Transit and housing are both regional issues with scope across multiple municipalities. Local governments need to understand the implications of actions beyond their borders and work together to solve issues collaboratively.

For all three dimensions, a key question is: who is taking the lead?

Increased value and limited availability of land

Land scarcity and land cost are a major barrier to transit-oriented affordable housing.

- Lack of land supply
- Land values increasing
- Gap between income and housing prices

As development increases across the GTHA the availability of sites suitable for development lessens to create a scarcity.

This in turn causes the land value of those select sites to increase making it difficult for non-profits or governmental actors to participate in open housing markets.

There is simultaneously a growing gap between income and housing prices requiring an increased level of subsidy for true housing affordability.

Lack of clear and coordinated financing methods

Funding mechanisms and financial support are key pillars for success.

- Urgency in rhetoric not action
- Need to determine an effective suite of financial tools/incentives
- Need to coordinate from a range of sources
- Non-profit actors aren't able to take the lead

Despite claims of crisis, there is little new funding for affordable housing or policy shifts to encourage sufficient density.

The pro forma needs to work for the development occur. Cannot require more public benefits than the market can absorb while simultaneously limiting public incentives to the bare minimum.

Currently the existing funding mechanisms are indeterminate and vague. It is difficult to accurately predict and rely on multi-level government funding making grants and loan incalculable.

This lack of certainty around funding streams increases the barrier to entry from non-profits that may otherwise contribute to the transit-oriented affordable housing provision by reducing resources available, tolerance for risk, and ability to compete for larger sites.

Lack of effective policy and transit planning

Policy is often unresponsive to the realities of transit or housing, particularly as it relates to market forces.

- Short-term thinking
- Restrictive zoning
- Restrictive affordable housing provisions
- Policy lags transit investment
- One-size fits all policy; ignores local market specificity
- Lack of planning for transit ridership
- Misaligned procurement

The political cycle does not effectively respond to issues that require long-term and consistent planning. Short-term costs lead to long-term benefits that often accrue once leadership changes over.

Zoning may not reflect the municipality's stated goals with respect to density in order to secure community benefits contributions. (Section 37 of Ontario's Planning Act authorizes municipalities to grant increases in height and density of development in exchange for the provision of community benefits). The result is a costly and lengthy approvals processes, reducing provision of affordable housing in transit-oriented locations.

Governments are not necessarily concerned with market viability when setting policy. Requirements for affordable housing funding may be too significant to incentivize desirable projects.

If transit announcements are made ahead of affordable housing requirements on adjacent properties, the land value will prematurely increase and reduce the viability of affordable housing delivery.

Policy related to affordable housing at transit should be location specific. Market conditions and desirability vary significantly.

The success of transit is as reliant on a density of jobs and housing to support the desired level of ridership as it is on construction, financing and operations. Planning for this density is required.

Government procurement and land disposition prioritizes upfront cost-effectiveness. However, this ignores the long-term benefits of evaluating with a more holistic set of criteria.

Emerging Opportunities

Although challenges remain interviewees identified an array of emerging opportunities and ideas for potential solutions.



Partnerships in Development Can Improve Delivery Effectiveness

- Additional financing + assets
- Affordable housing and social context protected
- Faster development
- Risk mitigation

Partnerships - in multiple forms - was suggested as a key opportunity. Collaboration between governments was a clear theme, as was the willingness to leverage private and public partnerships for transit-oriented affordable housing, which may involve the redefinition of roles. Private actors also expressed the need for the expectations to be established early on in a consistent matter to better plan and provide affordable housing near transit.

Recent examples of partnerships include land swaps between Toronto Lands Company (TDSB) and CreateTO (City of Toronto)

Increased Attention on Funding Streams

Housing funding:

- CMHC NHS Co-investment fund
- Provincial Lands Program
- City of Toronto OpenDoors program
- Down payment assistance programs
- Density incentives

Transit funding

- Public Transit Infrastructure Fund
- Investing in Canada Infrastructure Fund
- Gas Tax
- Property Taxes

One of the key barriers to transit-oriented affordable housing is the financial cost of development. Recent announcements of financial incentives and funding provided by various levels of government present an opportunity for alignment among these different streams. Application timelines and criteria vary across program types. Streamlined funding guarantees across levels of government (i.e. if an application is accepted at the federal level it is also accepted at the municipal level) would add certainty to the application process.

Capital funding for transit expansion was announced with unprecedented investment across the region. This creates opportunities to plan for co-investment, expanding the mandate of transit investment (similar to Community Benefits Agreements), tackle the problem at a regional scale, and leverages partnerships.

Alternative Housing Models May Offer Potential

- Co-ops
- Home Unbundling
- Micro Units
- Leasing vs Ownership

While alternative housing models are not a stand-alone solution for transit-oriented affordable housing, they offer a supportive opportunity to increase affordability. Housing norms are shifting; the large scale acceptance of alternative housing models such as co-ops, micro units, and the elimination of parking offer the opportunity for lower housing unit costs if construction savings are ultimately passed to the end consumer. Many of these opportunities are ideally suited for housing integrated with transit. These savings, paired with future financial tools and policy changes can offer the opportunity for housing that is both innovative and affordable.

Availability of Government Owned Land

- Metrolinx is one of the largest owners of land in North America
- Government owned parking lots
- Under-utilized sites
- City of Toronto's Housing Now Program
- ModernTO: City-Wide Real Estate Strategy and Office Portfolio Optimization

One of the most significant barriers to more widespread transit-oriented affordable housing is the cost and availability of land. A potential source of land near transit is that which is owned by government agencies.

All levels of government own and manage land in close proximity to current and planned transit infrastructure. These lands are often used either for transit delivery itself - in the form of station footprints or adjacent parking - or are declared surplus and sold to generate revenue. Public transit investment creates significant value in land but little has been done in the past to capture this value for public benefits such as affordable housing. Luckily, this is beginning to change.

Governments are realizing that public land is often an underutilized asset, and are actively finding ways to dispose of surplus properties. There are, however, strong incentives to simply sell the properties on the private market to create new income. There is an opportunity - already realized in several projects - to ensure that underutilized public land is deployed for public benefit through the inclusion of affordable housing.

