



Housing Attainable Supply Action Plan

County of Simcoe and City of Orillia

Public Meeting

November 8, 2023

Presentation Agenda

- Overview of the Project
- Why Invest in Attainable Housing?
- Housing Needs Assessment Summary
- Consultation Summary
- Preliminary Strategic Direction Options
 - Financial Initiatives
 - Streamlining Policy & Process
 - Coordination & Innovation Initiatives
 - Advocacy Initiatives
- Next Steps

Purpose of the Housing ASAP

- Identify actions that can be taken to increase the supply of ‘attainable’ housing that serves ‘moderate-income’ households who are increasingly challenged in today’s housing market
- Simcoe County defines ‘Attainable Housing’ as:
“Rental or ownership housing that is adequate in condition, appropriate in size, available, and affordable to households with incomes between 80% and 120% of median area income”
- This definition generally aligns with households in 4th to 6th income deciles:
 - For ownership households, this means an income range of \$82,000 to \$123,000
 - For renter households, this means an income range of \$52,000 to \$79,000
- These are working families and individuals who have decent incomes but few housing options, such as teachers, nurses, waiters and others who are key members of every community
- This is not community/social housing, but is still below-market housing

Overview of the Project

COMPONENT 1 – Housing Needs Assessment

- Housing Needs Assessment including supply, demand and gaps analysis of the County of Simcoe and City of Orillia housing markets

COMPONENT 2 – Public and Stakeholder Engagement

- Meetings with public sector and private sector stakeholders
- Public meeting (November)
- Meant to receive initial feedback on potential solutions for the County to pursue

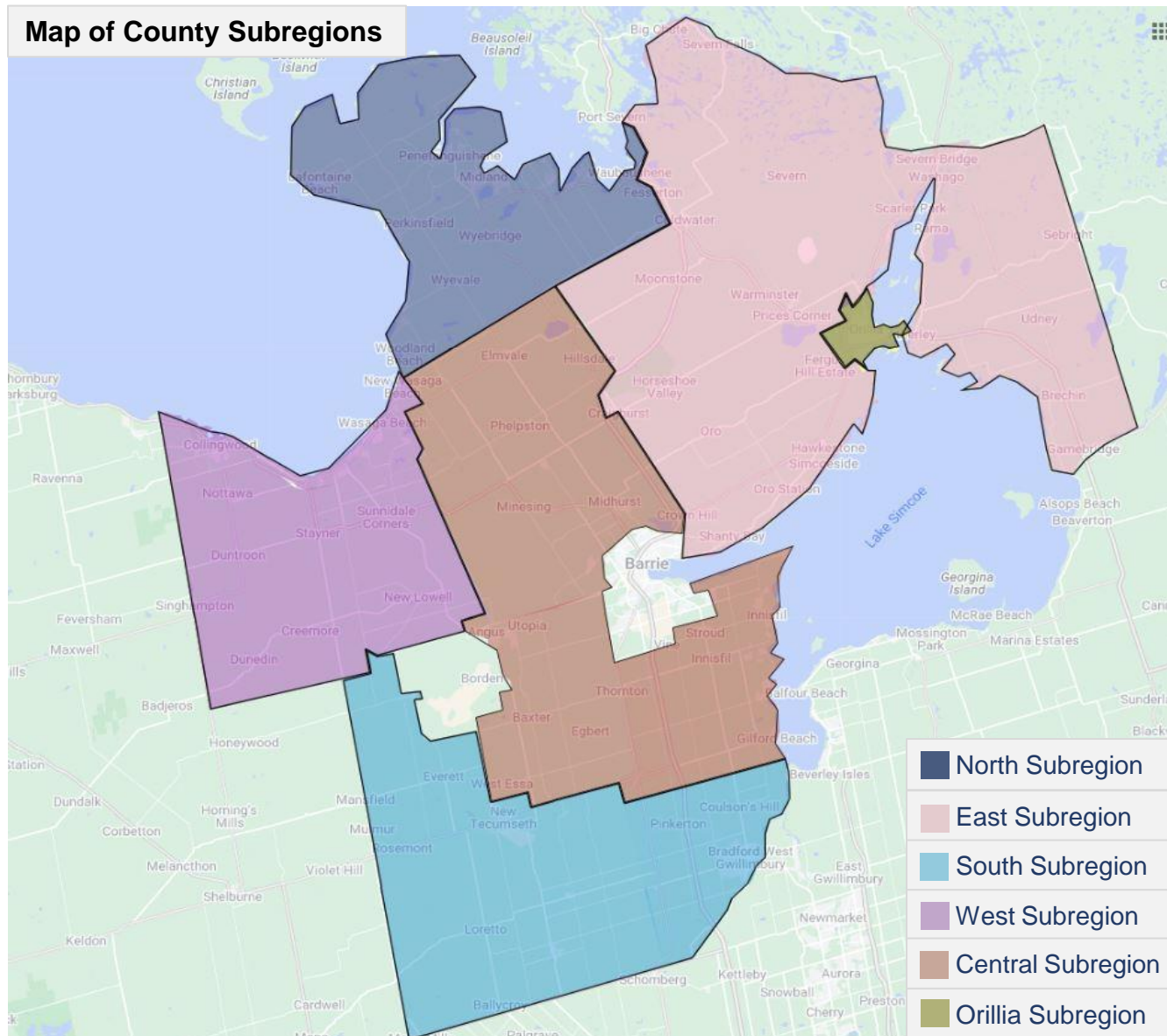
COMPONENT 3 – Best Practices & Potential Solutions Review

- Why are there housing gaps?
- Case studies – what is being done elsewhere?
- What options/strategies are available for the County?

