

Town of Oakville Housing Strategy and Action Plan



Housing Strategy and Action Plan

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1.0 Introduction

The town's Official Plan, Livable Oakville, provides the framework for how the town will grow and change into the future. It is founded on a mission statement and guiding principles, one of which is to provide "choice throughout the town in order to enable the availability and accessibility of a wide range of housing." This guiding principle is accompanied by principles that ensure a livable community is created which directs "the majority of growth to identified locations where higher density, transit and pedestrian oriented development can be accommodated" and to "preserve, enhance and protect the distinct character, cultural heritage, living environment, and sense of community of neighbourhoods".

The town is committed to playing its part in meeting the need for housing and addressing the demands of Ontario's growing population. The town is also committed to ensuring the way in which we grow is contextually appropriate and financially sustainable. The town recognizes the immediate need for new housing includes a broad range of market-based, rental, attainable, affordable, social and assisted housing, which are among the many types of housing required by the public across the housing continuum. The town also recognizes its role within the housing system, as an approval authority with the ability to enable housing development and housing supply, but not build housing units directly.

The **Housing Strategy** provides an extension to the Livable Oakville Plan's mission statement and guiding principles and sets a path forward with goals and objectives to guide decision making specific to housing. The **Action Plan** puts in place initiatives the town can undertake to further achieve the goals and objectives of the strategy, and ultimately the Livable Oakville Plan. Together, the **Housing Strategy and Action Plan** is the town's guiding document to improve the housing landscape across Oakville and achieve positive housing outcomes.

The **Housing Strategy and Action Plan** is structured around six goals and objectives, which are intended to achieve five key housing outcomes. The plan includes nearly 70 actions that the town can take over the coming years to improve the housing landscape in Oakville and strengthen its partnerships with upper levels of government, agency partners and the development industry in the effort to deliver the housing Oakville needs.

The **Housing Strategy and Action Plan** provides a comprehensive approach and identifies many opportunities for the town to strengthen its policies, regulations, programs and by-laws for such matters as inclusionary zoning, rental replacement, and affordable housing, among others that will improve housing across the housing continuum. The extent of Oakville's ability to deliver new housing though, is limited to its ability to set the land use policy context and help co-ordinate the delivery of infrastructure. Oakville, and Halton Region, are not in a financial position to cover the additional costs of growth which were historically provided by the housing industry. This is expected to be alleviated by the province since it has stated that it will ensure municipalities will be "kept whole" as it relates to the financial burden of paying for growth.

The **Housing Strategy and Action Plan** builds on several key documents which provide direction on housing, including:

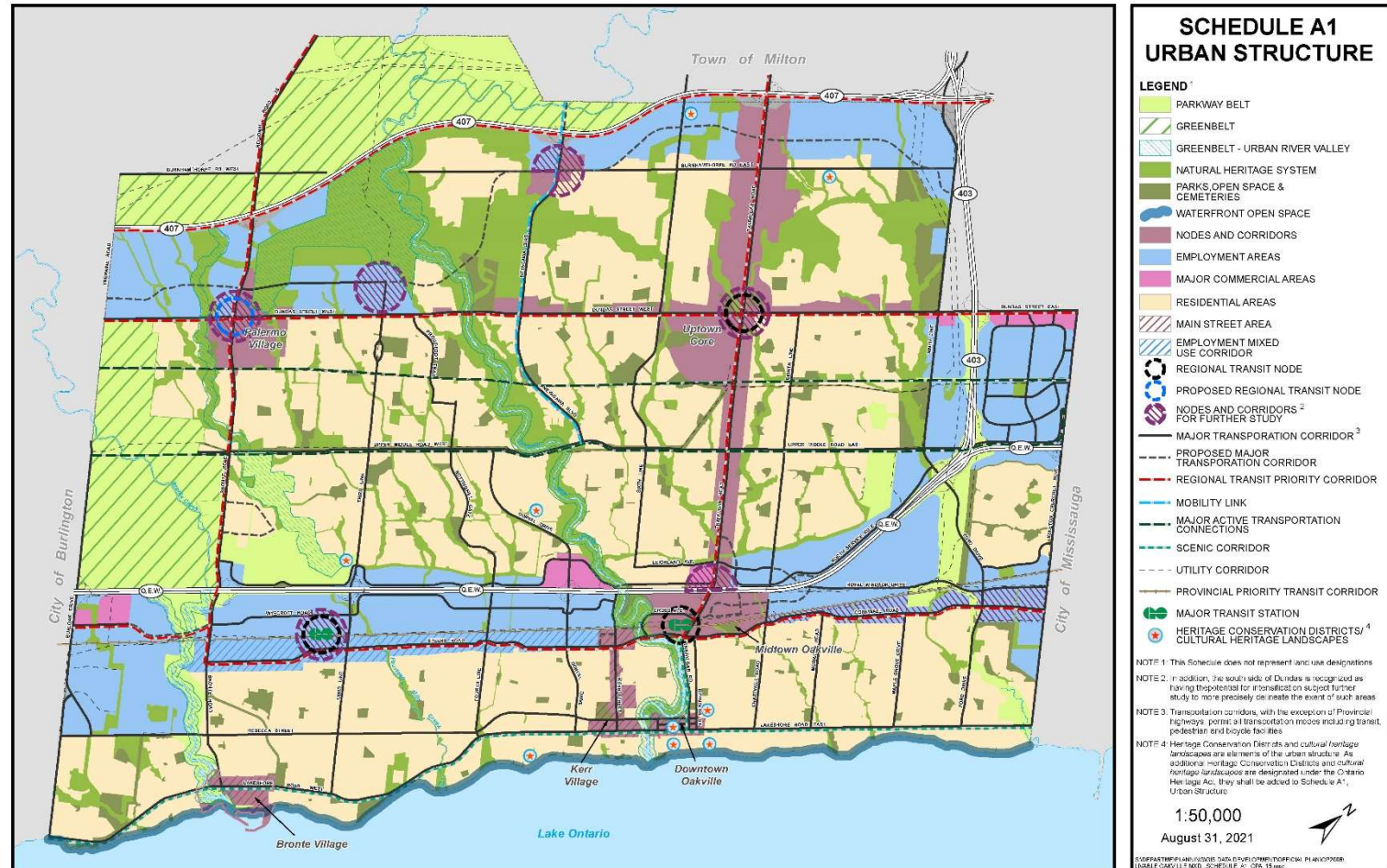
- the More Homes More Choice: Ontario's Housing Supply Action Plan (May 2019)
- the Region of Halton's Comprehensive Housing Strategy (2014-2024) and State of Housing Report (2023)
- the town's "Housing Information Report and Preliminary Policy Analysis" report (May 2022)
- the town's housing pledge to build 33,000 new housing units by the year 2032 (March 2023)

2.0 Setting the Stage

2.1 Directing Growth

Growth management in the town is directed by the urban structure, as expressed in the Livable Oakville Plan (Schedule A1). It ensures the long-term protection of natural heritage, public open space and cultural heritage resources, maintains the character of residential areas, and is the foundation for directing growth to nodes and corridors (strategic growth areas). Most new residential units are planned to be accommodated within the town's nodes and corridors, and to a lesser extent, the town's residential areas where fewer development opportunities have been identified.