Growing awareness that affordable housing and transit are interdependent

- BuildTO is now CreateTO
- Intertwining of some functions of Metrolinx and Infrastructure Ontario
- Changes to the Growth Plan and Provincial Policy Statement

Government agencies are increasingly considering transit oriented development and affordable housing as core issues that require concurrent consideration. By aligning government mandates to overlap at the intersection of both transit and housing there is an opportunity to comprehensively approach the issue. This recognition - seen through both policy and programming - is a step in the right direction to build momentum for future solutions.

Public discourse is shifting as well. A growing desire for transit coincides with a shift in the perception of affordable housing, with greater acceptance for the concept of mixed-income communities. This creates more favourable conditions for action through collaboration/partnership and government investment.

There are also emerging valuation tools that can account for the uptick in land value related to transit development and leverage this toward affordability.

Questions we are asking



Transit-oriented affordable housing is clearly a complex problem, with no obvious solutions. There are many potential paths forward. Given this, we have many outstanding provocative questions related to the issue of transit-oriented affordable housing. You might too. Here are some of the issues we are thinking about:

- Who is responsible for transit-oriented affordable housing? Who can, and will, take ownership?
- How can we make it a condition that social benefits accrue out of an investment?
- What can be changed through policy alone? What about politics?
- Could government housing and transit funding programs have requirements or incentives to report on or to include transit-oriented affordable housing?
- Should affordable housing be the priority for value capture techniques, as opposed to other public benefits? Why or why not? How can we best determine how to extract those benefits?
- Is it possible and/or desirable to capture the full life cycle benefits of affordable housing (savings in healthcare, unemployment assistance, etc.) and translate this into a pro forma?

What are the questions that you want answered?

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Appendices

Appendix 1: Desk Research Summary

What we did

We familiarized ourselves with the subject matter by conducting desk research prior to and alongside stakeholder interviews, looking to understand the existing landscape of affordable housing and where it intersects (or doesn't) with the existing landscape of transit infrastructure and investment. What information is out there? What is not? Our desk research incorporated three primary streams of inquiry, investigating:

1. Organizational mandates of public sector housing organizations and transit organizations to understand the presence of any crossover objectives. What do these important institutional actors see as their purviews? Mandates assessed included those of the following organizations:

- Federal: Canada Mortgage and Housing Corporation (CMHC), Canada Infrastructure Bank, Canada Lands Company, Public Services and Procurement Canada
- Ontario Provincial: Ministry of Transportation, Ministry of Municipal Affairs and Housing Infrastructure Ontario, Infrastructure Ontario, Ontario Mortgage and Housing Corporation, Municipal Property Assessment Corporation, Metrolinx
- Municipal Government: CreateTO, Toronto Community Housing Corporation, Region of Durham, Ajax Municipal Housing Corporation, Clarington Task Force on Affordable Housing, City Housing Hamilton, Hamilton Land Development Task Force, Region of Peel, Peel Living

2. Policies, guidelines and programs related to affordable housing funding, transit-oriented development, and the interconnection of transit infrastructure and affordable housing. What is the existing framework in which we operate? Are our various levels of government encouraging transit oriented affordable housing? Items reviews included:

- Government of Canada - Public Transit Infrastructure Fund
- Government of Canada - Investing in Canada Infrastructure Program and related Integrated Bilateral Agreements
- Government of Canada - CMHC Housing Co-Investment Fund
- Government of Canada - Right to Housing in Canada and the National Housing Strategy Act

- City of Toronto - Housing Now
- City of Toronto - Official Plan and secondary plans
- City of Toronto - Open Door Program
- City of Toronto - Toronto Housing Market Analysis
- Federation of Canadian Municipalities - Green Municipal Fund

3. The practices, policies, and programs in various jurisdictions to understand the challenges and opportunities that exist elsewhere. A particular focus was placed on finding successful examples of alignment between affordable housing and transit development.

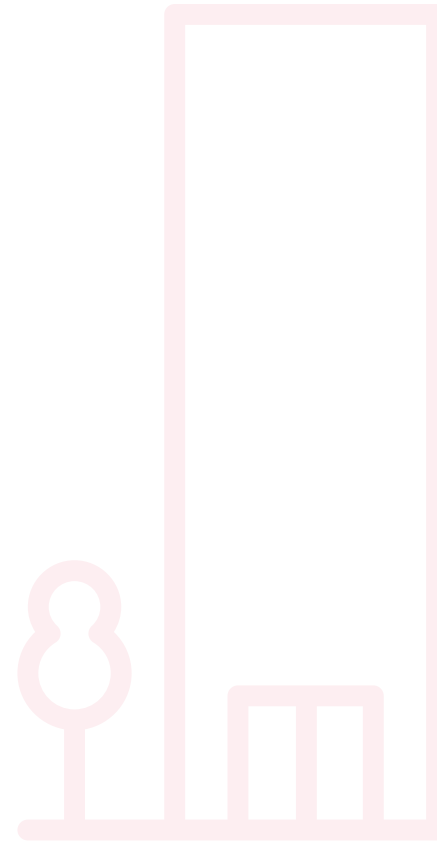
- Puget Sound - Regional Equitable Transit Oriented Development Policy
- Seattle - Mandatory Housing Affordability Policy
- Metro Vancouver - Nodal Development in the Regional Growth Strategy
- Metro Vancouver - Transit Oriented Affordable Housing Study Phase 1 and 2
- Edmonton - Smarter, Greener Growth Policies
- Saskatoon - Corridor Growth Study
- City of Toronto - Rethinking the Tower: Innovations for Housing Attainability in Toronto

Key insights

Desk research produced a number of insights into the status of transit-oriented affordable housing, with four high level themes emerging:

- Inconsistencies between jurisdictions and levels of government with respect to funding and planning
- Surplus land as an underutilized asset
- Regional focus is key - both housing and transportation are regional markets and should be treated accordingly
- Affordable housing provision should be incorporated into initial planning for transit investment, not an afterthought

Specific insights have been reproduced below. Case studies can be found in Appendix 2.



Presently there is limited formal connection between transit infrastructure and affordable housing funding.

However, transit funding does frequently include requirements for non-transit priorities (i.e climate change and local employment). Could affordable housing be included as a non-transit priority? Other jurisdictions have social benefits, including affordable housing, as a criteria for federal or state funding.