COMPONENT 4 – Recommended Action Plan

- How do we implement the identified options for the County?
- Recommendations for near, mid and long-term implementation tools/partnership approaches
- Presentations to Affordable Housing Advisory Committee and Council

Overview of Geography



County Subregions	
North Subregion	East Subregion
Midland	Oro-Medonte
Penetanguishene	Severn
Tay	Ramara
Tiny	
South Subregion	West Subregion
Bradford West Gwillimbury	Collingwood
New Tecumseth	Wasaga Beach
Adjala-Tosorontio	Clearview
Central Subregion	Orillia Subregion
Innisfil	Orillia
Springwater	
Essa	

Why Invest in Attainable Housing?

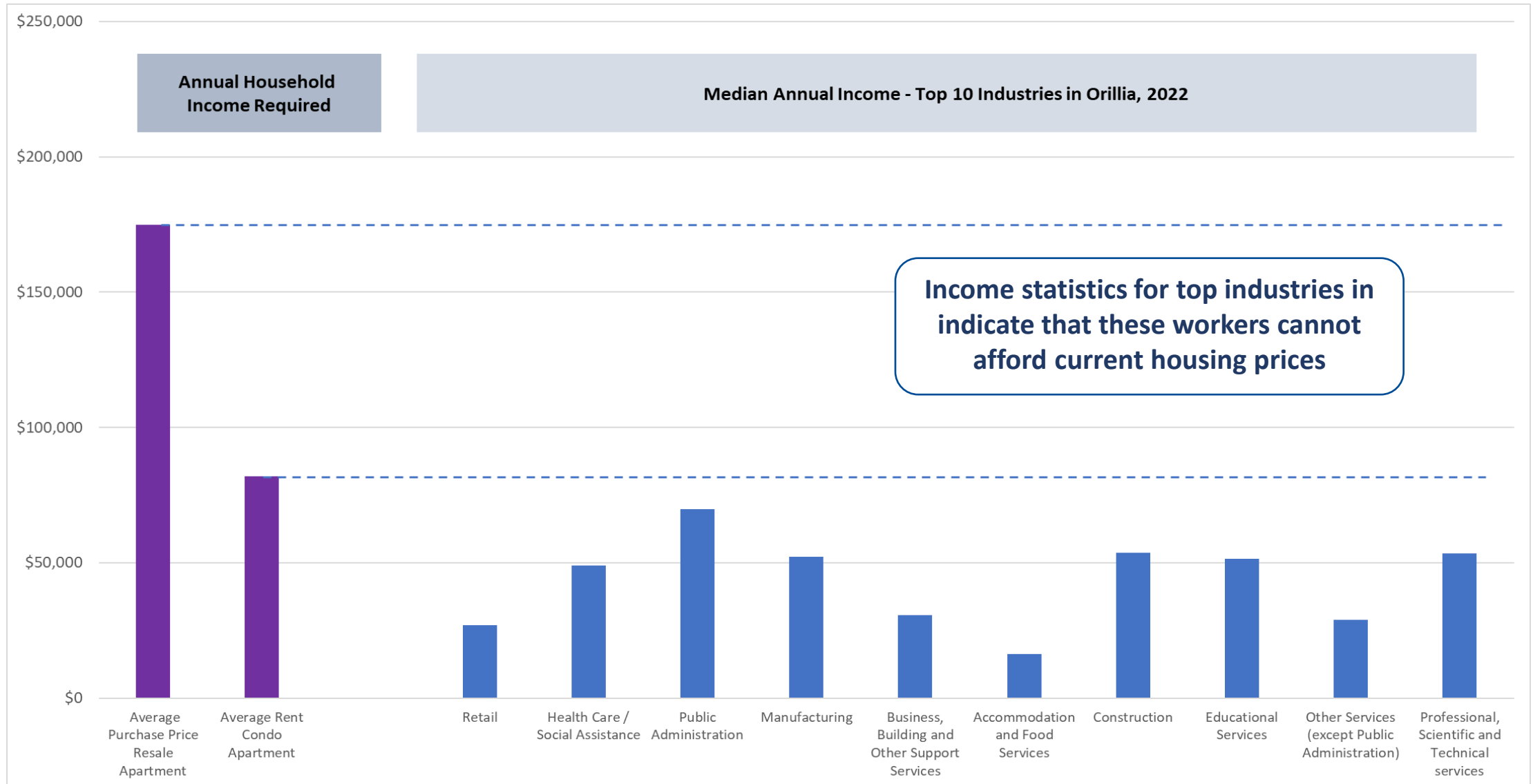
Without it, many households are negatively impacted

- Ability to spend on necessities like food, transportation, education
- Some households living in unsuitable/inadequate conditions
- Impacts to physical health
- Impacts to mental health
- Relationship impacts
- Lack of stability

It is an Economic Development Issue!

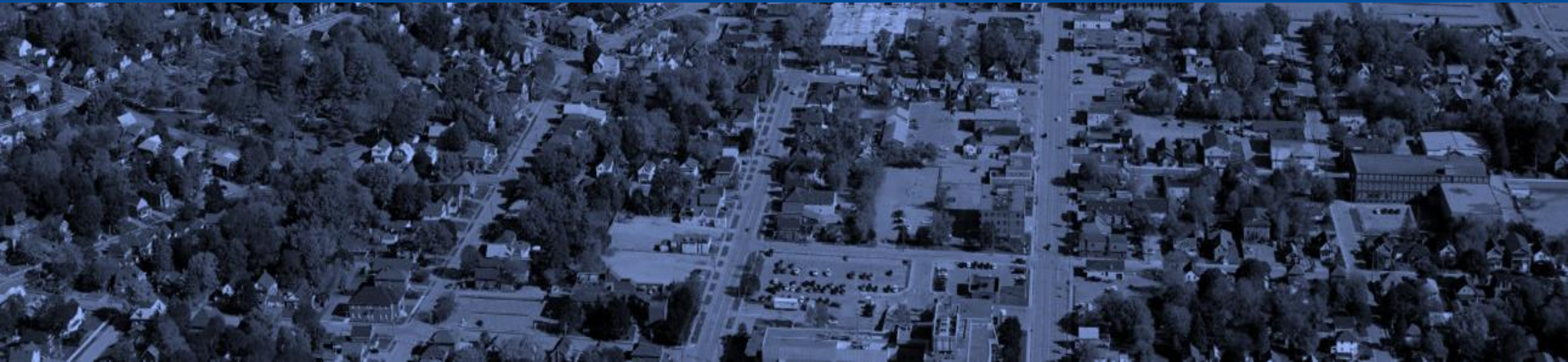
- Impacts employee recruitment
 - Service jobs, nurses, teachers, and other jobs that are integral in every community
- Productivity and employee retention is reduced
- Commute times are lengthened (+ increased transportation costs)
- Less local spending on goods and services

Why Invest in Attainable Housing?