Schedule A1 to the right provides the foundation for directing growth. It has not yet been consolidated to include the Bronte GO MTSA through Official Plan Amendment 41 (OPA 41) and the Hospital District (OPA 35) which are now identified as nodes and corridors.



2.2 Housing Targets

The Town of Oakville is currently working toward achieving two housing growth targets.

The Region of Halton Official Plan, which is now under the purview of the Town, sets a growth target to the year 2041. This target includes growth allocated to the town through Halton Region’s integrated growth management strategy. The regional target allocates Oakville a minimum of 44,800 new residential units by the year 2041.

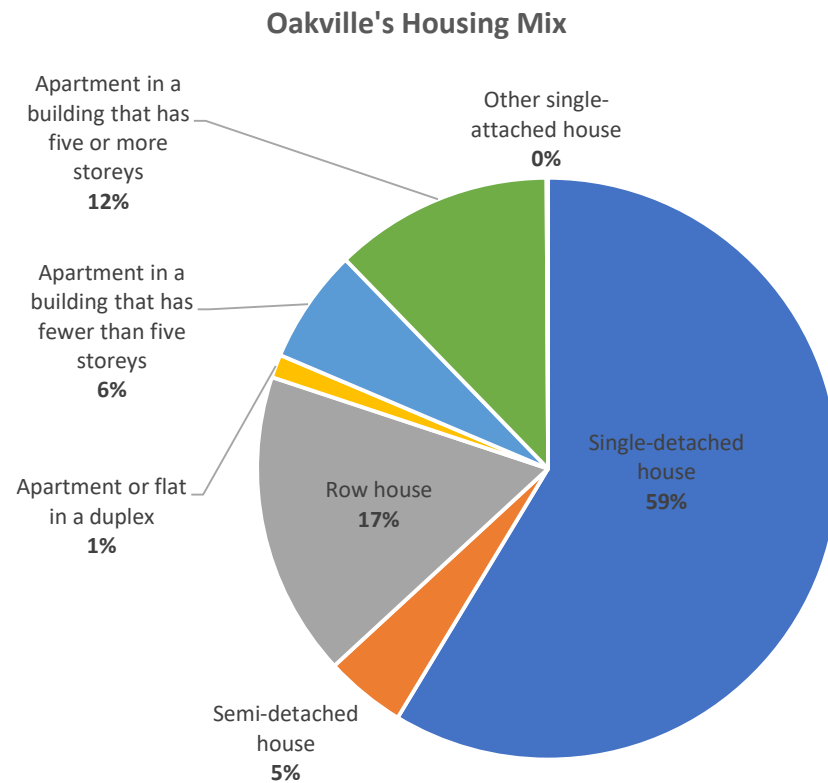
The Province of Ontario recently requested the town to commit to a housing target of 33,000 new residential units as part of the province’s goal to build 1.5 million housing units by 2031. This number exceeds Halton Region’s growth allocation to the town within the same time horizon, requiring the acceleration of housing units within the next 10 years. The provincial target is not additive to the regional target and is stand-alone. The Town has agreed with the province and committed to a housing pledge of 33,000 by the year 2031/2032.

Under the town’s Livable Oakville Official Plan, the town is well positioned to achieve the residential housing units needed to meet the regional target and provincial housing pledge, as guided by the town’s urban structure which directs where and how the town will grow. The Housing Strategy and Action Plan will further assist the town to enable housing opportunities and accelerate the delivery of housing to achieve its regional target and housing pledge.

Although the targeted residential growth can be accommodated over the long term, assistance is needed to meet the higher and accelerated pace of the growth targets. The town has identified concerns that these targets will not be financially achievable and that significant infrastructure upgrades will be required under a shortened time horizon. The town will not be able to achieve its targets without help from the development industry and upper levels of government.

Forecast	New Unit Growth	Average Units Per Year
Halton Official Plan (Table 2A Regional Phasing) – 2041 Target (20 years)	44,800	2,240
Provincial 1.5 million new home’s goal – 2031/2032 Target (10 years) (Housing Pledge)	33,000	3,300
Oakville’s Development Charges Background Study – 2031 Projection (9 years) <i>(note: growth projection set prior to Halton OP target)</i>	16,321	1,813

3.0 Housing Snapshot



3.1 Oakville's Housing Mix

Oakville had 76,179 total private dwelling units in 2021, of which 73,555 were occupied by permanent residents ([StatCan, 2021](#)).

The majority of Oakville's housing mix consists of single detached houses (59%). When grouped with other low density housing forms, including 'semi-detached houses' and 'other single-attached houses', low density housing forms make up a substantial portion of Oakville's housing mix at 64%.

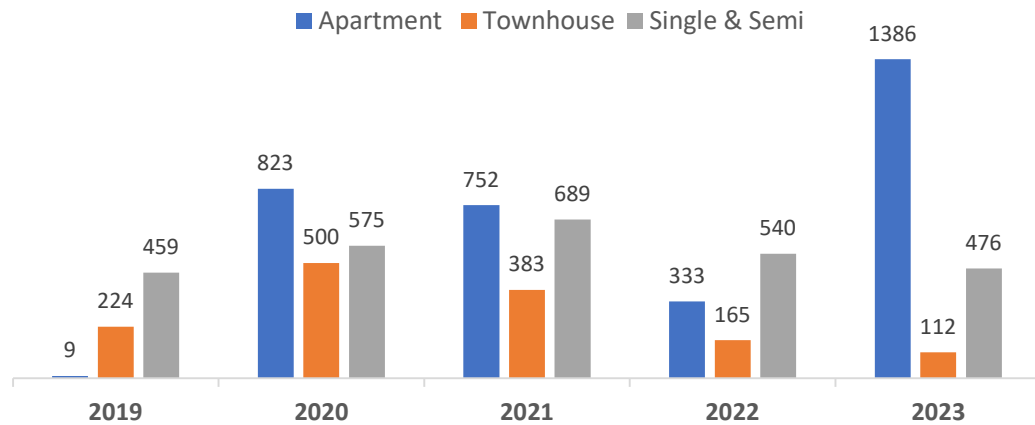
Medium density housing forms, including rowhouses, apartments in a duplex, and apartments in buildings that have fewer than five storeys make up approximately one quarter of Oakville's housing mix at 24%.

Higher density housing forms are the least represented housing form in Oakville, with apartments in buildings that are five or more storeys making up 12% of Oakville's housing mix.

The Housing Mix Target in the Regional Official Plan calls for at least 65 percent of new housing units produced annually in Halton to be in the form of townhouses or multi-storey buildings (higher density housing) to 2031, and at least 75 percent each year thereafter. Annually, Halton Region is meeting this target, and according to Halton Region's State of Housing Report, in 2023, 74.6% of new housing completions in Halton (3,743 new housing completions) were higher density housing units (townhouses and apartments).

