

# Municipality of Lakeshore – Report to Council

## Growth and Sustainability

### Corporate Leader - Growth and Sustainability



**To:** Mayor and Members of Council

**From:** Tammie Ryall, RPP, Corporate Leader - Growth and Sustainability

**Date:** March 14, 2025

**Subject:** Affordable Housing Strategy – Update to the 2016 Strategy for the Housing Accelerator Fund program

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### Recommendation

Waive the requirements of the Procurement By-law relating to a competitive bidding process and award the consulting services for an Affordable Housing Strategy update to the 2016 Affordable Housing Strategy to SHS Inc.;

Approve up to \$51,000, including applicable HST, funded from the Housing Accelerator Fund Round 2 grant to cover the cost of the work; and

Authorize the Corporate Leader - Growth and Sustainability to enter into an agreement with SHS Inc., as presented at the April 8, 2025 Council meeting.

### Strategic Objectives

This report does not relate to a strategic objective; however, the Municipality of Lakeshore is committed to enabling housing development through improving planning approval times, leveraging federal and provincial funding, and ensuring efficient implementation of initiatives under the Housing Accelerator Fund, Round 2 (HAF2).

### Background

The Municipality of Lakeshore has been awarded a (HAF2) grant from the Canada Mortgage and Housing Corporation (CMHC). A contribution agreement was signed on January 24, 2025 with nine initiatives included in the Approved Action Plan. Initiative 4 is to update the Municipality's current Affordable Housing Strategy. The original Strategy was completed by a consulting firm, SHS Inc., in 2016 as a Background Study to the Official Plan review. SHS Inc. is an independent Canadian firm specializing in housing policy and research, affordable and attainable housing development, and business model innovation. It was incorporated in 1999 and has significant experience in this field, including successfully delivering similar products to meet milestones set out in HAF contribution agreements for other municipalities.

The 2016 Housing Strategy can be found on the Municipality of Lakeshore website:

<https://www.lakeshore.ca/en/business-and-development/resources/Documents/OfficialPlanReview/Affordable-Housing-Strategy-Final-May-2016.pdf>

Under the CMHC-Lakeshore HAF2 contribution agreement, the Approved Action Plan identifies the completion date for the updated Affordable Housing Strategy to be brought forward for Council's consideration as July 28, 2025.

SHS Inc. has a staff of 28 professionals. The scope of work, qualifications and timelines are set out in Attachment 1.

### **Comments**

SHS Inc. has submitted the attached proposal and has demonstrated that their firm will be able to complete the work within the time needed to meet the milestones under the HAF2 contribution agreement. It is noted that due to the approved meeting schedule, the nearest Council date to July 28, 2025 is August 12, 2025. Therefore, Administration is anticipating presenting the updated Affordable Housing Strategy to Council for approval on August 12, 2025. SHS Inc. has committed to meeting that deadline in the project schedule of their proposal. Administration has communicated Council's meeting schedule to Lakeshore's CMHC representative and received concurrence that this does not represent a significant change.

It is recommended that the procurement policy be waived to award the contract to SHS Inc. without a request for a proposal being issued. This is due to the tight HAF2 timeline and importance of meeting those Approved Action Plan milestones to ensure continued funding, SHC Inc.'s previous work on the 2016 Affordable Housing Strategy and familiarity with the Municipality, and their ability to update the previous work more efficiently than using another consultant who may not be as familiar with the scope of work or Lakeshore.

Administration evaluated the submitted work program. The firm has a strong reputation and the proposed project team has a strong professional and academic background.

The price associated with the work including taxes and disbursements is \$50,941.05. The project schedule identifies a 4-month study. Pending Council direction, and having the associated contracts signed, work will begin immediately with a finalized report anticipated to be received from SHS Inc. in July 2025 as per the project schedule in the attached proposal.

Administration is satisfied with the quality of the proposal and the amount, and recommends that the contract be awarded to SHS Inc., as per the recommendation section of this report.

Lakeshore's HAF team, consisting of Administration and the Centre for Cities supported by planning consultants, will be able to use the outcomes of the updated Affordable

Housing Strategy to recommend changes to the planning processes, provide information for design of built form, and develop incentive programs, all of which are set out in the Approved Action Plan of the CMHC-Lakeshore contribution agreement. The work will help to inform future updates to the Official Plan housing policies that will be triggered by the HAF2 projects.

### **Others Consulted**

SHS Inc. was consulted as part of this report.

### **Financial Impacts**

Administration is requesting \$51,000, including applicable HST, from the HAF2 grant funding.

### **Attachments**

Attachment 1, Proposal for Consulting Services

### **Report Approval Details**

Document Title:	Affordable Housing Strategy - update to 2016 study for the Housing Accelerator Fund program.docx
Attachments:	- Attachment 1 SHS Proposal - Lakeshore Housing Strategy (03-20-25).pdf
Final Approval Date:	Mar 31, 2025

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

Prepared by Tammie Ryall

Approved by the Corporate Leadership Team