Housing Needs Assessment Summary



HNA Summary and Key Findings

- *Ownership and rental affordability is very strained in the County of Simcoe and City of Orillia*
- *Very limited 'attainable' housing options*
- *Housing costs are rising at a far higher rate (+170%) than incomes (+37%)*
- *Ownership housing is unaffordable for low and moderate-income households, driving more households to the rental market*
- *Market rents are rising rapidly, and rental supply is limited, with little net new supply being added to the market*
- *Renters far more likely to be in Core Housing Need than owners*

Affordability Thresholds by Income Decile

Household Income by Decile 2022, Simcoe County (Including Orillia)					
Income Group	Income Decile	All Households (Ownership)		Renter Households	
Low Income	1st	\$35,122	\$119,271	\$24,961	\$624
	2nd	\$53,014	\$180,032	\$32,692	\$817
	3rd	\$69,360	\$235,542	\$43,736	\$1,093
Moderate Income	4th	\$85,595	\$290,677	\$53,897	\$1,347
	5th	\$102,714	\$348,812	\$65,826	\$1,646
	6th	\$121,490	\$412,574	\$78,416	\$1,960
High Income	7th	\$143,579	\$486,995	\$93,879	\$2,347
	8th	\$173,400	\$593,090	\$113,759	\$2,844
	9th	\$223,100	\$769,915	\$146,893	\$3,672

Note: Income deciles divide the population into 10 equal-sized groups according to total income. Those in the bottom decile group are the ones who fall in the lowest 10% of the total income distribution. Those in the top decile group are the ones who fall in the highest 10% of the total income distribution.

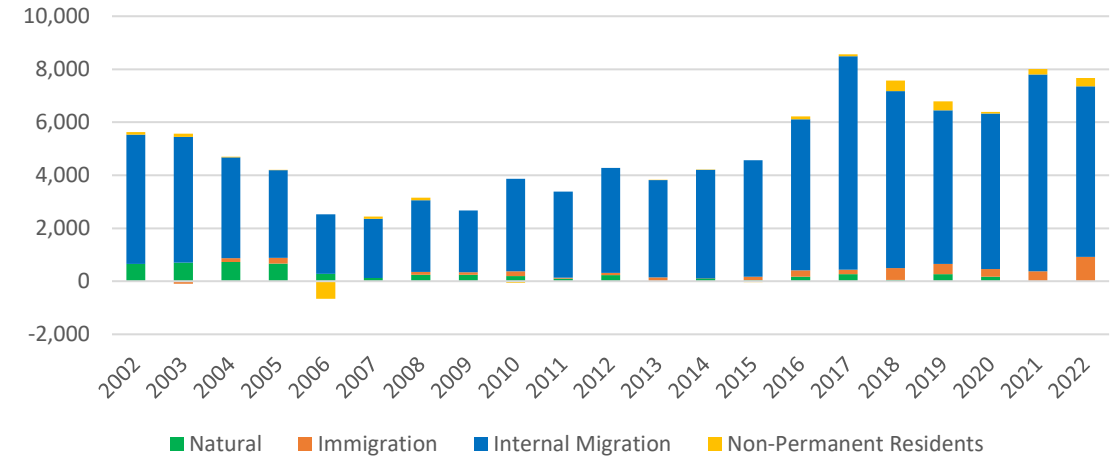
*Incomes from 2021 Census of Canada Custom Tabulation, inflated to 2022 using CPI (Canada)

- The data table sorts the income of All Households and Renter Households by income decile
- The data is based on the 2021 Census that represents 2020 incomes, which are then inflated using the CPI to estimate current income levels
- Estimated maximum affordable purchase price and monthly rental rate based on housing costs of 30% of gross household income
- Attainable housing, as defined by Simcoe County, roughly aligns with the 4th to 6th income deciles

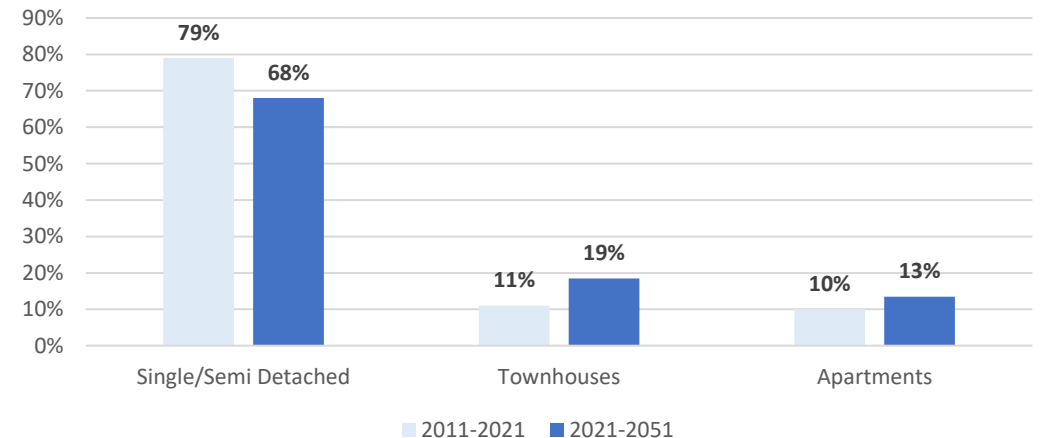
Population and Housing Growth

- The County's population has grown quickly over past 15 years
- Majority of population growth occurs in South, Central and West subregions
- Internal migrants account for majority of population growth (33% aged 25-39 over the last 20 years)
- Population forecasted to grow by more than 190K persons to 2051 (+54%) in Simcoe County and 15k persons (+47%) in the City of Orillia.
- 99,000 homes needed to accommodate growth in Simcoe County, 7,000 in the City of Orillia.