Halton Region's 2023 State of Housing Report notes that providing higher density housing gives the best opportunity to encourage and add more affordable housing to the open market in Halton. Given this, a direction to shift the housing mix towards providing more higher density housing forms in Oakville is advantageous to improve attainable and affordability housing opportunities.

Annual Housing Completions by Housing Type



3.2 Housing Completions

According to Halton Region’s 2023 State of Housing Report, in 2023, Oakville had 1,974 new housing completions (i.e. construction completed). Of the housing completions in 2023, 76% were higher density housing units (apartments and townhouses at 1,498 units).

Over a five-year period from 2019 to 2023, an average of 63% of new housing completions in Oakville were higher density housing forms. When comparing this against Oakville’s current housing mix, which shows that 64% of the total current housing units in Oakville are low density (i.e. single detached and semi-detached houses), the period between 2019 to 2023 demonstrates a shift away from historical housing construction focused on low-density housing. The trend toward higher density housing units as a bigger percentage of the overall housing mix is likely reflective of current legislation and policy which places an increased focus on infill and intensification to develop transit-supportive, mixed use, complete communities, as well as a response to external market conditions.

Providing a greater number of higher density housing units as part of the overall mix of housing in Oakville will assist to improve affordability, create greater housing choice, and develop complete communities.

3.3 Housing Completions & Housing Targets

To meet the Halton Official Plan 2041 housing target (Section 2.2), the town will need to produce an average of 2,240 housing units per year for the next 20 years, which is a 51% increase from the five-year average of 1,485 housing completions per year in Oakville.

To meet the provincial housing pledge target by 2031/2032, the town will need to produce an average of 3,300 housing units per year for the next 10 years, which is a 122% increase over Oakville’s five-year average of 1,485 housing completions per year. Comparatively, over the last five years, Halton Region observed an average of 3,273 new housing completions on an annual basis. This cannot be achieved without assistance from upper levels of government and the development community.

3.4 Housing in Development

As reported in the 2023 State of Housing Report, Oakville had a total of 6,530 new housing units in development in 2023. “Housing in development” for 2023 included:

- 2,701 new housing starts (i.e. construction started)
- 3,829 units under construction

Accordingly, housing starts in Oakville (2,701) represented 60% of all new housing starts for Halton Region (4,466); and housing units under construction in Oakville (3,829) represented 59% of all housing units under construction in Halton Region (6,445). These figures demonstrate that Oakville is a growth leader amongst local municipalities in Halton.

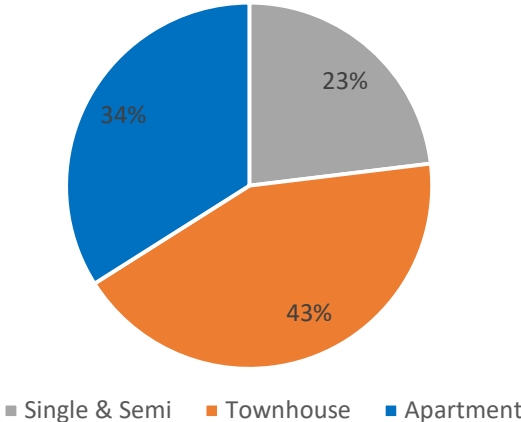
Overall, new housing in development in Oakville in 2023 (i.e. housing starts and housing under construction) consisted of the following mix:

- 65.4% apartments
- 12.1% townhouses
- 22.5% singles and semi-detached houses

This demonstrates that future housing completions will continue to trend toward the supply of higher density housing forms as part of the overall housing mix, and assist to achieve housing mix and affordability goals.

Data collected by the Town of Oakville, tracking year-to-date housing starts, identifies that there have been 1,604 housing starts in Oakville for 2024, reporting as of August 2024. The Town of Oakville defines a housing start as the first time the town inspects a home being built. This is referred to as the first inspection and is conducted by the town’s Building Inspectors who visit every site when construction begins. Year-to-date housing starts in Oakville for 2024 include 34% apartments (545 units), 43% townhouses (689 units), and 23% single and semi-detached houses (370 units), indicating the trend toward higher density housing forms continues.

Oakville Housing Starts (2024 - Year to Date)



3.5 Unbuilt Housing

An analysis of residential units within the development review process was undertaken, providing a snapshot of how many residential units in the development queue could be realized if approved and built. Residential developments were grouped into three categories based on their folder status(s) and included the following application types:

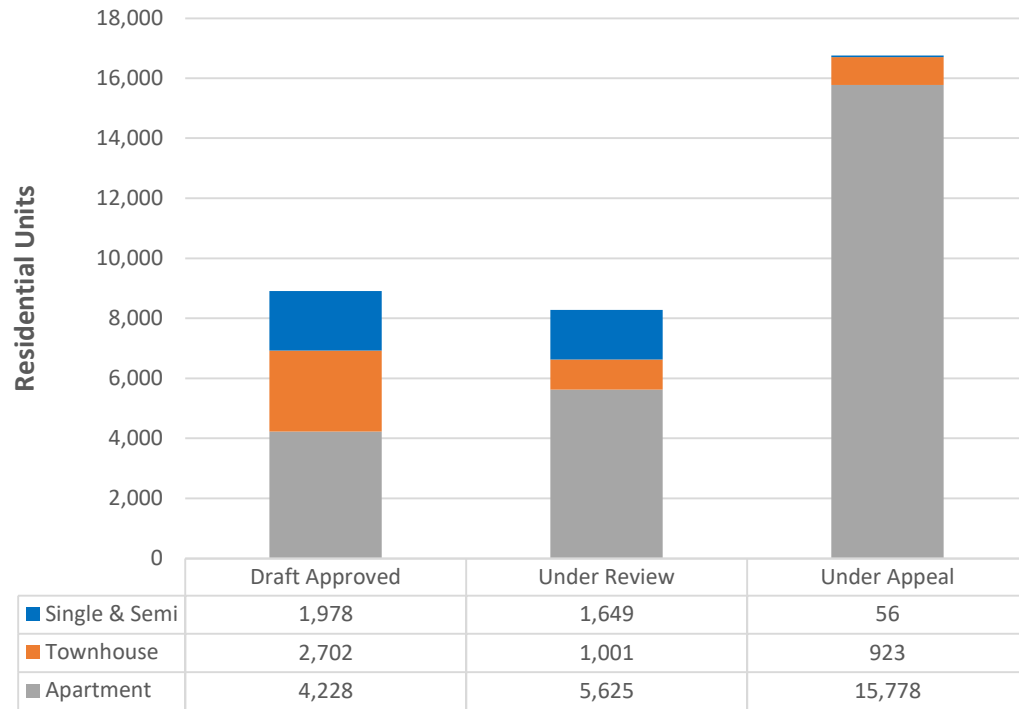
Grouping	Folder Status	Application Types included
Draft Approved	Draft Approved	site plan, plan of subdivision
Under Review	Public Meeting, In Circulation, Clearing Conditions	site plan, plan of subdivision, OPA, ZBA
Under Appeal	Appealed	site plan, plan of subdivision OPA, ZBA

As of August 2024, there are approximately 33,940 unbuilt residential units in Oakville within the development review pipeline. Of those units, approximately:

- 8,908 residential units are draft approved
- 8,275 residential units are in the development review process
- 16,757 residential units are under appeal at the Ontario Land Tribunal (OLT)
- 75% of all units are apartments
- 14% of all units are townhouses
- 11% of all units are single & semi-detached houses

The unbuilt housing data demonstrates a significant shift toward the provision of higher density housing. The review of unbuilt units also shows that if all the residential units in the development pipeline were approved (and built), it would achieve the provincial goal of 33,000 residential units by 2031/2032. However, the required infrastructure upgrades would also need to occur to support this level of development so that the permitted housing could be built.

