



Staff Report

Administration – Chief Administrative Officer

Report To: COW- Admin, Corp and Finance, SI, Comm. Services
Meeting Date: May 25, 2026
Report Number: ADM.26.026
Title: Housing Action Team
Prepared by: Adam Smith, Chief Administrative Officer

A. Recommendations

THAT Council receive Staff Report ADM.26.026, entitled “Housing Action Team”;

AND THAT Council supports the creation of the Housing Action Team (HAT) and associated Terms of Reference.

B. Overview

This report is in response to the Blue Mountains Ratepayers Association’s Housing Strategy Working Group deputation at the January 26th Council meeting. Based on a combination of engagement amongst staff and the BMRA Housing Strategy Working Group, a Terms of Reference has been prepared to guide the work of a new administrative committee being the Housing Action Team.

C. Background

At the January 26th, 2026 Council meeting, the following direction was given to staff:

THAT Council receive Staff Report ADM.26.002, entitled “Response to BMRA Housing Strategy Working Group Deputation and 2025-2026 Housing Action Plan Update”;

AND THAT Council display a goal of 215 affordable units by 2030 on the Affordable housing town webpage;

AND THAT Council direct staff to provide specifics around the Cross-Departmental Team including the date it will be struck, mandate and objectives.

Since that time, the Town’s affordable housing webpage has been updated to reflect Council’s housing target and staff have developed Terms of Reference (TOR) for a new Housing Action Team (HAT) at the Town. Leading up to the creation of the TOR, relevant staff noted as part of the team have been engaged with respect to the mandate of the HAT and the CAO has met

with the BMRA's Housing Strategy Working to discuss the potential of this group to create meaningful change in the Town's housing supply.

D. Analysis

Key to the establishment of an internal administrative committee to tackling the housing affordability issues in the community is the ability to quickly mobilize around prospective proposals. Often initial interest is established through intake in Planning Services or engagement at senior levels such as through the Chief Administrative Officer. Key to these early discussions is confidentiality, however, the risk being that the opportunity is discussed in isolation, affecting the ability to have a diverse range of perspectives at the table to maximize its ability to be successful.

The HAT committee is structured in a manner that ensures that between the CAO's Office, Planning and Development Services, Strategic Initiatives and Corporate and Financial Services, there is a concerted effort combined with relevant expertise to navigate the complexity of affordable housing in the community. Alongside the ability to efficiently support proposals, there is also a focus on creating the conditions for proposals to emerge be it through policies, financial incentives, land availability and more. Importantly, there is a significant communications and engagement scope to the committee recognizing the extensive interest in the community on the issue of affordable housing. Effective communications also supports the competitiveness of the municipality in attracting proponents interested in diversifying the Town's housing supply.

Although the timing of this group is near the end of Council's term, it is at the start of a new [Corporate Strategic Plan](#) that puts an emphasis on the issue of affordable housing. Under the objective of "Support the creation of diverse housing options across the affordability spectrum" there are initiatives all of which fit within the parameters of the group's mandate.

With the support of Council, the HAT will begin to convene regularly and coincide with completion of the Town's Community Improvement Plan Review where the intent will be for the HAT to serve as the evaluation committee for submissions under the housing-related grant programs. Consideration will also be given for requests through the 2027 Budget process to operationalize elements of the mandate including developer roundtables and initiatives to address barriers to affordable housing projects in the community.

E. Strategic Priorities

1. Communication and Engagement

We will enhance communications and engagement between Town Staff, Town residents and stakeholders

2. Organizational Excellence

We will continually seek out ways to improve the internal organization of Town Staff and the management of Town assets.

3. Community

We will protect and enhance the community feel and the character of the Town, while ensuring the responsible use of resources and restoration of nature.

4. Quality of Life

We will foster a high quality of life for full-time and part-time residents of all ages and stages, while welcoming visitors.

F. Environmental Impacts

N/A

G. Financial Impacts

In creating the HAT, there is no budget required but does require dedicated staff time for monthly meetings which may occur more frequently depending on potential opportunities.