Components of Population Growth
Simcoe County & Orillia: 2002 to 2022

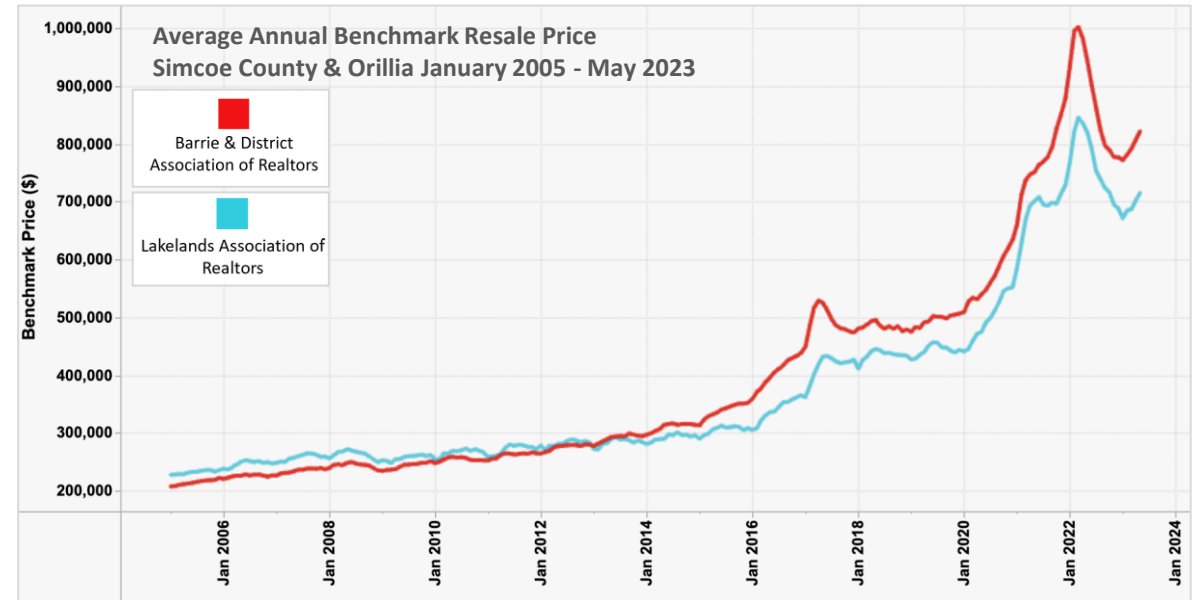


Historical Housing Completions and Projected Housing Growth by Housing Type, Simcoe County, 2011-2051



Ownership Housing

- Supply of ownership housing not meeting demand
- Significant resale price growth over past decade...+219% (Barrie & District), 172%+ (Lakelands Association)
- Incomes up 37% over past decade
- 4% of resales considered attainable
- Recent price decline (2022/23) offset by higher borrowing costs
- New housing even more expensive



Average Resale Price & Affordable Decile by Subregion

County Subregion	Average Resale Price (May 2023)	Affordable Decile
North	\$635,076	None
Orillia	\$669,983	None
East	\$804,082	9 th
West	\$873,287	None
South	\$879,250	None
Central	\$984,136	None
County	\$902,157	None

Source: Simcoe County Realtor, Statistics Canada and NBLC.

Ownership Housing Affordability Gaps

	Unaffordable
	Affordable

Ownership Housing Affordability Gap Analysis, Simcoe County & City of Orillia										
Income Decile		1	2	3	4	5	6	7	8	9
Affordability Threshold		\$119,271	\$180,032	\$235,542	\$290,677	\$348,612	\$412,574	\$486,995	\$593,090	\$769,915
Housing Type	Avg. Purchase Price									
New Ownership Housing										
Single-Detached	\$1,640,000									
Semi-Detached	\$1,170,000									
Townhouse	\$1,210,000									
Stacked Townhouse	\$625,000									
Condominium Apartment	\$725,000									
<i>Studio</i>	\$585,000									
<i>1-Bedroom</i>	\$646,000									
<i>2-Bedroom</i>	\$824,000									
<i>3-Bedroom</i>	\$983,000									
Resale Ownership Housing										
Single-Detached	\$935,000									
Semi-Detached	\$715,000									
Townhouse	\$700,000									
Condominium Apartment	\$620,000									
<i>1-Bedroom</i>	\$478,000									
<i>2-Bedroom</i>	\$608,000									
<i>3-Bedroom</i>	\$797,000									

Note: Affordability threshold is determined based on 30% of gross household income going towards housing costs. Average prices are based on a survey of available units or recent transactions. These prices are point in time and can change based on a variety of economic and market factors.

The 4th to 6th income deciles have been highlighted in this table. They generally line up with the County's definition of attainable housing (e.g. affordable for households between 80% and 120% of household median income).