Provincial government policy can require transit agencies to engage with affordable housing provision.

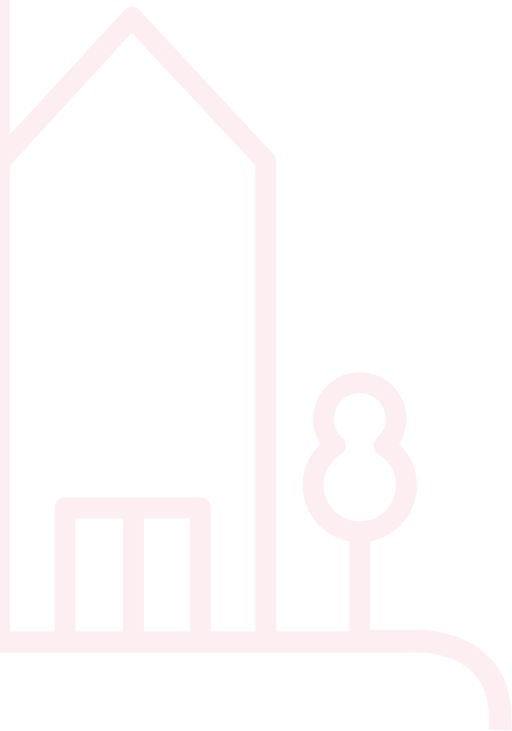
In greater Seattle, Sound Transit adopted its eTOD (Equitable Transit Oriented Development) policy in 2018, pursuant to a 2016 Washington state statute that directed the prioritization of affordable housing in surplus property disposition. Transit agencies now have the obligation to offer a minimum of 80% of surplus properties for affordable housing developments. The result is the transfer of surplus parcels adjacent to light rail stations to affordable housing developers for little to no cost. This system is contingent on transit authority's capacity to absorb the financial loss associated with not selling properties at market rate.

The use of underused/surplus lands needs to be a key aspect of transit-oriented affordable housing.

The strategic and creative utilization of underused / surplus lands that are controlled by entities not traditionally involved in providing housing, and associated with existing transit infrastructure, is a significant opportunity. Many jurisdictions (Toronto and York Region for example) are working towards transit oriented affordable housing on public lands using long term land leases.

Affordable housing should be considered as a key component of transit land use planning.

(i.e in transit corridor, station area and neighbourhood plans). It should be considered in agency mandates and included at the initial transit planning stage. Specifically public agencies should be more strategic in acquiring lands (more than the minimum needed for transit construction) in order to safeguard future development for affordable housing.



A regional transit oriented affordable housing fund could effectively blend capital contributions from governments, philanthropists, and financial institutions.

The fund would provide lower-cost loans to support the different stages of housing development, such as site acquisition, pre-development, construction, and post-construction financing, to advocate for transit-oriented affordable housing. Like transit, affordable housing is not a singular city issue, it needs a regional approach and lens.

A champion is needed, which should be an organization that has the motivation, professional capacity, and the capital to be a lead investor and / or fund administrator.

Set clear policy around affordable housing requirements prior to announcement of transit infrastructure investment.

This will align market expectations of land value to incorporate affordable housing requirement, so it can be effectively delivered by the market. There is a known expectation and understanding ahead of time for the requirements for affordable housing when land is sold near transit. This practice will create a clear playing field for how development will work, including across jurisdictions.

Government intervention is needed.

There has been a severe shortage of purpose built rental within Toronto in the last 20 years. As Toronto grows, the population ages, and incomes become increasingly polarized (increasing the number of lower income households), the demand for affordable housing and associated services will become more severe. Toronto cannot rely on private developers to solve housing challenges on their own.

Trends in affordable housing such as home unbundling and micro living offer a unique opportunity.

Housing within a Major Transit Station Area provides the opportunity to eliminate parking and re-purpose a portion of the resulting space for expanded storage lockers, making the provision of micro units (or smaller units) realistic. The remainder of what could have been parking would reduce construction costs, reducing the overall cost of units (if these savings are passed along to the consumer).

There are inconsistent definitions of what defines affordable housing and therefore what funding is available for projects.

As an example, the CMHC Co-Investment fund defines affordable housing as 80% median market rate, for 30% of the units of a development, for a time period of 20 years. Open Door Toronto defines affordable housing as 100% average market rate, for 20% of the units of a development, for a time period of 30 years. There are also inconsistencies in policies across the region more generally

There is a strong need for breaking down silos between different government agencies, particularly transit and housing authorities.

Different organizations need to work together to achieve long-term visions for communities (housing, transportation, energy, sustainability, affordability, etc). There is a need for long-term planning documents that appropriately represent each of the individual fields, but clearly align to deliver unified outcomes.

Appendix 2: Case Studies

Metro Vancouver: Transit Oriented Affordable Housing Study

METRO VANCOUVER, BRITISH COLUMBIA

COMBINING FUNDING MECHANISMS AND POLICY TOOLS

Currently, funding mechanisms and policy tools to achieve transit-oriented affordable housing are limited. One of the key barriers is financial. There is limited access to grants to support redevelopment, which comprises activities from project inception all the way to construction; little to no funding available for land acquisition costs; and rigid requirements of available public sector funding / financing programs. Metro Vancouver proposes the creation of a new fund to counteract the financial limitations that non profits face in the building of transit-oriented affordable housing.

Metro Vancouver completed a multi-phased, three year study intended to expand the knowledge of practitioners and decision-makers about the challenges and opportunities in increasing the supply of affordable rental housing near the region’s frequent transit network.