Unbuilt Residential Units by Application Status



3.6 Affordability

Halton Region's Official Plan, now under the purview of the town, defines affordable housing as housing with a market price (for purchase) or rent that is affordable to households of low and moderate income, spending no more than 30 percent of their gross household income on housing.

Using Halton's housing model, as outlined in the Region's 2023 State of Housing Report, the maximum affordable purchase price for a typical household in Halton Region is \$541,900, based on an affordable (non-assisted) income threshold of \$126,300. Comparatively, in 2023, the average price of a new home and resale home in Oakville was \$821,036 and \$1,281,279, respectively.

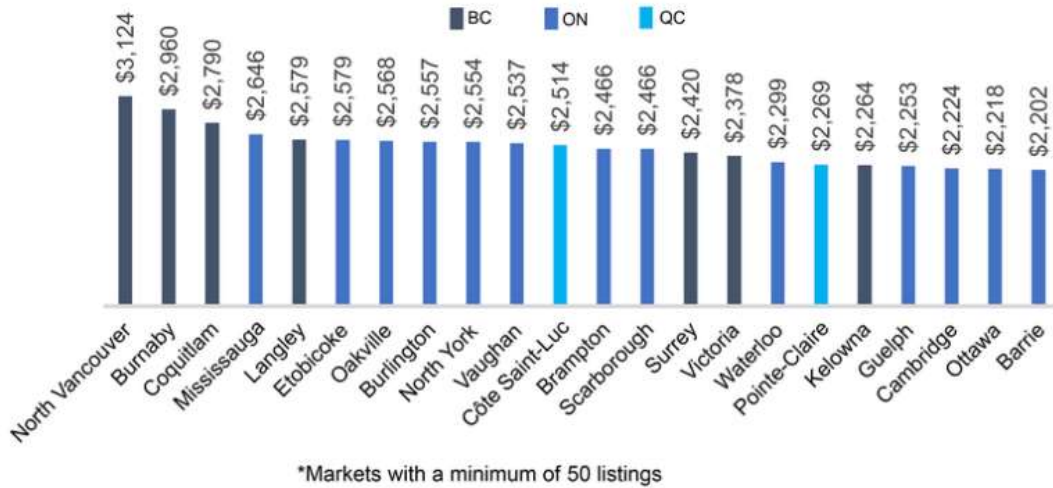
The State of Housing Report provides that 12 percent of all sales in Halton Region were under the affordable maximum purchase price of \$541,900 (1,201 total sales of 9,456 total sales in 2023), of which:

- 45.2 percent of new sales were below the affordable maximum purchase price of \$541,900 (932 new market units and 156 new assisted program units of 2,406 total new sales in 2023)
- 3.8 percent of resales were below the affordable maximum purchase price of \$541,900 (269 resale units of 7,050 total resales in 2023)

(Note: it is assumed that the price of resales may be higher than new sales as they are resold in the open market after the initial purchase price)

According to an information memo provided to Halton Regional Council on September 18, 2024, in Oakville in 2023, there was a total of 663 units sold below the affordable maximum purchase price, representing 55 percent of the total affordable units sold in Halton Region. Of the 663 units, 2 were townhouse units and 661 were apartment units. Of the apartment units, 538 were one bedroom, 102 were two bedrooms, and 1 was three+ bedrooms (20 units unknown). Of the new units sold below the maximum affordable purchase price of \$541,900, nearly all new sales were apartments units with smaller bedroom sizes (2 or fewer bedrooms), demonstrating a strong correlation between higher density housing and affordability, and emphasizing the limitation of finding larger units for families which are affordable.

**Average Asking Rent for Purpose-built & Condo Rental Apartments
Top 25 Mid-Sized Canadian Markets by Asking Rent: July 2024**



Source: Rentals.ca National Rent Report (August 2024 update report)

3.7 Rental Housing

Rental housing is an important tenure of housing for many residents of Oakville, and access to a healthy supply of rental housing units is critical. Rental vacancy rates are an important measure to assess the health of the rental market. The Canada Mortgage Housing Corporation (CMHC) states that a vacancy rate of at least 3% is considered necessary for adequate competition and housing options.

Since 2017, Halton Region’s vacancy rate for private townhouse and apartments has been below 3%. According to Halton Region’s most recent State of Housing Report, the vacancy rate in Halton and Oakville was 1.6%. Oakville has a five-year average vacancy rate of 2%, and has experienced a gradual decline in overall vacancy in the past five years.

Consequently, with minimal rental supply, average rents have steadily increased over the same period as there is not adequate competition or rental housing options. Halton Region has the highest average monthly rents among regional municipalities in the Greater Toronto Area with Oakville having the highest rents in Halton Region.

According to the Rentals.ca National Rent Report (August 2024), which reports data based on the asking rates of available (vacant) units to reflect on-going trends in the market, Oakville ranked among the top ten mid-sized markets in Canada having the most expensive average rent. The average rent was reported to be \$2,568 for purpose-built and condominium rental apartments in July 2024.

Opportunities to maintain, secure and increase rental housing in Oakville is needed.

4.0 Goals & Objectives

The Housing Strategy is founded on six goals and objectives that will guide decision making regarding housing in Oakville. The goals and objectives establish a path toward positive housing outcomes for the town.

Goal 1: Support Growth Management and Increase the Housing Supply

Objective: Identify, encourage, and enable housing opportunities within the town’s urban structure, which functions as the foundation for growth management in Oakville.

Goal 2: Improve Housing Affordability, Housing Options and Housing Choice

Objective: Enable a greater diversity of housing types in more places throughout the town, where appropriate, focusing on housing types, sizes and tenures that are in short supply and housing that improves affordability.

Goal 3: Streamline Approvals

Objective: Create new and enhanced processes that improve the efficiency of the development approvals process and the timely delivery of housing.

Goal 4: Make Housing Feasible

Objective: Ensure the delivery of infrastructure and community service facilities are coordinated, appropriately funded, and implemented in alignment with growth to enable the delivery of housing and livable, complete communities.

Goal 5: Engage, Raise Awareness, Build Capacity

Objective: Engage town staff, agency partners and the public to raise awareness and build the community capacity necessary to support the construction of a wide range of housing types that are needed throughout Oakville.