Source: N. Barry Lyon Consultants Limited, Altus Data Studio, Canada Mortgage and Housing Corporation, Simcoe County Realtor

Rental Housing

- Rental universe has been stagnant with very little new development
- Limited rental universe = limited rental availability
- Purpose-built rental accommodates just 10% of rental households
- Rental rates are rising rapidly – many options now over \$2,000 per month
- High ownership pricing drives households to rental market – further tightening conditions
- Renter households are growing at faster pace than ownership households

Average Rental Housing Prices (May 2023 Survey)

Primary Rental Market

Purpose-Built Rental Apartment	\$1,875
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Secondary Rental Market

Single-Detached Home	\$2,736
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Semi-Detached Home	\$2,125
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Townhouse	\$2,507
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Condominium Apartment	\$2,020
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Multiplex Unit	\$2,045
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Basement Apartment	\$1,777
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Rental Housing Affordability Gaps

	Unaffordable
	Affordable

Rental Housing Affordability Gap Analysis, Simcoe County & City of Orillia										
Income Decile		1	2	3	4	5	6	7	8	9
Affordability Threshold		\$624	\$817	\$1,093	\$1,347	\$1,646	\$1,960	\$2,347	\$2,844	\$3,672
Housing Type	Average Rental Rate									
Purpose-Built Rental Market										
New Purpose-Built Rental Apartment	\$2,250									
Old Purpose-Built Rental Apartment	\$1,875									
<i>Studio</i>	\$1,595									
<i>1-Bedroom</i>	\$1,790									
<i>2-Bedroom</i>	\$1,960									
<i>3-Bedroom</i>	\$2,400									
Secondary Rental Market										
Privately Leased Single-Detached	\$2,735									
Privately Leased Semi-Detached	\$2,125									
Privately Leased Townhouse	\$2,500									
Privately Leased Condominium Apartment	\$2,020									
<i>Studio</i>	\$1,620									
<i>1-Bedroom</i>	\$1,775									
<i>2-Bedroom</i>	\$2,250									
<i>3-Bedroom</i>	\$2,500									
Privately Leased Multiplex	\$2,045									
Privately Leased Basement Apartment	\$1,775									

Note: Affordability threshold is determined based on 30% of gross household income going towards housing costs. Average prices are based on a survey of available units or recent transactions. These prices are point in time and can change based on a variety of economic and market factors.

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An aerial photograph of a large body of water, likely a lake, with a dense forest of trees along the shoreline. The sky is filled with large, white clouds. A solid blue horizontal band is overlaid across the middle of the image, containing the text "Consultation Summary" in white. The bottom portion of the image shows a closer view of the water and shoreline with docks and buildings.

Consultation Summary

'What We Heard'...so far – ASAP Consultation

- NBLC and Simcoe / Orillia undertaking stakeholder consultation sessions in October / November 2023
- Some of the key themes from consultation so far include:
 - Critically important that municipal processes are improved to increase speed of housing delivery as well as infrastructure/servicing delivery
 - Consider using surplus lands for attainable housing
 - Challenge to balance need for attainable housing with need for affordable/social housing
 - Reducing costs for housing providers is an effective way to ensure attainable units are built for moderate-income households
 - Need support from other levels of government
 - Financing and equity requirements are a major barrier for non-profits and other below-market housing providers
 - Some employers providing housing incentives to attract / retain employees

An aerial photograph of a city, likely Chicago, showing a mix of residential and commercial buildings, streets, and green spaces. The image is overlaid with a semi-transparent blue filter. A dark blue horizontal band is positioned across the middle of the image, containing the title text in white.

Preliminary Strategic Direction Options

Strategic Directions Overview

- At the simplest level, affordability issues are caused by an imbalance of supply and demand – but broader supply is also needed
- While municipalities have levers available that can meaningfully impact affordability and the delivery of attainable housing, their revenue tools and overall capital budgeting is limited
- County has opportunity to take a coordination role related to attainable housing programs and other streamlining initiatives to reduce cost and administration for local municipalities
- Many of the initiatives from our work can also be used for projects with deeper affordability
- Further work required on costing, available funding, governance, and other key factors

Strategic Directions

- Preliminary list of options includes 44 items, separated into 4 categories
- Expect the list to evolve after further feedback and refinement
- All options scored using high-level estimates for impact (1 to 5), cost (\$ to \$\$\$), and timeline (immediate to long-term)
- Simcoe, Orillia, and Local Municipalities may not be able to do all of these but could do most of them