One of the key recommendations is the creation of a regional transit-oriented affordable housing fund that better connects stakeholders to funding and support for the creation of transit-oriented affordable housing. The fund would provide low-cost financing to support different stages of housing development, such as site acquisition, pre-development work, construction, and post-construction financing. The fund would blend investments from governments, philanthropists, and financial

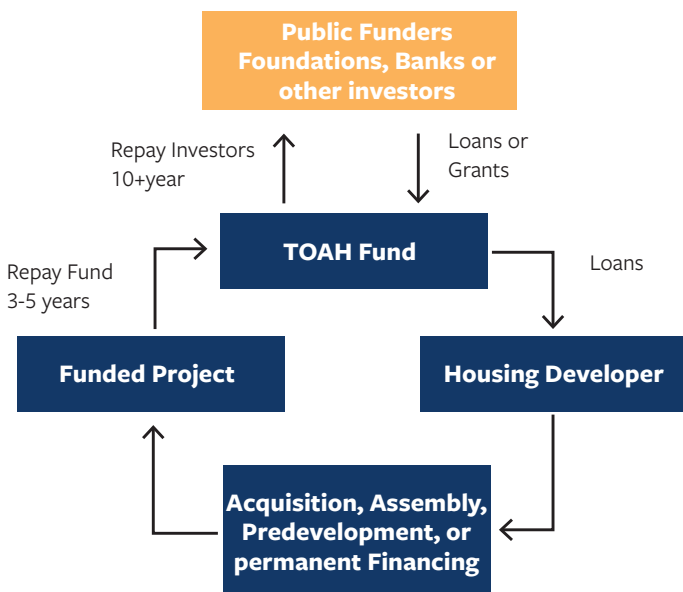
institutions. This type of funding mechanism is recommend to need a regional champion in order to achieve its mandate.

The report identifies that the strategic use of lands under public or non-profit ownership for transit-oriented affordable rental housing should be a priority. It also identifies that affordable rental housing is an important transit-oriented land use and should be a key component of transit corridor, station area and neighbourhood plans.

Having only recently completed it’s research stage, the study’s findings, including the regional fund, have yet to be implemented.



Rendering of proposal for the redevelopment of the Ashley-Mar Housing Co-op development. Developer to replace the co-op’s existing 54-unit townhome complex at 8495 Cambie Street, located 100 metres from a light rail station.



Flowchart of Vancouver Transit-oriented affordable housing fund model

One Flushing Development

NEW YORK, NEW YORK

TRANSIT INFRASTRUCTURE IMPROVEMENTS REQUIRING CONCURRENT AFFORDABLE HOUSING

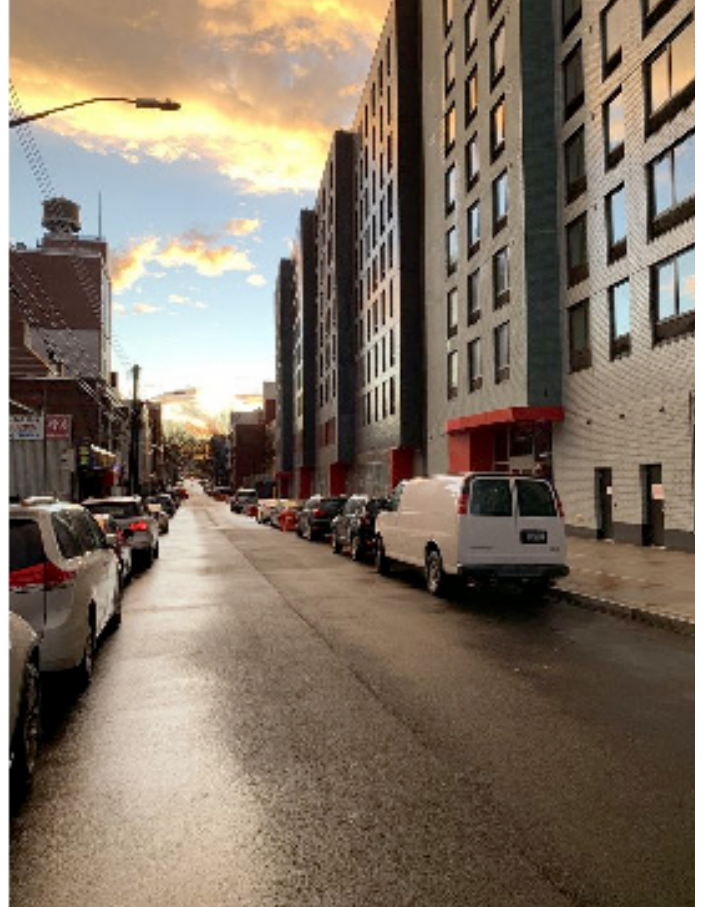
The renovations of existing transit stations represent an opportunity to leverage affordable housing as a required consideration in the bid and construction process of all future transit station improvements. One Flushing is an example of local level advocacy for affordable housing, which ultimately influenced the bid process for the capital improvements of Flushing Station. This shift was a result of coordination amongst transit and housing authorities at both the state and city level.

One Flushing is the culmination of a 10 year plan to develop affordable housing in the Flushing neighbourhood of Queens in New York City. It is a case study in collaboration across multiple levels of government and organizations to transform a municipal owned parking lot into a community based affordable housing development.

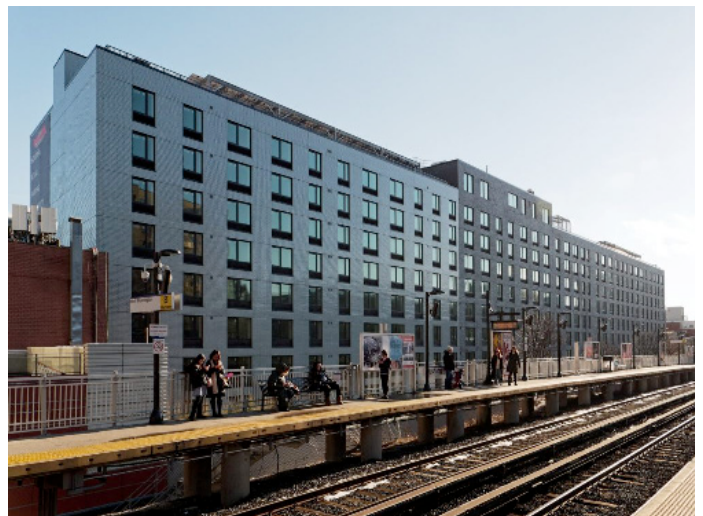
The project was initiated through a study of the Flushing Long Island Rail Road (LIRR) station and necessary capital improvements. The local development corporation established a new provision that requires affordable housing as a component of all future transit station improvements. This provision came as a result of long term community advocacy from local residents for the need of increased affordable housing options for the area. The project then proceeded with the transfer of surplus lands (the municipal parking lot) from the Department of Transportation to the Department of Housing Preservation and Development, and a request for proposals was issued for the construction of housing while station improvements were underway.