Goal 6: Collaborate

Objective: Work with agency partners and other levels of government to achieve the goal of creating more housing, while ensuring growth is contextually appropriate, environmentally and fiscally responsible.



5.0 Housing Outcomes

The intent of the Housing Strategy and Action Plan is to achieve positive housing outcomes and improve the housing landscape in Oakville. Using the six foundational goals and objectives (Section 4.0), and matching them with associated action items (Section 6.0), the following housing outcomes are anticipated:



Increased housing supply
more homes built.



Improved affordability
more homes people can afford.



Enhanced housing choice
more types of homes people need.



Accelerated housing delivery
more homes faster.



Development of livable complete communities
a place to call home with the services people need.

6.0 Actions and Performance Indicators

The table below provides action items that can be implemented to realize the six goals and objectives in the Housing Strategy. Implementing the action items is intended to achieve positive housing outcomes and result in the betterment of the housing landscape in Oakville. Potential housing outcomes, the estimated timeframe to implement each action, as well as the status of implementation, are identified. The action items are accompanied by key performance indicators, where applicable, to assist tracking the town’s progress. Action items are listed chronologically by estimated timeframe. Where an action item is highlighted in orange are priority items to be implemented prior to others.

Action Item		Potential Housing Outcomes					Estimated Timeframe	Status	Performance Indicator
		Increase housing supply	Improve affordability	Enhance housing choice	Accelerate housing delivery	Develop Complete Communities			
GOAL 1: Support Growth Management and Increase the Housing Supply Identify, encourage, and enable housing opportunities within the town’s urban structure, which functions as the foundation for growth management in Oakville.									
1.1	Complete the review of the Midtown Oakville protected major transit station area to assure it will be a transit-oriented community with a minimum of 20,600 people and jobs by 2031 which means at least 7,200 units.	✓	✓	✓	✓	✓	2024	Ongoing	Complete the Midtown Oakville Growth Area Review and have resulting OPA approved, as applicable.
1.2	Review, analyze and be consistent with the provincial planning framework (i.e. Provincial Planning Statement, 2024).	✓	✓	✓	✓	✓	2024-2025	Not Started	Complete Official Plan Review consistency exercise (housing) and have resulting OPA approved, as applicable.

Action Item		Potential Housing Outcomes					Estimated Timeframe	Status	Performance Indicator
		Increase housing supply	Improve affordability	Enhance housing choice	Accelerate housing delivery	Develop Complete Communities			
1.3	<p>Explore opportunities for growing the housing supply within the town’s established residential areas while upholding the overall urban structure and growth management framework that directs the majority of growth to an identified system of nodes and corridors.</p> <p>As part of a future study such as a gentle density and/or missing middle strategy, explore locations for increased housing opportunities, including mixed-use development where appropriate, within the town’s residential areas including:</p> <p>a) commercial designated sites</p> <p>b) town-owned lands</p> <p>c) south-east corner of Trafalgar Road and Cornwall Road (Inglehart Street)</p> <p>d) accessory dwelling units (3 units per lot)</p>								Complete Residential Areas Review, gentle density and/or missing middle strategy, and/or sub components thereto, and have any resulting OPAs approved, as applicable.
		✓	✓	✓		✓	2024-2026	Not Started	
		✓	✓	✓		✓	2024-2026	Not Started	
		✓	✓	✓		✓	2024-2026	Not Started	
		✓	✓	✓		✓	2024-2026	Complete	Zoning By-law Amendment passed. (Refinements to official plan policies, as applicable.)

Action Item		Potential Housing Outcomes					Estimated Timeframe	Status	Performance Indicator
		Increase housing supply	Improve affordability	Enhance housing choice	Accelerate housing delivery	Develop Complete Communities			
	e) vacant and/or underutilized sites and overall opportunities for infill development	✓	✓	✓		✓	2024-2026	Not Started	
1.4	Complete a review for the Uptown Core Growth Area as part of the town's broader Official Plan Review and explore opportunities for additional housing which is transit supportive and contributes to the creation of complete communities.	✓	✓	✓	✓	✓	2024-2026	Ongoing	Complete the Uptown Core Growth Area Review and have resulting OPA approved, as applicable.
1.5	Develop a policy section specific to housing in the general policies in the Livable Oakville Plan, including any goals and objectives for housing town-wide. This will ensure housing policies apply to all land use designations where housing is permitted, including mixed use areas. Incorporate housing policies from the Halton Region OP in the Livable Oakville, as applicable.	✓	✓	✓	✓	✓	2024-2025	Not Started	Complete the Housing Strategy and Action Plan, followed by the Housing Needs Assessment Report and have resulting OPA approved, as applicable.

Action Item		Potential Housing Outcomes					Estimated Timeframe	Status	Performance Indicator
		Increase housing supply	Improve affordability	Enhance housing choice	Accelerate housing delivery	Develop Complete Communities			
1.6	Update the Zoning By-law to put in place as-of-right zoning, where possible, to enable increased housing supply in locations which promote transit use and complete communities. Focus areas include major transit station areas to be zoned within one year of being designated, as required by the <i>Planning Act</i> .	✓	✓	✓	✓	✓	2025-2026	Not Started	Zoning By-law Amendment updating zoning to enable increased development opportunities and/or pre-zone lands.
1.7	Leverage Oakville's Municipal Development Corporation to identify opportunities for the town's surplus or under-utilised lands, including the town's former public works site that has a plan accounting for a minimum of 1,215 residential units. At least one hundred of these units are slated to be affordable.	✓	✓	✓	✓	✓	Ongoing	Ongoing	Land sales, development agreements, and/or development of the town's surplus land holdings for the purpose of generating housing, including affordable housing units.
GOAL 2: Improve Housing Affordability, Housing Options and Housing Choice Enable a greater diversity of housing types in more places throughout the town, where appropriate, focusing on housing types, sizes and tenures that are in short supply and housing that improves affordability.									
2.1	Prepare a Rental Housing Protection By-law to ensure that the rental housing stock in Oakville is maintained, as appropriate, and considers demolition, replacement, and affordability of units.		✓	✓		✓	2023-2024	Complete	Passing a Rental Housing Protection by-law.

Action Item		Potential Housing Outcomes					Estimated Timeframe	Status	Performance Indicator
		Increase housing supply	Improve affordability	Enhance housing choice	Accelerate housing delivery	Develop Complete Communities			
2.2	Updating official plan policies and zoning by-law regulations regarding accessory dwelling unit permissions in accordance with updated legislation (Bill 23), which allow for three units per lot and maximum parking requirements for additional dwelling units.	✓	✓	✓	✓	✓	2024	Complete	Approved OPA and ZBA enabling and implementing updated legislation for accessory dwelling units.
2.3	Complete a housing needs assessment to inform the housing snapshot for Oakville, including the type, size, and tenure of housing that Oakville needs, including affordable housing, which will inform future official plan policies that would enable needed housing.		✓	✓		✓	2024-2025	Ongoing	Completed Housing Needs Assessment Report.
2.4	Undertake a required Assessment Report to review the potential for inclusionary zoning and to enable the establishment of an inclusionary zoning policy framework.		✓	✓		✓	2024-2025	Ongoing	Inclusionary Zoning Assessment Report, recommended to Council. (Commensurate with Housing Needs Assessment)
2.5	Establish official plan policy that requires multi-unit residential developments and high-density housing development incorporate a mix of unit sizes to accommodate a diverse range of household sizes and incomes, including a minimum number of family sized units, as applicable.			✓		✓	2025	Not Started	Complete the Housing Needs Assessment to determine appropriate policy direction. Complete town initiated OPA to implement applicable policy.