Preliminary Strategic Direction Options Housing Attainable Supply Action Plan			
	Impact (1 to 5)	Cost (\$ to \$\$\$)	Timeline (Immediate to Long-Term)
Financial Initiatives			
Offer Development Incentives for Targeted Projects	5	\$\$\$	Medium
Prioritize Housing Outcomes on Public Land	5	\$	Medium
Create an Enhanced Funding Stream for Attainable Housing	4	\$\$\$	Near
<i>Explore Alternative Revenue Tools to Reduce the Burden on the Property Tax Base</i>	2	\$\$	Medium
Enhance the Existing Secondary Suite Program to Include Funding for Units that Have Attainable Prices	3	\$\$	Near
Invest Budget Surpluses Into Desired Housing Outcomes	4	\$\$ / \$\$\$	Near
Simplifying and Streamlining Policy and Municipal Processes			
Encourage / Support Planning Reform to Create More Housing Supply in Local Municipalities	5	\$\$	Medium
<i>Upzone in Strategic Growth Areas, Including Around Post-Secondary Institutions</i>	5	\$\$	Medium
<i>Eliminate Single-Family-Only Zoning</i>	5	\$\$	Medium
<i>Allow More Density in Neighbourhoods</i>	5	\$\$	Medium
<i>Allow Residential Development to be Integrated into Designated Commercial Areas</i>	5	\$\$	Medium
<i>Eliminate Minimum Parking Requirements</i>	3	\$	Medium
<i>Avoid Protecting Stability at the Expense of New Housing</i>	4	\$	Medium
<i>Simplify Zoning By-laws to Improve Clarity and Predictability</i>	4	\$\$	Medium
Simplify the Development Process and Fast-Track Priority Projects	4	\$\$	Medium
<i>Streamline Approvals Process for Low-Risk/Uncomplicated Development Applications</i>	4	\$\$	Medium
<i>Streamline Building Permit Approvals, Pre-Application Meetings, and Other Processes</i>	4	\$\$	Medium
<i>Critically Review and Consider Reducing the Number of Required Studies</i>	4	\$\$	Medium
<i>Critically Review Peer Review Requirements</i>	4	\$\$	Medium
<i>Improve Communication and Decision-Making Between Departments</i>	4	\$\$	Medium
Develop Streamlined Software and Approvals Process for all Local Municipalities	3	\$	Medium
Investigate the Potential for a Community Planning Permit System That Can be Used by Local Municipalities	3	\$\$	Medium
Create Simple Pre-Approved 'Off-the-Shelf' Building Designs	3	\$\$	Near
Create a Standard Rental Replacement By-law That Can be Easily Implemented by All Local Municipalities	3	\$	Near
Explore the Potential for Density Bonusing for Priority Projects	3	\$	Medium
Coordination and Innovation Initiatives			
Create a Concierge Program to Connect Parties Who are Interested in Partnering to Deliver New Housing	4	\$	Near
Be Encouraging of Non-Traditional Construction Techniques, Housing Tenures, and Funding Models	3	\$ / \$\$	Immediate
Require Housing Above or in Conjunction with New Public / Community Facilities	3	\$\$ / \$\$\$	Long
Explore Having the County Lead the Implementation and Management of Inclusionary Zoning	3	\$\$ / \$\$\$	Medium
Partner with Post-Secondary Institutions and Local Industry to Drive Innovative Ways to Build More Housing Faster	2	\$	Medium
Explore Options for Restricting or Increasing the Cost to Operate Short-Term Rentals	4	\$\$	Medium
Consider How a More Innovative Approach to Municipal Charges and Property Taxation Could Reduce Housing Costs	3	\$\$	Medium
Ensure the County Has Robust Data Collection to Support Good-Decision Making	3	\$	Near
Declare Housing as a Human Right	2	\$	Immediate
Advocacy Initiatives			
Advocate to CMHC for More Streamlined Access to Funding and Financing Programs	4	\$	Long
Advocate to CMHC to Offer Lower Cost Financing for All New Rental Development	5	\$	Long
Advocate for More Revenue Tools to Reduce the Burden on the Tax Base	5	\$	Medium / Long
Ask the Province to Define Attainable Housing and Incentivize It	3	\$	Near / Medium
Advocate for Increased Labour Supply for New Development	4	\$	Long
Advocate for More Progressive Property Taxation Options	2	\$\$	Long
Advocate to Upper Levels of Government for More Tenant Protections	2	\$	Medium
Advocate for Housing Funding/Investments to Align with Population (Including Student) Growth Targets	5	\$	Medium / Long
Advocate for Streamlined and Predictable Approvals Processes from Other Levels of Government / Governmental Agencies	4	\$	Near / Medium
Leverage the Collective Power of Municipalities in Advocacy	3	\$	Long