One Flushing is the first project to incorporate the city's pioneering Mandatory Inclusionary Housing Program (MIH), which was enacted in 2016. The MIH creates affordable housing in designated (rezoned) areas for increased density. The project created a diversity in tenure and units sizes and includes 6 units reserved for low income seniors, and 117 permanent, affordable housing units.

The success of the One Flushing Development is due to the combination of two separate programs that were aligned for the development. The first was an outcome of community advocacy for local affordable housing options that resulted in a provision that all future station requirements include affordable housing. The second is the application of the MIH program.



Street view of the One Flushing housing development



View of LIRR railway with One Flushing in the background

Puget Sound: Regional Equitable TOD Policy

SEATTLE METRO AREA , WASHINGTON

TRANSFERRING SURPLUS TRANSIT LANDS FOR AFFORDABLE HOUSING

The planning and construction phases of new transit infrastructure results in surplus lands that are no longer needed once construction finished. These government owned land offer an opportunity to reconsider their uses in supporting TOAH. Puget Sound is a case study in the transfer of surplus lands to affordable housing developers at little to no cost to support TOAH efforts.

In 2016 the State of Washington passed a state wide statute that directed for affordable housing to be prioritized when government agencies are disposing of surplus lands. Transit agencies now have the obligation to offer a minimum of 80% of surplus properties for affordable housing developments. In response, Sound Transit (the Regional transit provider for the Seattle Metropolitan Region) established an equitable transit-oriented development (ETOD) framework to provide increased affordable housing options in close proximity to transit. The framework has five core objectives:

1. Increasing the social value, effectiveness and ridership of transit;
2. Supporting the implementation of local, regional and state growth plans;
3. Ensuring equitable access to transit and transit planning initiatives;
4. Facilitating the development of a wide range of housing options in the catchment area of light rail stations; and
5. Emphasizing multimodality for transit access, particularly active transportation modes.

As part of the construction of the Central Link light rail line in the Seattle area, Sound Transit acquired several parcels in the vicinity of future stations to serve as staging areas and material depots. These properties, some of which were located in some of the region's most desirable areas, became surplus and sat empty for a number of years once construction was complete. Rather than sell these properties at market rate, Sound Transit has opted to transfer land to affordable housing developers at below market rates and, in some cases, no cost. This allowed for the development of housing for low- and moderate-income households in areas where transit improvements often price them out of the housing market.

Together with local housing authorities, the transit authority selects developers based on their capacity to maximize land utilization and target certain at-risk groups such as seniors with

fixed incomes and formerly homeless individuals. The number of units and a requirement to maintain long-term affordability of units are specified in the transaction agreements. Proposed projects must include at least 80% of units offered to households earning 80% or below the area median income. Most of these projects also offer ground-level retail and community spaces. The policy is now an integral part of the future development of Sound Transit's light rail network.

Such a strategy can be implemented in communities where transit authorities own surplus properties within the catchment area of existing or under development stations. The success of this strategy also depends on the transit authority's capacity to absorb the financial loss associated with not selling properties at market rate.



Capitol Hill Station, opened in 2019



Rendering of housing development scheduled to be complete 2020 and have 428 apartments, including 178 affordable apartments

Transit Oriented Communities & Development

LOS ANGELES, CALIFORNIA

CREATING A FRAMEWORK OF PRIORITIZED TRANSIT AREA TARGETS

The proximity of transit and the mode of transit impacts the desirability of housing. The higher the order of transit and the closer the station or stop, the higher the desirability of a potential development. Los Angeles has created a guideline that seeks to leverage the desirability of mode/proximity of transit through the creation of affordable through increased development incentives. This is a policy that recognizes the innate benefits of quality and proximity of transit, and leverages these benefits for increased affordable housing.

In the midst of a housing crisis, Los Angeles has created a framework to incentivize affordable housing; the Transit Oriented Communities Affordable Housing Incentive Program Guidelines, having two main objectives:

1. Encourage the development of more affordable housing
2. Cluster private development (and affordable housing) in the vicinity of transit stations

The guidelines are designed to encourage affordable housing by creating four tiers ranked based on transit quality. Each tier has specific requirements which outlines the proximity and quality of transit. (See table 1). The affordable housing requirements are categorized based on three tenure types of low income: Extremely Low Income (ELI) households, Very Low (VL) income households, Lower Income households (Low). The income categories are designated by the State under California Department of Housing and Community Development based the local area median income (AMI);

- Extremely low income (ELI): 0-30% of AMI
- Very low income (VL): 30% to 50% of AMI
- Lower income (Low): 50% to 80% of AMI;

When developing a property within one of the four tiers, a developer has choice of the percentage of the three tenures to be included (ELI, VL or Low) i.e Tier 1 - 8% of the total number of dwelling units shall be affordable to Extremely Low Income (ELI) income households, or 11% of the total number of dwelling units shall be affordable to Very Low (VL) income households, or 20% of the total number of dwelling units shall be affordable to Lower Income households (see table 2).

If a development is located within a tier and the affordable housing requirement is met, it permits for variable development incentives, including reduced open space and lot width, and increased lot coverage and height. For example, a development within Tier 4 (the highest category of transit, i.e a regional metro line) has the highest affordable housing requirements but also the most optimal development options (see table X). This is a policy that leverages improved mode and proximity of transit directly into a requirement for increased affordable housing.