Action Item		Potential Housing Outcomes					Estimated Timeframe	Status	Performance Indicator
		Increase housing supply	Improve affordability	Enhance housing choice	Accelerate housing delivery	Develop Complete Communities			
2.6	Enhance official plan policies that support housing options in both form and tenure (e.g. rental, ownership, rent-to-own, co-operative housing, affordable, assisted, independent living, and housing that serves vulnerable populations, accessibility needs, seniors, etc.) that provide a full range of housing that meets the needs of residents throughout all stages of their lives.	✓	✓	✓		✓	2025	Not Started	Approved OPA, informed by Housing Needs Assessment Report and/or Inclusionary Zoning Report, as applicable.
2.7	Enhance official plan policies that support innovative housing solutions through encouraging alternative forms of housing construction such as modular housing, manufactured housing, and prefabricated housing, etc.	✓	✓	✓	✓	✓	2025	Not Started	Approved OPA, informed by Housing Needs Assessment Report and/or Inclusionary Zoning Report, or other housing reporting, as applicable.
2.8	Develop official plan policy which considers retaining existing rental housing, the demolition of rental housing stock, replacement of demolished rental housing stock, including maintaining affordability for replaced units.		✓	✓		✓	2025	Not Started	Approved OPA, informed by Rental Housing Protection By-law.
2.9	Review parking requirements in the zoning by-law to consider reduced or eliminated required parking for new developments, where applicable and appropriate.	✓	✓	✓	✓		2025-2026	Ongoing	Completion of the Town-wide Parking Management Study and/or Comprehensive Zoning By-law Review.

Action Item		Potential Housing Outcomes					Estimated Timeframe	Status	Performance Indicator
		Increase housing supply	Improve affordability	Enhance housing choice	Accelerate housing delivery	Develop Complete Communities			
2.10	Prioritize Regional projects for supportive and assisted housing developments.	✓	✓	✓	✓	✓	Ongoing	Ongoing	Approval of development applications for Halton Region's supportive housing and assisted housing projects.
GOAL 3: Streamline Approvals Create new and enhanced processes that improve the efficiency of the development approvals process and the timely delivery of housing.									
3.1	Finalize projects initiated under the province's Streamline Development Approvals Fund, which is supporting eleven streamlining projects across the town that will improve timely and efficient access to development-related services.				✓		2023-2024	Complete	Finalized projects.
3.2	Apply LEAN principles to the development review and building permit review processes to ensure efficiencies and streamline overall processes with a staff complement across various town departments.				✓		2023-2025	Ongoing	Apply LEAN principles to development review and building permit review processes. Implement resulting business processes.
3.3	Implement new and enhanced electronic processes and systems to accelerate development approvals and improve efficiency, including implementation of ProjectDox ePlan, Arc Urban, and the Planning Data Hub.	✓			✓		2023-2025	Ongoing	Implementation of new business processes.

Action Item		Potential Housing Outcomes					Estimated Timeframe	Status	Performance Indicator
		Increase housing supply	Improve affordability	Enhance housing choice	Accelerate housing delivery	Develop Complete Communities			
3.4	Enhance the pre-consultation process to provide clarity and direction to applicants.				✓		2025	Ongoing	Updated webpage, digital submissions, application forms, terms of reference materials as applicable.
3.5	Advance the Town's on-line presence and providing for enhanced and efficient development processes (e.g., on-line portal for building permit and development application submissions).				✓		2024-2025	Ongoing	Updated website.
3.6	Initiate and undertake work programs in an efficient, and where possible, concurrent manner to investigate, and if deemed appropriate, implement a Community Planning Permit System within Midtown Oakville and with opportunity to do so in other parts of the Town.	✓	✓	✓	✓	✓	2024-2026	Ongoing	Complete the Midtown Oakville Growth Area Review and have resulting OPA approved, as applicable, followed by the approval of a CPPS By-law.
GOAL 4: Make Housing Feasible Ensure the delivery of infrastructure and community service facilities are coordinated, appropriately funded, and implemented in alignment with growth to enable the delivery of housing and livable, complete communities.									
4.1	Ensuring that town's Development Charge By-law, Community Benefits Charge By-law, and Parkland Dedication By-law are clear, transparent, and pre-determined to ensure timely development with understood costs.		✓		✓	✓	2022-2024	Complete / Ongoing	Approval of Development Charges By-law, Community Benefits Charge By-law, and Parkland Dedication By-law.

Action Item		Potential Housing Outcomes					Estimated Timeframe	Status	Performance Indicator
		Increase housing supply	Improve affordability	Enhance housing choice	Accelerate housing delivery	Develop Complete Communities			
4.2	Resolve outstanding appeals of the town's Development Charge By-law, Community Benefit Charge By-law, and Parkland Dedication By-law with the intent of maximizing revenues where possible so that growth pays for growth.				✓	✓	2024	Complete	Resolution of appeals and implementing the by-laws.
4.3	Review and update the Town's 10-year capital forecast to account for on-going master plans and determine any adjustments in capital project forecasts in order to prioritise and support the acceleration of housing.				✓	✓	2024-2025	Ongoing	Completion of Capital Forecast Review.
4.4	Explore opportunities to increase housing supply, improve affordability, enhance choice, and accelerate delivery beyond the policy solutions that may be provided by the town's official plan, including financial tools available through Community Improvement Plans (CIP).	✓	✓	✓	✓		2024-2026	Ongoing	Investigate feasibility of CIP focused on programs for housing, and if appropriate, develop CIP and housing programs.
4.5	Partner with Halton Region to expedite the delivery of water, wastewater, and transportation infrastructure in support of Midtown Oakville and across the town, in particular south of Dundas Street.	✓	✓	✓	✓		2024-2026	Ongoing	Capital programming update.

Action Item		Potential Housing Outcomes					Estimated Timeframe	Status	Performance Indicator
		Increase housing supply	Improve affordability	Enhance housing choice	Accelerate housing delivery	Develop Complete Communities			
4.6	Resolve outstanding appeals of the town's Palermo Village Growth Area and North West Area (OPA 34, 37, and 38) which would enable and facilitate the creation of thousands of housing units.	✓	✓	✓	✓	✓	2024-ongoing	Ongoing	Resolution of appeals with OPAs in effect.
4.7	Invest in the renewal and provision of community service and facilities to support a growing population and revitalise business opportunities and economic development.	✓	✓	✓	✓	✓	2024-ongoing	Ongoing	Future work program to be determined.