H. In Consultation With

Tim Murawsky, Acting Director of Planning and Development Services

Tim Hendry, Director of Strategic Initiatives

Shawn Postma, Manager of Community Planning

Brian Worsley, Manager of Development Engineering

Lauren Potter, Communications Coordinator

I. Public Engagement

The topic of this Staff Report has not been the subject of a Public Meeting and/or a Public Information Centre as neither a Public Meeting nor a Public Information Centre are required. However, any comments regarding this report should be submitted to Adam Smith, Chief Administrative Officer cao@thebluemountains.ca.

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J. Attached

1. Housing Action Team Terms of Reference

Respectfully submitted,

Adam Smith
Chief Administrative Officer

For more information, please contact:
Adam Smith, Chief Administrative Officer
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Housing Action Team

TERMS OF REFERENCE

1. PURPOSE

The Town of The Blue Mountains (“Town”) Housing Action Team (“HAT”) is an internal task force comprising staff from across the organization and Grey County dedicated to identifying opportunities to support a diverse range of housing options, principally being rental, attainable and affordable housing projects be it through the development review process, policy reform, land acquisition/divestment, collaboration with other levels of government and other measures.

2. MANDATE

The Mandate of the Housing Action Team is to:

- Review and update the Town’s Housing Action Plan with the objective of increasing the supply, diversity, and affordability of housing (including rental, attainable ownership, supportive and special needs housing, and housing for seasonal/workforce needs).
- Evaluation of current policies, incentives and impacts of housing price increases including measures by other levels of government (DC changes, HST relief etc.).
- Serve as the evaluation committee for grant applications received for affordable and attainable housing incentives under the Town’s Community Improvement Plan program.
- Monitor and provide an annual report on housing production levels by location, type and tenure.
- Identify and capture emerging opportunities through a variety of means including pre-consultation with developers, investment attraction efforts and advocacy.
- Proactively work towards policy, process, and regulatory improvements to expand housing options in the community (e.g., approvals modernization, priority review systems, zoning/permitted uses, parking, intensification, gentle density, secondary suites).
- Advise on municipal land/assets and capital planning opportunities that could support housing outcomes.
- Coordinate with Grey County, local non-profits, private sector builders, and provincial/federal programs to leverage funding and delivery capacity.

- Engage with Council and community stakeholders to build understanding of issues affecting affordability and celebrate successes to sustain positive momentum.
- Build an external communications program profiling the work of the Town and community partners in addressing barriers to diversifying the Town's housing supply.
- Hold workshops or other community engagement opportunities to educate members of the public on barriers to creating a diverse housing supply alongside celebrating successes and generating new ideas.
- Explore leading practices across the country including the collection of datasets to inform needs.

3. MEMBERSHIP

The Committee will be comprised of the following positions, with attendance considered mandatory:

- Chief Administrative Officer (Chair)
- Executive Assistant to the CAO (Scribe)
- Director of Planning and Development Services
- Director of Corporate and Financial Services
- Director of Strategic Initiatives
- Manager of Community Planning
- Manager of Building Services/Chief Building Official
- Manager of Development Engineering
- Senior Economic and Tourism Development Officer
- Communications Coordinator
- Senior Policy Planner, Grey County

4. MEETING DETAILS, AGENDA, MINUTES & PROCEDURE

- The Committee will meet monthly with this schedule subject to additions to the agenda by members of the Committee upon the circulation of a request by the Executive Assistant to the CAO for agenda items. Additional meetings of the Committee may be called by the Chief Administrative Officer.
- In advance of the meeting, an agenda will be circulated by the Executive Assistant to the CAO that contains a description of items to be discussed and relevant supporting information.
- The Executive Assistant to the CAO will complete minutes for the meeting and identify action items to advance the business of the task force.
- It is the expectation that staff review supporting information relevant to their portfolio in advance of the meeting.
- Meetings are to be attended exclusively by staff alongside representation from Grey County.

5. Confidentiality

- Matters before the Committee are to be treated confidentially until such a time that information regarding a proposal or initiative is can be shared with the public and/or there is explicit permission provided by proponents to share information.

6. Reporting

- The internal task force will report to Council and prepare external communications regarding the activities of the group on a quarterly basis.
- Prepare an annual housing report that is informed and aligned with Grey County's Housing and Homelessness Plan.