Chart 1. TOC Affordable Housing Incentive Area Tiers

Type of Major Transit Stop	Tier 1 (Low)	Tier 2 (Medium)	Tier 3 (High)	Tier 4 (Regional)
Distance to Major Transit Stop				
Two Regular Buses (intersection of 2 non Rapid Bus* lines, each w/ at least 15 min. average peak headways)	750 - 2640 ft.	< 750 ft.	-	-
Regular plus Rapid Bus* (intersection of a Regular Bus and Rapid Bus line)	1500 - 2640 ft.	750 - <1500 ft.	< 750 ft.	-
Two Rapid Buses* (intersection of two Rapid Bus lines)	-	1500-2640 ft.	< 1500 ft.	-
Metrolink Rail Stations	1500 - 2640 ft.	750 - <1500 ft.	< 750 ft.	-
Metro Rail Stations	-	-	≤ 2640 ft.	< 750 ft. from intersection with another rail line or a Rapid Bus*

Table 1: Transit proximity and mode requirements based on tiers

	Tier 1 (Low)	Tier 2 (Med)	Tier 3 (High)	Tier 4 (Regional)
Affordable Housing Requirement	8% ELI 11% VL 20% Low	9% ELI 12% VL 21% Low	10% ELI 14% VL 23% Low	11% ELI 15% VL 25% Low
Height	11 ft. for one story	11 ft. for one story	22 ft. for two stories	33 ft. for three stories
Transitional Height	Low	Low	Med	High
Exception	See below	See below	See below	See below
Yard/Setback R Zones	25% reduction (one yard)	30% reduction (one yard)	30% reduction (two yards)	35% reduction (two yards)
C Zones	Same as RAS3	Same as RAS3	Same as RAS3	Same as RAS3
Exception	Front yards in R zones may only be reduced in certain cases	Front yards in R zones may only be reduced in certain cases	Front yards in R zones may only be reduced in certain cases	Front yards in R zones may only be reduced in certain cases
Open Space	20% reduction	20% reduction	25% reduction	25% reduction
Lot Coverage	25% increase	25% increase	35% increase	35% increase
Lot Width	25% reduction	25% reduction	25% reduction	25% reduction

Table 2: Development Housing Incentives for affordable housing

Metro Joint Development & Affordable Housing

LOS ANGELES, CALIFORNIA

DEVELOPING TRANSIT OWNED LANDS TO SUPPORT BROADER POLICY GOALS

The construction and expansion of a regional transit network is an opportunity to create affordable housing by developing underused land owned by organizations. Los Angeles is currently undertaking the largest transit expansion in the United States and has taken the opportunity of its transit networks to create a system of transit oriented affordable housing across metro Los Angeles.

Metro Los Angeles (LA) operates across Los Angeles county and acts as the transportation organization for 88 cities within its boundaries. Presently, the Metro is undergoing the largest transit expansion within the United States, creating an opportunity to activate a number of sites for affordable housing. Metro Los Angeles (LA) is the transportation agency for LA county which operates a Joint Development program (JD), the real estate development arm of Metro LA. Metro's Joint Development program is focused on developing Metro-owned property in order to support the agency's broader policy goals through agreements qualified developers to build transit-oriented developments on Metro-owned properties through long-term ground leases. Metro's Joint Development sites are a gateway to the Metro transit system and hold unique potential to advance community development goals while attracting new riders to the Metro system.

The JD program operates by first conducting a review of a site (including public input) to create a vision for the future of the site. This forms the Development Guidelines for the site, which are included in any request for proposals to develop the site.

In 2015, Metro adopted a JD policy that included a target that 35% of all total housing units in their portfolio be affordable to households earning 60% of the area median income (AMI) or below. AMI is calculated based off of census data collected by California Department of Housing and Community Development for local areas. To support the 35% affordable housing target, Metro adopted a proportional land discounting policy that allows for the leases to be discounted up to 30% of the land value to allow for developers to accommodate the 60% AMI in their proforma of development.



Pictured: One Santa Fe, a JD venture which created 438 apartments, 88 of which were affordable at 60% AMI.

Affordable Housing and Station Development

LONDON, UK

POLITICAL LEADERSHIP IN DEVELOPING TRANSIT AGENCY OWNED LANDS

Transit agencies, like other public sector organizations, frequently own underutilized lands. Transport for London (TfL) is an example of a transit agency that is leveraging its surplus land for affordable private sector rental (purpose built rental) housing. Mayoral direction was critical for the agency to move aggressively into affordable housing development.

Transport for London (TfL) is one of the largest landowners within Greater London, with over 5,700 acres of land under its control. While the initiative of developing affordable housing on surplus transit lands was in consideration by TfL for the past decade, the issue came to become a priority when Mayor Sadiq Khan identified housing affordability as one of his key concerns for his mayoralship. As part of a larger affordable housing strategy for the Greater London Area, the Mayor directed TfL to meet a target for the construction of 10,000 affordable homes between 2016 and 2021, with affordable housing incorporated into the agency's business plan and within the Mayor's Transport Strategy.

To meet this target, TfL created the Property Partnership Framework, selecting a pool of thirteen developer partners through a competitive RFP process. This pre-qualified pool is able to bid on joint venture opportunities when surplus sites are announced, improving the speed of the process. Since May 2016, a cumulative 50% of housing is required to be affordable on all sites brought to market, with 35% minimum on each individual site. It is notable that TfL intends to maintain long-term ownership of the lands, providing the transit agency with a continuous stream of rental income to help pay off the debt accrued from recent network expansion.

About 3,000 affordable rental homes are to be built above stations. Construction on the Crossrail's Elizabeth line began in 2009, a major commuter extension to relieve pressure on London's underground lines. As part of the mayoral housing strategy, excess land surrounding the construction of the stations have been dedicated towards the construction of affordable housing. In 2019, eight sites along the Elizabeth Line were chosen to be developed under the TfL model, and are currently undergoing the approvals process.



Pictured: Rendering of Amourer's Court development

Denver Urban Land Conservancy

DENVER, COLORADO

PRESERVING LAND FOR AFFORDABLE HOUSING AND COMMUNITY FACILITIES

Multi-sectoral collaboration prior to major transit expansion provides the opportunity to both create and replace affordable housing along the transit corridor. Denver's Urban Land Conservancy (ULC) combines capital investment from private and public sector sources to assist in the acquisition of land around stations prior to land values increases.

Denver's Urban Land Conservancy (ULC) is a non-profit organization founded in 2003 to preserve community assets and address housing affordability. Concurrently, Denver's Regional Transportation District began a major expansion of its rapid transportation network with the addition of five new LRT lines. The ULC saw the extension of LRT into previously under-served neighbourhoods as an opportunity to develop and preserve affordable housing in what would be transit-accessible areas.