Action Item		Potential Housing Outcomes					Estimated Timeframe	Status	Performance Indicator
		Increase housing supply	Improve affordability	Enhance housing choice	Accelerate housing delivery	Develop Complete Communities			
4.8	<p>Work with the Province to ensure they fully fund, plan and deliver the capital projects in and around Oakville necessary to enable housing development, support the town's housing pledge, and facilitate timely infrastructure investment in that regard, including:</p> <ul style="list-style-type: none"> the Kerr Street grade separation in support of residential development at Speers Road and Kerr Street extension of the GO Train platform and bus loop re-location in Midtown interchange improvements along QEW at Trafalgar Road and Royal Windsor Drive which Oakville needs for development in Oakville's Urban Growth Centre to proceed. 	✓	✓	✓	✓	✓	2024-onward	Ongoing	<p>Meetings with provincial ministries to express concerns and create partnerships in infrastructure timing and funding.</p> <p>Participation in reviews and letters submitted to the Province through various agencies and bodies, such as AMO, which advocate on behalf of municipalities.</p>
4.9	Work with Halton Region to identify and prioritize key regional infrastructure projects that can advance the timing of development.	✓	✓	✓	✓	✓	2024-onward	Ongoing	Meeting with Halton Region and development of Capital Infrastructure Plans.

Action Item		Potential Housing Outcomes					Estimated Timeframe	Status	Performance Indicator
		Increase housing supply	Improve affordability	Enhance housing choice	Accelerate housing delivery	Develop Complete Communities			
4.10	Undertake the required studies, including Environmental Assessment, Area Servicing Plan, and Transportation Studies, to advance the delivery of housing and a mixed-use complete community around the Bronte GO Major Transit Station Area, which is planned for a minimum of 5,800 residential units and almost 1 million square metres of retail, service commercial and employment space.	✓	✓	✓	✓	✓	2025-2027	Not Started	Completion of necessary studies to enable growth and development around the Bronte GO MTSA, including the hiring of technical consultants.
4.11	Undertake an analysis of the town's debt forecast to understand growth financing capacity.					✓	Ongoing	Ongoing	Completion of debt forecasting review.
4.12	Advocate that the Province funds and expedites approval for necessary infrastructure including water supply and wastewater treatment plants.				✓	✓	Ongoing	Ongoing	Participation in reviews and letters submitted to the Province through various agencies and bodies, such as AMO, which advocate on behalf of the municipality.

Action Item		Potential Housing Outcomes					Estimated Timeframe	Status	Performance Indicator
		Increase housing supply	Improve affordability	Enhance housing choice	Accelerate housing delivery	Develop Complete Communities			
4.13	Rely on the Province of Ontario to ensure there is no funding shortfall for housing enabling infrastructure, including community infrastructure, because of Bill 23 and that the Province will keep municipalities whole, provided the town achieves its housing pledge.	✓	✓	✓	✓	✓	Ongoing	Ongoing	Participation in reviews and letters submitted to the Province through various agencies and bodies, such as AMO, which advocate on behalf of municipalities.
GOAL 5: Engage, Raise Awareness, Build Capacity Engage town staff, agency partners and the public to raise awareness and build the community capacity necessary to support the construction of a wide range of housing types that are needed throughout Oakville.									
5.1	Encourage the province to allow zoning for limited types of tenure to help ensure new purpose-built rental buildings are part of the overall housing mix.	✓	✓	✓	✓	✓	Ongoing	Ongoing	Participation in reviews and letters submitted to the Province through various agencies and bodies, such as AMO, which advocate on behalf of municipalities.
5.2	Consider establishing a Housing Advisory Panel to assist with the implementation of the Action Plan, made up of representatives from various parts of the housing industry and local leaders.				✓		2025	Not Started	Staff report considering the establishment of a Housing Advisory Panel, recommended to Council. If positive, establishment of an advisory panel.

Action Item		Potential Housing Outcomes					Estimated Timeframe	Status	Performance Indicator
		Increase housing supply	Improve affordability	Enhance housing choice	Accelerate housing delivery	Develop Complete Communities			
5.3	Raise awareness of Halton Region's role as the Housing Service Manager for Halton's local municipalities, and directing residents to the programs offered through Halton Region.			✓		✓	Ongoing	Not Started	Enhancing the town's on-line presence regarding housing in Halton Region, and where services can be found.
5.4	Promote, support and partner with Halton Region, where appropriate, to implement Halton Region's Comprehensive Housing Strategy and related strategic directions, initiatives, and updates thereto.					✓	Ongoing	Not Started	Completion of the Housing Strategy and Action Plan. Process development applications for Regional supportive and assisted housing developments. Participate in the implementation of strategic directions from the Region, as applicable.
5.5	Promote the town's Brownfield Community Improvement Plan and Program to support investment in new housing opportunities.	✓		✓	✓		Ongoing	Ongoing	Present to the Developers' Liaison Committee and other forums to promote the program.

Action Item		Potential Housing Outcomes					Estimated Timeframe	Status	Performance Indicator
		Increase housing supply	Improve affordability	Enhance housing choice	Accelerate housing delivery	Develop Complete Communities			
5.6	Raise awareness with Oakville’s development industry about the town’s priorities and locations for new housing opportunities in alignment with the Urban Structure.				✓	✓	Ongoing	Ongoing	Meetings with the Developer Liaison Committee to raise awareness. Staff reports and studies which promote, reiterate, and support the town’s Urban Structure.
5.7	Advocate for on-going funding to support the associated growth required for transit – for both Oakville Transit and expanded Metrolinx service.				✓	✓	Ongoing	Ongoing	Participation in reviews and letters submitted to the Province through various agencies and bodies, such as AMO, which advocate on behalf of municipalities.
5.8	Advocate that the Province work with municipalities to create a new long-term, permanent municipal funding strategy to fund critical growth-related infrastructure projects.				✓	✓	Ongoing	Ongoing	Participation in reviews and letters submitted to the Province through various agencies and bodies, such as AMO, which advocate on behalf of municipalities.

Action Item		Potential Housing Outcomes					Estimated Timeframe	Status	Performance Indicator
		Increase housing supply	Improve affordability	Enhance housing choice	Accelerate housing delivery	Develop Complete Communities			
5.9	Advocate for upfront funding from upper levels of government to finance the infrastructure required to service greenfield and intensification developments so as to manage the financial risk of servicing sites for anticipated development and to reduce the capital cost of growth on both new and existing taxpayers.		✓		✓	✓	Ongoing	Ongoing	Participation in reviews and letters submitted to the Province or Federal Government, through various agencies and bodies, such as AMO, which advocate on behalf of municipalities.
5.10	Advocate that the Province continues to invest in, and support, the delivery of local and regional public transit to support related housing growth.	✓	✓	✓	✓	✓	Ongoing	Ongoing	Participation in reviews and letters submitted to the Province through various agencies and bodies, such as AMO, which advocate on behalf of municipalities.
5.11	Advocate that the Province supports municipalities in the remediation of identified brownfields for the purpose of reclaiming urban land for new housing opportunities.	✓	✓	✓	✓	✓	Ongoing	Ongoing	Participation in reviews and letters submitted to the Province through various agencies and bodies, such as AMO, which advocate on behalf of municipalities.

