

COUNCIL ADDENDUM

Thursday, January 11, 2024 at 7:00 p.m.

W & M Edelbrock Centre, Dufferin Room, 30 Centre Street, Orangeville

The meeting will be live streamed on YouTube at the following link:

<http://www.youtube.com/@DufferinOne>

8. STRATEGIC PLAN UPDATE

A report from the Chief Administrative Officer, dated January 11, 2024, to provide an update regarding the County's Strategic Plan implementation.

Listed on
the agenda

THAT the report of the Chief Administrative Officer, dated January 11, 2024, with respect to Strategic Plan Monthly Update #4 – Housing Strategy, be received;

AND THAT staff be directed to proceed with a Housing Strategy RFP that requires asset and non-asset based solutions to increase housing affordability and attainability;

AND THAT each local municipality be requested to participate in creating an inventory of available land/properties for potential affordable housing development to be used in the development of the Housing Strategy.



A community that grows together

Report To: Warden White and Members of County Council

Meeting Date: January 11, 2024

Subject: Strategic Plan Monthly Update #4 – Housing Strategy

From: Sonya Pritchard, Chief Administrative Officer

Recommendation

THAT the report of the Chief Administrative Officer, dated January 11, 2024, with respect to Strategic Plan Monthly Update #4 – Housing Strategy, be received;

AND THAT staff be directed to proceed with a Housing Strategy RFP that requires asset and non-asset based solutions to increase housing affordability and attainability;

AND THAT each local municipality be requested to participate in creating an inventory of available land/properties for potential affordable housing development to be used in the development of the Housing Strategy.

Executive Summary

One of the key goals of Strategic Plan 2023-2026 is to increase affordable and attainable housing options through the creation of County-wide Housing Strategy. Lack of suitable housing is a concern everywhere in Canada and communities across the Country are working to develop local solutions that are supported with broader provincial and federal initiatives. Developing a Dufferin Housing Strategy that takes advantage of local opportunities while addressing challenges and barriers will be key to improving access and affordability of housing options.

Background

Strategic Plan 2023-2026 was adopted by County Council at the June 8, 2023 meeting following months of background work, consultation, analysis, and review. The Plan is a high-level set of interconnected priorities and goals grounded in a clear vision, mission and values supported by the introduction of two new lenses. (See *Strategic Plan at a Glance* attached.)

Vision – A community that grows together

Mission – Providing programs and services that foster a thriving, equitable, and resilient community in an ever-changing world

Values – Collaboration, Accountability, Innovation, Compassion, and Courage

Lenses – Equity and Climate

Priority Areas – Climate, Community, Economy, Governance, Equity

Like the corporate plan, the development of a Housing Strategy requires coordination across departments and with external stakeholders. Participation from local municipalities will also be key to creating and implementing the Strategy. The Housing Strategy project will be led by the CAO with the Manager – Preparedness, 911 and Corporate projects taking on a coordinating role.

Discussion

The Community Priority Area identifies that the goal to increase affordable and attainable housing options can be achieved by developing a Dufferin County-wide Housing Strategy to address the following:

- Streamline planning policy and process.
- Increase supply for owners and renters.
- Improve options to ensure appropriate housing that is adequate, accessible, and affordable.
- Address the need for supports for vulnerable populations.

Work to Date

Staff have undertaken a review of Housing Strategies across Ontario that been created over the past few years. The [County of Oxford Master Housing Strategy](#) stands out as one that can serve as a good starting point for Dufferin County, as it is also an upper-tier with a rural-urban mix of housing and similar services and challenges. The Oxford Strategy identifies tangible actions and opportunities for property development and policy related initiatives.

Of note in the Oxford Strategy, is the identification of surplus/vacant or under-developed properties that could be used to increase the supply of affordable and attainable housing. This inventory could include county, local municipal and other non-profit housing suppliers, and private land. Following an evaluation process, 10 prioritized sites were identified for future development with a goal of having them ready and eligible for funding opportunities that could arise. This approach is a good option for Dufferin and staff recommend including the identification of potential properties in the

Housing Strategy RFP currently being prepared. This will require participation from the local municipalities to identify any properties that may be available in each community.

In addition to a review of other strategies, staff have gathered background information and data related to the current housing situation, demographic information, housing costs vs income, vacancy rates and other relevant statistics. Additional data and analysis will be required and is incorporated into the RFP document as a deliverable. It was initially anticipated that a separate RFP would be released for this data analysis and collection; however, after completing an initial review and looking at other strategies, it makes more sense to roll this work into one RFP for the Housing Strategy.

Next Steps

Next steps in the process are to complete the RFP document with a goal of releasing it in the next month and having it close 4 weeks later. The successful proponent will be required to create a review of the current situation and gap analysis with a view to identifying specific areas of need, conduct internal and external consultation including with local municipalities and the community, and create a strategy that will increase affordable and attainable housing options with both asset and non-asset based solutions.

Financial, Staffing, Legal, or IT Considerations

There was previously \$25,000 set aside in the Rate Stabilization Reserve and there are additional funds available for the Housing Strategy in the 2024 budget. The Oxford Strategy cost \$75,000.

Staff from several departments/divisions including the Office of the CAO, Planning, Building Services, Economic Development, Facilities, Housing, Homelessness Prevention, and Dufferin Oaks will be involved in the Housing Strategy project.

In Support of Strategic Plan Priorities and Objectives

Community - increase affordable and attainable housing options / support community well-being and safety through collaboration and partnerships

Economy - advance County-wide economic development workforce development/ improve broadband and cellular connectivity

Governance - identify opportunities to improve governance and service delivery

Equity – align programs, services and infrastructure with changing community needs

Respectfully Submitted By:

Sonya Pritchard
Chief Administrative Officer

Attachment: Strategic Plan at a Glance

STRATEGIC PLAN AT A GLANCE

Vision






A community that grows together.

Mission

Providing programs and services that foster a thriving, equitable and resilient community in an ever-changing world.

Values

Collaboration | Accountability | Innovation | Compassion | Courage

EQUITY	 Climate & Environment	<ol style="list-style-type: none">1. Establish the County as a leader in climate action.2. Enhance and conserve Dufferin's natural environment.	CLIMATE
	 Community	<ol style="list-style-type: none">1. Increase affordable and attainable housing options.2. Support community well-being and safety through collaboration and partnerships.3. Explore opportunities to improve access to healthcare services.	
	 Economy	<ol style="list-style-type: none">1. Advance County-wide economic development workforce development.2. Improve broadband and cellular connectivity.	
	 Governance	<ol style="list-style-type: none">1. Identify opportunities to improve governance and service delivery.2. Improve the County's internal and external communication.	
	 Equity	<ol style="list-style-type: none">1. Align programs, services and infrastructure with changing community needs.2. Ensure the County is an inclusive, equitable, and supportive Employer of Choice.	