



Project Charter – 3.5 Municipal Housing Affordability Measures

Function: Development Services

Project Team

Project Manager: Director of Development Services
Project Coordinator: TBD

Summary

To identify and report to Council on actions that are within full municipal control that could be taken to support housing options within Meaford with a focus on increasing diversity and affordability.

Deliverables and Objectives

- Examine information relating to the areas of influence and control that the Municipality has in terms of housing, for example:
 - Municipal and County Official Plans
 - Zoning By-law
 - Development review processes
- Examine existing data sources and proposals about housing diversity and affordability within the region and Meaford, including:
 - Studies and initiatives focused on affordability completed by neighbouring Counties and municipalities;
 - CHMC;
 - OREA;
 - Statistics Canada.
- Work with the County of Grey and the proposed Grey County Community of Practice on development of options for Meaford.
- Present actions that the Council could take to increase housing type diversity / housing affordability options within the community.

- Inform and engage the community and stakeholders in the process so that their insights can be integrated into the finding.

Benefits

- Increase Council's awareness of potential municipal-oriented options by identifying the range of actions that neighbouring municipalities and counties are taking to help improve housing type diversity / housing affordability.
- Council will have sufficient background information to implement specific actions that the Municipality has control over to help improve housing type diversity / housing affordability options within the community.

Scope Description

- Outreach to neighbouring communities and counties and housing-focused groups working to address housing challenges.
- Review and analysis of housing related information from existing sources.
- Identify actions that could help improve housing type diversity / housing affordability options within the community that are in control of the Municipality and can be executed within this term of Council.
- Outreach to Grey County to lobby for development of additional subsidized housing in the Municipality.

Out of Scope

- Presentation of options that are not in municipal control.
- The Municipality purchasing, constructing, and/or managing residential units or properties for development.
- Entering into any partnerships or agreements.

Process/Schedule

The following is the description of the forecasted time to complete the necessary work in each stage assuming that there are no, or very limited additional human resources available to Municipal staff to complete the work.

Some tasks in different stages could be completed concurrently, and the final sequence will be determined at the time of project launch:

- Gathering and analysis phase identifying the range of actions that neighbouring municipalities, counties, and housing-oriented groups are taking to help improve housing type diversity / housing affordability.

4 months

- Develop and execute communications and public and stakeholder engagement strategy, including:
 - One public open house meeting;
 - Two online video meetings;
 - Discussions with staff and representatives from outside government and non-government organizations focused on housing.

2 months development, execution 4 to 6 months

- Analysis of findings and crafting of recommended courses of action.

3 months

- Preparation and scheduling of final recommendations report to Council, and presentation to Council at regularly scheduled meeting.

2 months

Risks

Risk Description	Probability	Impact	Action to Avoid Risk
Staff work programme, capacity, directed priorities conflict with the project schedule	Medium	High Completion of Project will be delayed. Decision and potential implementation actions by	Regular meeting schedule with key participants

Risk Description	Probability	Impact	Action to Avoid Risk
		Council will be delayed.	
Community and stakeholder engagement is too limited and/or not available	Low	<p>Low</p> <p>Some sources of information might be overlooked, slightly reducing the overall comprehensive ness of the analysis for the project.</p>	Well planned and executed communications strategy to inform the community about the project
Miscommunication about the project in the community	High	<p>Med</p> <p>The dialog about the project misrepresents available data.</p> <p>Excessive time is spent dispelling misinformation and thereby causing some delays</p>	<p>Clear description of the Project posted on the Municipal website with direction of how persons can contact appropriate staff.</p> <p>Avoiding direct confrontation / argumentation with sources of miscommunication</p>
Community opposition to the findings of the	Medium	Medium	Clear description of the Project posted on the Municipal website

Risk Description	Probability	Impact	Action to Avoid Risk
research portion of the project		Opposition could result in Council choosing to delay implementing recommendations in favour of other actions.	with direction of how persons can contact appropriate staff. Avoiding direct confrontation / argumentation with sources of opposition
"Scope creep" as pressure is applied, and / or requests are made to expand the agreed upon work and deliverables	Med	High Timeline for completion would be impacted. Completed work could be made redundant or be undermined for newly directed focus. Background research and analysis could become irrelevant or lacking for the newly stated focus.	Regular meeting schedule with key participants.

Budget / Resources

There is no dedicated budget allocated for this project. It will be executed using existing staff and equipment resources.

Charter Adoption

Date: _____

CAO: _____

Project Manager: _____

Appendix 1 – Project Governance (RASCI) Responsibility Assignment Matrix

Individual	Responsible	Accountable	Supportive	Consulted	Informed	Decision
Project Manager	X	X		X	X	
Project Coordinator		X				
Communications representative	X		X	X		
Planning Staff			X	X		
CBO			X	X		
Fire Chief			X	X		
CAO				X	X	

Individual	Responsible	Accountable	Supportive	Consulted	Informed	Decision
Municipal Senior Management Team				X	X	
Municipal Legal Counsel			X	X		
External stakeholders				X	X	
Community				X	X	
Council					X	X

Responsible – The project owner. There can be multiple people responsible for a task.

Accountable – This person has final control over a project task and the resources associated with it. They will generally assign and delegate project work responsibilities. Only one person accountable to one task.

Supportive – Supportive people are able to provide resources to the Responsible project team members. They are actively involved in working with the Responsible person to see the project through to completion. Supportive persons and Responsible persons both have the same goals to achieve.

Consulted – Those who are Consulted are there to help the Responsible person finish tasks with success. These people can be consultants in their respective field that bring valuable subject matter expertise to the project.

Informed – These are people who need to be kept in the loop during the project life-cycle. Due to their status as a project stakeholder or the fact they will be impacted by the project, they will need to be informed about progress, at all stages, up-to and including project completion.