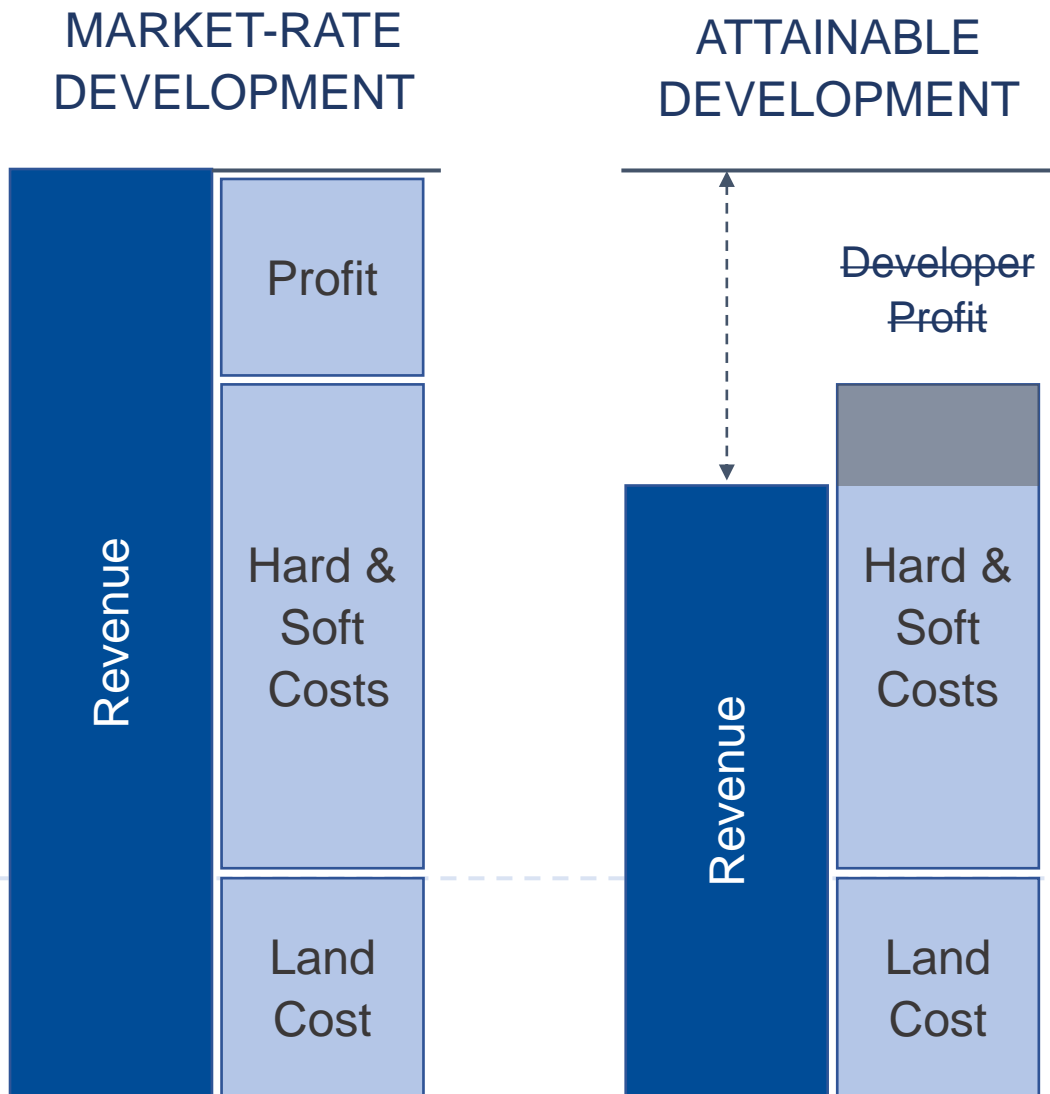
Financial Initiatives



Financial Initiatives

- Attainable housing is not being built currently because there is no business case for the private sector to build it on their own
- These financial initiatives are meant to help offset costs of development for projects that are otherwise unfeasible
- Potential Strategies within this category, include:
 - **Offer Development Incentives for Targeted Projects**
 - **Prioritize Housing Outcomes on Public Land**
 - Create an Enhanced Funding Stream for Attainable Housing
 - Explore Alternative Revenue Tools to Reduce the Burden on the Property Tax Base
 - Enhance the Existing Secondary Suite Program for Units that Have Attainable Prices
 - Invest Budget Surpluses Into Desired Housing Outcomes

Offer Development Incentives for Targeted Projects



- Costs remain the same but revenues are significantly reduced in a below-market, attainable housing project relative to a market-rate project
- Incentives are used to help offset this difference to ensure that projects are feasible at below-market, attainable revenue levels
- Even non-profits will require incentives to advance a project
- County-led incentive program could reduce administration for local municipalities and increase certainty for housing providers

If an attainable housing provider acquires land in a free market, it will need to compete with market housing developers.

Prioritize Housing Outcomes on Public Land

- Like incentives, no- or low-cost land is a powerful way to subsidize below-market housing development
- Simcoe and Orillia could use publicly-owned land to advance attainable housing objectives
- Portfolio review of all publicly-owned lands should be completed by County and updated regularly
- Undertake RFEOI & RFP process for any property deemed suitable – would allow for-profit and non-profit housing providers to compete based on set criteria
- Recommendations for Town-owned property:
 - Create certainty in development entitlements
 - Maximize density on the property
 - Maximize number of below-market housing units delivered
 - Be open to mixed-income developments – this could address multiple priorities and levels of affordability
 - Set clear expectations for depth / length of affordability
 - Prioritize rental over ownership
 - Offer the property without cost or at below market value
 - Be open to alternative construction/design techniques that reduce costs, deliver more housing quicker
 - Identify partners to not only develop, but also operate new housing



Streamlining Policy and Process



Streamlining Policy and Process

- Primary goal of policy and process reform is to increase housing supply
- These initiatives try to create a more permissive planning environment and streamline the development process
- County does not have same planning approval responsibilities as local municipalities...but can play supporting role to help streamline planning policy and municipal processes
- County leading on this could reduce costs and administration for local municipalities and create consistency
- Strategic options within this category, include:
 - **Encourage/Support Planning Reform to Create More Housing Supply**
 - **Simplify the Development Process and Fast-Track Priority Projects**
 - Develop Streamlined Software and Approvals Processes for all Local Municipalities
 - Investigate the Potential for a Community Planning Permit System
 - **Create Simple Pre-Approved 'Off-the-Shelf' Building Designs**
 - Create a Standard Rental Replacement By-law for Local Municipalities to Implement
 - Explore the Potential for Density Bonusing for Priority Projects

Encourage/Support Planning Reform to Create More Housing Supply

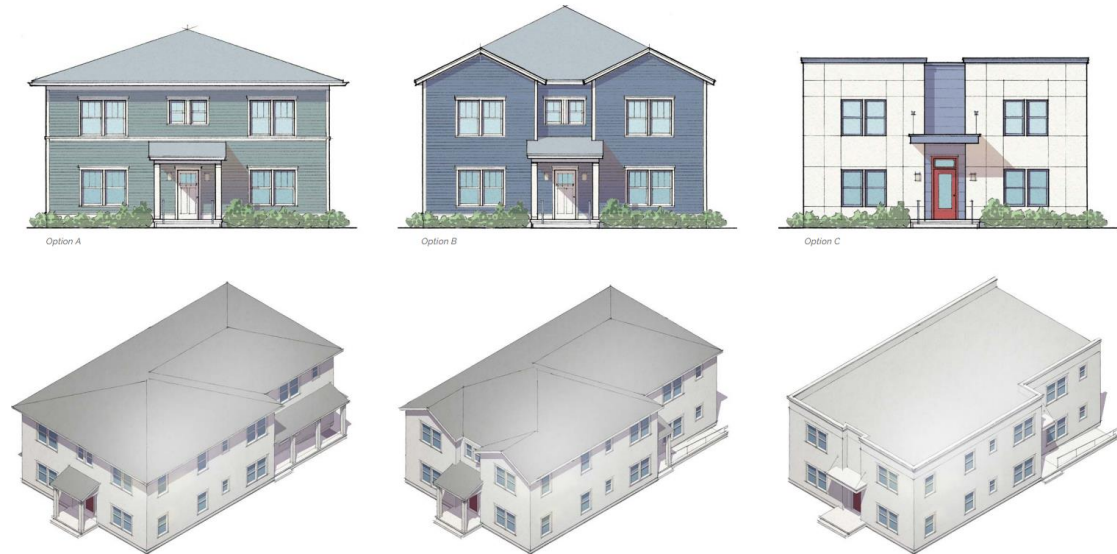
- County could provide guidance to local municipalities on planning policy reform to encourage broader supply of housing through changes to zoning by-laws and Official Plans
- Standard set of policies and zoning categories could be created that local municipalities could choose from / incorporate
- NBLC would recommend that Simcoe encourage municipalities to:
 - Upzone in Strategic Growth Areas
 - Eliminate Single-Family-Only Zoning
 - Allow More Density in Neighbourhoods
 - Allow Residential Development in Designated Commercial Areas
 - Eliminate Minimum Parking Requirements for Medium/High-Density Projects
 - Avoid Protecting Stability at the Expense of New Housing
 - Simplify Zoning By-laws to Improve Clarity and Predictability