To accomplish this, the ULC partnered with a number of local and national organizations to establish the Denver Transit-Oriented Development (TOD) Fund. It is intended to create and preserve over 1,000 affordable housing units by strategically purchasing land adjacent to the built and planned LRT stations in advance of anticipated land value increases. The Fund controls US\$24 million in loan capital, provided from non-profit and

private-sector donations, and public investment, and makes loans available to developers located within a ½ mile of LRT or ¼ mile of BRT stations (existing or planned). Loan recipients may use the funds to provide multi-family affordable rental/affordable for-sale, community facilities or non-profit space.

To date, the Denver TOD Fund has provided fifteen loans, preserving and creating over 1,300 affordable homes and 12,000 square metres of space for community facilities including a new public library, child care program, theatre company, and non-profit space.



The Vicker Boys and Girls Club was built with ULC funding to serve the surrounding community over a 99-year lease



ULC funding redeveloped a historic building as the Evans Station Lofts, including 50 units of affordable housing next to the transit station.

Appendix 3: Stakeholder Interviews

What we did

We conducted interviews with a variety of stakeholders to understand the current landscape of transit-oriented affordable housing in the GTHA.

Recognizing the complexity of the system being investigated, and the limits of our resources, we acknowledged early on that we could not possibly reach every stakeholder group from every part of the system, or ensure that every perspective was represented. That being said, we endeavoured to reach each part of the system with a representative interview. In total, the project team interviewed 14 individuals from the following organizations:

- Member of Parliament - federal politician
- The Daniels Corporation - private sector developer
- New Commons Development - non-profit developer
- N. Barry Lyons - market consultant
- Region of Durham, Planning and Transportation - municipal transit planning
- CreateTO - municipal land development agency
- City of Toronto, Housing Secretariat - municipal housing policy
- City of Hamilton, LRT Project Office - municipal transit implementation
- Canadian Home Builders Association - private developer industry association
- Ontario Home Builders Association - private developer industry association
- Housing Now TO - community housing activist group
- Ministry of Municipal Affairs & Housing - provincial housing ministry
- Canadian Urban Institute - urban affairs think tank
- TTC - municipal transit agency

Each interview was approximately an hour long. A list of general questions applicable to all interviews was prepared in advance, along with interviewee-specific questions that referenced their particular part of the industry or personal/organizational experience. However, not all questions were necessarily asked; interview took the format of a semi-structured conversation, some heading in directions not necessarily anticipated at the onset. The interviews were captured through active note-taking, as well as audio recordings.

Key insights

Once interviews were completed, five of the interviews were coded to understand the range of insights found. Using this as the basic structure, highlights were then pulled from all interviews. These codes and highlights were then synthesized to produce insights. These insights are found in the Challenge Brief, comprising Section 3 Key Issues and Section 4 Emerging Opportunities.

Appendix 4: Workshop Outcomes Summary

Overview

On October 29th, 2019 the Transit Oriented Affordable Housing Solutions Lab members (including Urban Strategies Inc., MaRS, Evergreen and The Natural Step) hosted a full day participatory workshop to better understand the challenges in delivering transit-oriented affordable housing, collaborate on potential solutions, and explore how to leverage these opportunities for meaningful impact.

Objectives

1. Review and present the findings from the research phase of work for feedback, including stakeholder interviews and desktop research;
2. Deepen participants' understanding of transit-oriented affordable housing;
3. Test, refine and validate our understanding of the challenge of delivering transit-oriented affordable housing;
4. Develop a deeper understanding of the perspectives surrounding transit-oriented affordable housing;
5. Explore pathways to potential solutions
6. Develop key insights to inform project prototype(s)

Participants

The workshop was attended by approximately 25 participants from several government organizations (Toronto Community Housing, CreateTO, City of Toronto, Toronto Transit Commission, Region of Durham, City of Mississauga, Metrolinx, Canadian Mortgage and Housing Corporation, Canada Lands Corporation), research institutes (Strategic Regional Research Alliance, The Pembina Institute, Canadian Urban Institute), not for profit housing developers (Options for Home, New Commons Development), private sector developers (Ontario Home Builders Association, Sidewalk Labs), housing advocates (HousingNow TO), and academic institutions (The Ryerson City Building Institute, University of Toronto School of Cities, York University's City Institute). It was also attended by Member of Parliament Adam Vaughan.

Agenda

9:00 - 9:30 am	Arrival and registration	
9:30 - 10:00	Welcome and introductions	<i>Through interactive exercises, getting to know one another and where they sit in the system, learning why participants attended and what they hoped to achieve by the end of the day</i>
10:00 - 10:45	Presentation and discussion of findings	<i>Reviewing stakeholder interview process, research analysis and findings</i>
10:45 - 11:00	Research Q & A	<p><i>Questions to participants:</i></p> <ul style="list-style-type: none"> • <i>What's most interesting or vital for bringing about transit-oriented affordable housing based on what you've heard so far?</i> • <i>What else do we need to add? (What's missing)?</i> • <i>What do we need to look out for?</i>
11:15 - 12:30 pm	Designing for the future	<i>Imagining the future we want: What is the future we want to see for transit-oriented affordable housing in 10+ years?</i>
1:30 - 3:00	Systems mapping: identifying levers for change	<i>How to get to the future we want (backcasting): What are the incremental steps along pathways; government, policy, finance, social/cultural, land do we need to make to get to the envisioned future?</i>
3:15 - 4:15	Identifying a path forward	<i>Narrowing of idea solutions: Refining ideas through a framework of desirability, potential impact, feasibility and viability</i>
4:15	Final closing circle	



Outcomes

Confirmation of many of our findings from the research phase of our project

■ Lack of government alignment

Throughout the workshop we consistently heard the need for governments to be aligned, both across departments and levels of government. Presently, transit and housing operate in a silo, independent of each other. For them to operate more cohesively there must be coordination in government to do so.

■ A consistent and practical definition of ‘affordable’ housing

The definition of affordable housing is variable and lacks standardization in its measurement, and can fluctuate across neighbourhoods within a city (i.e defining affordability in downtown Toronto vs. North York). The definition can be relative to a geographic location. There needs to be a broader conversation about what ‘affordability’ really means.

■ A need for predictable financing

Participants noted the need for predictable funding sources to secure affordable housing. There were discussions on possible changes, including dedicated community benefits funding and alignment of funding streams (i.e qualifying for federal grants would automatically qualify a project for relevant provincial or municipal programs)

Creation of new and stronger connections both between the Solutions Lab team and participants, and participants themselves, helping establish a community of professionals interested in transit-oriented affordable housing.

