

Report to Council

Report Title:	Housing Study/Strategic Plan Information Report		
Prepared By:	Sonya Watson, Chief Administrative Officer		
Department:	Administration		
Date:	February 12, 2019		
Report Number:	CAO2019-03	File Number:	C11AD
Attachments:	Bruce County Long – Term Housing Strategy 2013-2023 “Building a Better Brockton” The Municipality of Brockton’s Sustainable Strategic Plan		

Recommendation:

That the Council of the Municipality of Brockton hereby receives Report Number CAO2019-03 – Housing Study/Strategic Plan Information Report, prepared by Sonya Watson, Chief Administrative Officer for information purposes and in so doing accepts staff recommendations.

Report:

Background:

At the January 22, 2019 meeting Council discussed the potential of including a Housing Strategy Study and a new or updated Strategic Plan in the 2019 budget.

Analysis:

Housing Strategy

As a preliminary step, I have reviewed and attached the Bruce County Long – Term Housing Strategy 2013-2023 for Council’s review. There are various actions being taken across the County with respect to housing.

A Housing Strategy is better tackled from a County wide focus as it is a very complex matter. As the study notes there are a number of inter-related trends that are currently influencing the housing market in Bruce County. The growing population of seniors and local employment trends continue to affect the demand for housing. At the same time, the concentration and limited diversity of the housing stock and the maintenance requirements of aging dwellings are factors influencing supply. Concerns also persist regarding the lack of affordable housing, the increasing cost of utilities, and limited support services throughout Bruce County. Rather than including dollars in the 2019 budget for a local study, I would suggest we invite representatives from the County of Bruce to attend an upcoming Council meeting as a delegation to present an update on County wide activities. Council could then determine what steps the Municipality of Brockton could potentially

take locally to support affordable housing developments in the community including considerations of planning amendments or documents under the Community Improvement Plan.

I will also note that we have been working with various developers on local housing projects all of which include a form of multi-residential housing from single family lots, to duplexes and an apartment complex. As more information becomes available these projects will come before Council. Although not specifically geared to affordable housing, these development plans will offer a variety of options to support varying family units and housing needs in the community of Brockton should they come to fruition.

Strategic Plan

The Municipality of Brockton's Strategic Sustainability Plan "Building A Better Brockton" (the "Strategic Plan") was adopted in 2013 and has been attached to this report and can be found below.

<https://www.brockton.ca/en/our-services/resources/Publications-Plans-and-Reports/Sustainable-Strategic-Plan-2013.pdf>

Four Pillars were identified in the Strategic Plan: Cultural, Economic, Environmental and Social. As with many strategic plans there is a long list of very high level items with undefined action plans on how to achieve them. However, upon review there are many items that have been achieved or are in the works and this is a real positive for the community. The Strategic Plan is now six (6) years old, and with the changes to the local economic environment, staffing changes and a new Council term, a new strategic plan would be a useful tool to help move the community, staff and Council forward with a unified vision.

However there have been (and will continue to be) changes on the Senior Management Team and there are also a number of current active projects:

- Developing the asset management plan
- branding implementation
- business retention and expansion action plan
- Services Review implementation
- Streamlining development documents
- Proposed Search Engine Optimization Project
- Proposed needs studies in Roads & Recreation
- Proposed Development Charges Study

As a result, 2020 may be a better time to budget for and consider developing a new strategic plan. In the event that rural economic development (RED) Funding continues, the Municipality of Brockton could then look at applying for this funding to support developing a new strategic plan in the fall of 2019.

Council would need to determine if the scope of the project is on a Corporate Strategic Plan that will help identify and determine Council/Staff priorities for the community which could assist in determining where funds should be allocated. Alternatively a community based plan would involve intense community consultation to determine a community wide vision for future strategic and economic planning goals and would describe initiatives and implementation activities that would lead to sustainable community benefits.

The analysis provided above has been included for preliminary information purposes. I recommend at this time that staff time be allocated to completing on-going projects and improving on current process and practices. I am of the opinion that the Municipality of Brockton would be in a more favourable position in 2020 to allocate the staff time required for a favourable outcome. I seek Council's direction regarding whether to include a Housing Strategy or a form of a Strategic Plan in the 2019 Budget.

Sustainability Checklist:

What aspect of the Brockton Sustainable Strategic Plan does the content/recommendations in this report help advance?

- Do the recommendations help move the Municipality closer to its Vision? N/A
- Do the recommendations contribute to achieving Cultural Vibrancy? N/A
- Do the recommendations contribute to achieving Economic Prosperity? N/A
- Do the recommendations contribute to Environmental Integrity? N/A
- Do the recommendations contribute to the Social Equity? N/A

Financial Impacts/Source of Funding:

- Do the recommendations represent a sound financial investment from a sustainability perspective?
N/A

A new Strategic Plan with a community based focus and in depth community consultation would be estimated at \$80,000.

Respectfully Submitted by:



Sonya Watson, Chief Administrative Officer