Simplify the Development Process and Fast-Track Priority Projects

- County should encourage local municipalities to speed up and simplify the development approvals process to increase housing supply
- Faster approvals = lower cost of development
- Consideration should be given to:
 - Limiting the number of public consultations beyond what is required
 - Streamlining building permit approvals, pre-application meetings, and approvals for low-risk/uncomplicated applications
 - Reducing number of required studies for some applications, where possible
 - Critically review peer review requirements
 - Improving communication / decision-making between departments
 - Create pre-approved 'off-the-shelf' building designs (more info next slide)
 - Fast-track priority developments (e.g. below-market housing, market rental)
- County can provide framework / standard approach for development approvals – which can then be incorporated by local municipalities
- Would allow for similar processes across County, increasing predictability

Create Simple Pre-Approved 'Off-the-Shelf' Building Designs

- County could consider creating 'off-the-shelf' building designs that local municipalities could pre-approve and allow to be constructed as-of-right
- Wide range of designs could be pursued – ADUs, multiplexes, townhouses, stacked townhouses, low-rise apartments
- Would be a way to speed up approvals process for these developments + broaden types of housing being delivered
- Modular options could be incorporated
- Canada has done something similar before – Victory Homes post-WWII



Examples of pre-approved six-plex designs. Source: City of South Bend, Indiana



Coordination & Innovation Initiatives



Coordination & Innovation Initiatives

- These items may not be as impactful as planning/process reform and financial incentives in getting more attainable housing built, but are still important to consider
- Strategies within this category include:
 - **Create a Concierge Program to Connect Parties Interested in Partnering to Deliver New Housing**
 - **Be Encouraging of Non-Traditional Construction Techniques**, Housing Tenures, Funding Models
 - Require Housing Above or in Conjunction with New Public / Community Facilities
 - Explore Having the County Lead the Implementation and Management of Inclusionary Zoning
 - Partner with Post-Secondary Institutions/Local Industry to Drive Innovative Ways to Build More Housing, Faster
 - Explore Options for Restricting or Increasing the Cost to Operate Short-Term Rentals
 - Consider How a More Innovative Approach to Municipal Charges and Property Taxation Could Reduce Housing Costs
 - Ensure the County Has Robust Data Collection to Support Good-Decision Making
 - Declare Housing as a Human Right

Create a Concierge Program

- Simcoe County should create a ‘**concierge**’ program whereby interested parties (e.g. those with equity/capital, landowners, developers, or others) that otherwise may not cross paths, can be connected to help deliver more housing – affordable, attainable, and market-rate
- The concierge program could also:
 - Connect potential below-market housing providers to other public funding sources
 - Inform housing providers about relevant incentives offered by County and local municipalities
 - Help housing providers navigate the development process more efficiently
- County taking the lead on this type of initiative would provide for increased efficiency relative to a similar program in each municipality
- Consideration could also be given to connecting with Grey County, Muskoka Region, and/or others to expand the program more widely and potentially increase its effectiveness

Be Encouraging of Innovative Construction Techniques

- County should create an environment that is welcoming to innovation in housing development
- One example would be to embrace and encourage innovative and non-traditional construction techniques like modular housing
- Modular housing is scalable, has fewer cost overruns than traditional construction, increased certainty, and can be delivered 30% to 40% faster – sometimes in as few as 12 months for a 4-storey building
- Alternative construction techniques could be used in projects on public land to save on costs and shorten development timelines
- County could partner with local post-secondary programs and local industry to study innovative approaches to faster housing delivery



Source: 720 Modular (top); CivicWell (bottom)

Advocacy Initiatives



Advocacy Initiatives

- Municipalities can only do so much on their own – resources are limited
- More active participation from the Provincial and Federal governments will be required
- Strategic options within this category include:
 - Advocate to CMHC for More Streamlined Access to Funding and Financing Programs
 - Advocate to CMHC to Offer Lower Cost Financing for All New Rental Development
 - Advocate for More Revenue Tools to Reduce the Burden on the Tax Base
 - Ask the Province to Define Attainable Housing and Incentivize It
 - Advocate for Increased Labour Supply for New Development
 - Advocate for More Progressive Property Taxation Options
 - Advocate to Upper Levels of Government for More Tenant Protections
 - Advocate for Housing Funding/Investments to Align with Population Growth Targets
 - Advocate for Streamlined and Predictable Approvals Processes from Other Levels of Government / Governmental Agencies
 - Leverage the Collective Power of Municipalities in Advocacy



Next Steps



Component 3: Best Practices & Potential Solutions Review (November 2023)

- Finalize strategic direction options based on feedback from stakeholder and public engagement

Component 4: Recommended Action Plan (November/December 2023 – Early 2024)

- Near, mid, long-term implementation tools / partnership opportunities
- Prioritized and costed recommended actions for the County and advocacy recommendations
- Draft / Final Reports
- Affordable Housing Advisory Committee & Council Presentations
- Council Direction and Budget Considerations



Q & A