One of the primary objectives of the workshop was to increase the awareness of the relationship between transit and affordable housing and to create a space where attendees are able to connect and collaborate. Throughout the day we heard feedback that the workshop created the opportunity to have discussions that would have been difficult outside of a collaborative format. Attendants stated that they were able to create allies outside of their network to bridge the gap between transit and affordable housing.

Introduction of ideas to investigate further

■ Private sector business case

It was noted by participants that there was limited private sector participation at the workshop, with the majority of attendees being civil servants, non profit representatives, or researchers. Members emphasized that the private sector - the primary developer of housing - needs to be present in these conversations to ensure that the business case is realistic.

■ Long-term thinking

Participants drew our attention to the long term nature of transit-oriented affordable housing; the building of transit and housing happens on timelines that extend for decades. They discussed the need for government to be proactive, planning for the long term.

■ Metrics to quantify benefits of transit-oriented affordable housing

The responses that we received on the benefits of integrating affordable housing with transit were numerous, and discussions led to the significance of a methodology for quantifying the benefits (employment prospects, health indexes & wellbeing). Being able to quantify the benefits may lead to greater interest, and more actionable steps forward.

■ Government alignment: mandate or process

Amongst the most repeated conclusions for transit-oriented affordable housing was the need to align the various levels of government and branches of government. Participants noted the different pathways to doing so: the alignment of processes (bottom-up), and the alignment of mandates (top-down).

■ Political leadership

The need for long term thinking, and linked political leadership was highlighted. Attendees stressed the importance of politicians focusing on strategies that lead to results reach beyond the term of their offices.

■ Bureaucratic leadership

The discussions surrounding government alignment continually pointed to the conclusion that there needs to be organized leadership to advocate, advance and align the various components required to deliver transit-oriented affordable housing. Stakeholders pointed to examples of leadership models including Waterfront Toronto (tri-level government authority), Metrolinx (a regional agency).

■ Procurement process

The procurement process (acquisition) of land for affordable housing is difficult. Often private developers are the only groups that have the financial ability to participate.

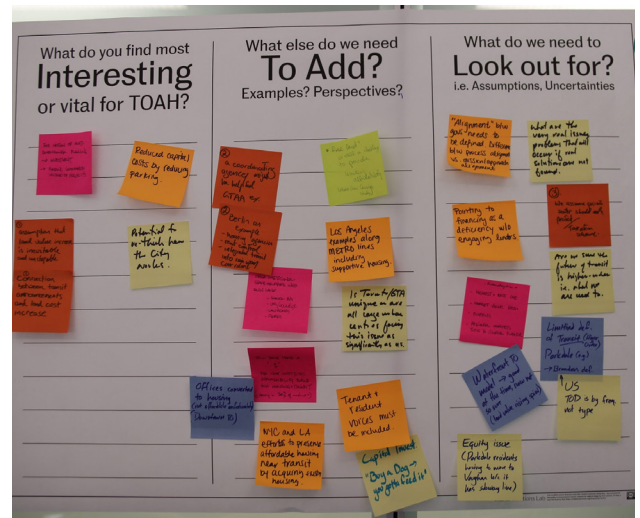
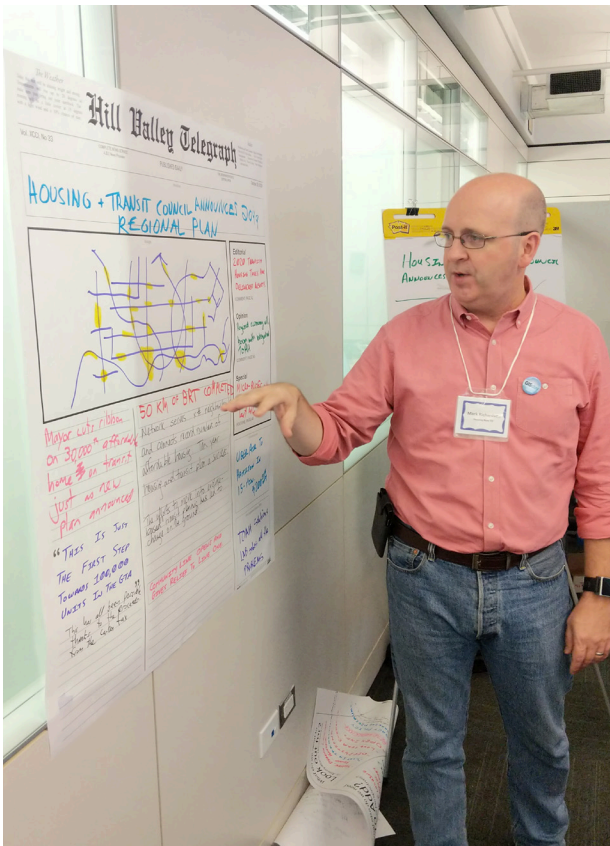
■ Community benefits agreements

Community benefit agreements are legally enforceable contracts related to specific construction projects, requiring the provision of community benefits (local hiring, funding of social programs, capital repairs of community buildings etc). These are starting to be used across the City of Toronto for a variety of capital projects, but are primarily used to secure training and employment opportunities for underrepresented populations.. Participants noted the inclusion of affordable housing as a community benefit as a potential pathway for further exploration.

Moving away from A UK

10





Learning Opportunities

The results of the workshop highlighted several challenges for the Lab:

- Without a narrower scope, a discussion around transit oriented affordable housing is still too broad to engage on and therefore tends to become entirely about transit or housing but not their intersection.
- Many solutions discussed related to the larger challenge of affordable housing, but did not relate as much to the opportunity of transit.
- We need to understand the role of the private sector in both areas. There was little private sector representation at our workshop.

These challenges have shown that we need to focus our investigation further in order to derive insightful, tangible, and implementable solutions. Several ideas that came out of the workshop, however, have set up solid questions for further inquiry that will narrow the scope for potential solutions. While the outcomes were not what we had expected, the workshop was nevertheless deemed a success for creating enthusiasm and starting a dialogue about the subject among various actors in the sectors; helping to re-focus the Lab team, and generating potential areas for further inquiry.