Action Item		Potential Housing Outcomes					Estimated Timeframe	Status	Performance Indicator
		Increase housing supply	Improve affordability	Enhance housing choice	Accelerate housing delivery	Develop Complete Communities			
5.12	Advocate that the Province commit to building supporting institutions including schools, hospitals, daycares, and long-term care facilities to support increased population growth due to accelerated housing delivery.			✓		✓	Ongoing	Ongoing	Participation in reviews and letters submitted to the Province through various agencies and bodies, such as AMO, which advocate on behalf of municipalities.
5.13	Advocate that the Province addresses the shortage of parkland a municipality receives through development application changes under the <i>Planning Act</i> to ensure Oakville maintains its parkland standard, preserves its livability, and builds complete communities.	✓	✓	✓	✓	✓	Ongoing	Ongoing	Participation in reviews (e.g. ERO postings) and letters submitted to the Province through various agencies and bodies, such as AMO, which advocate on behalf of municipalities.
5.14	Advocate that the Province provides additional investments for student housing in municipalities with post-secondary institutions.	✓	✓	✓	✓	✓	Ongoing	Ongoing	Participation in reviews (e.g. ERO postings) and letters submitted to the Province through various agencies and bodies, such as AMO, which advocate on behalf of municipalities.

Action Item		Potential Housing Outcomes					Estimated Timeframe	Status	Performance Indicator
		Increase housing supply	Improve affordability	Enhance housing choice	Accelerate housing delivery	Develop Complete Communities			
5.15	Advocate that the Province increases education and training in skilled trades and other careers and talent needed for development and growth.				✓	✓	Ongoing	Ongoing	Participation in reviews and letters submitted to the Province through various agencies and bodies, such as AMO, which advocate on behalf of municipalities.
5.16	Advocate that the Province increases funding for affordable and supportive housing projects to address the critical shortage across the Province which would include funding for new units as well as ongoing support services.	✓	✓	✓	✓	✓	Ongoing	Ongoing	Participation in reviews and letters submitted to the Province through various agencies and bodies, such as AMO, which advocate on behalf of municipalities.
5.17	Communicate with Oakville Hydro and other third-party utility providers to keep them aware of the town's growth forecasts.				✓	✓	Ongoing	Ongoing	Liaison meetings and communications with Oakville Hydro.
GOAL 6: Collaborate Work with agency partners and other levels of government to achieve the goal of creating more housing, while ensuring growth is contextually appropriate, environmentally and fiscally responsible.									

Action Item		Potential Housing Outcomes					Estimated Timeframe	Status	Performance Indicator
		Increase housing supply	Improve affordability	Enhance housing choice	Accelerate housing delivery	Develop Complete Communities			
6.1	Define the roles and responsibilities of Halton Region and the Town of Oakville in the delivery of housing and housing programs.				✓		2024	Complete	Creation of an agreement or MOU defining roles and responsibilities as part of the broader framework of the transition of planning responsibilities between upper and lower tier municipalities.
6.2	Create a Housing Secretariate Office to administer the Housing Strategy and Action Plan.				✓		2024	Complete	Creation of an HSO.
6.3	Collaborate with Halton Region in the facilitation and partnership between community housing groups and the private sector to create new assisted housing opportunities, including the development of a procurement strategy that encourages private sector involvement in the development of new community housing units.	✓	✓	✓			2023-2025	Not Started	Liaise with Halton Region to determine needs. Provide supportive housing policies including any applicable OPA.
6.4	Work with Halton Region to update infrastructure master plans to align with the town's vision for growth and change in accordance with the town's urban structure.				✓	✓	2023-2025	Not Started	Participate in the development of Regional Master Plan updates.

Action Item		Potential Housing Outcomes					Estimated Timeframe	Status	Performance Indicator
		Increase housing supply	Improve affordability	Enhance housing choice	Accelerate housing delivery	Develop Complete Communities			
6.5	Create a Sheridan College Housing Taskforce with the objective to enable, advance, and accommodate the development of residential uses, including student housing, on the Sheridan College campus and bring forward any necessary recommendations to achieve the findings of the Sheridan College Housing Taskforce to expedite the delivery of student housing on the Sheridan Campus.	✓	✓	✓	✓	✓	2024-2025	Ongoing	Assembly of taskforce and resulting recommendations report.
6.6	Support Halton Region to improve residents access to Halton's housing supports and programs.		✓				Ongoing	Ongoing	Enhancing the town's on-line presence regarding housing in Halton Region, and where services can be found.
6.7	Support Halton Region to ensure their existing community housing remains available and well maintained, and that it's assisted housing stock is improved.	✓	✓			✓	Ongoing	Ongoing	Liaise with Halton Region to determine needs. Provide supportive housing policies including any applicable OPA.
6.8	Work with the Province of Ontario to ensure that the Premier of Ontario's stated objective to support municipalities who experience a financial shortfall as a result of implementing Bill 23 is upheld.	✓	✓	✓	✓		Ongoing	Ongoing	Participate in municipal planning and development data reporting with the Province, including financial review information with the Province.

Action Item		Potential Housing Outcomes					Estimated Timeframe	Status	Performance Indicator
		Increase housing supply	Improve affordability	Enhance housing choice	Accelerate housing delivery	Develop Complete Communities			
6.9	Work with Halton Region to establish the roles and responsibilities between the Region and the Town in regard to the administration and implementation of inclusionary zoning programs.				✓		Ongoing	Not Started	Creation of an agreement or MOU defining roles and responsibilities as part of the broader framework of the transition of planning responsibilities between upper and lower tier municipalities (Bill 23).
6.10	Meet regularly with the Town's building and development industry partners to identify and address process issues and concerns.					✓	Ongoing	Ongoing	Meetings with the Developers' Liaison Committee as well as North Oakville Community Builders Inc.
6.11	Work with the Province to addresses supply chain shortages and gaps as well as interest rates and inflation that will impact the housing market and market decisions by homebuilders.	✓	✓		✓		Ongoing	Not Started	Liaise with the Province and assist to identify gaps, needs and impacts locally.
6.12	Work with the Province to ensure that they develop appropriately designated provincially owned urban lands for a full continuum of housing including supportive and assisted housing.	✓	✓	✓	✓	✓	Ongoing	Ongoing	Participate in development review processes to support the town's Official Plan policies.

Action Item		Potential Housing Outcomes					Estimated Timeframe	Status	Performance Indicator
		Increase housing supply	Improve affordability	Enhance housing choice	Accelerate housing delivery	Develop Complete Communities			
6.13	Participate in future federal and provincial housing programs.	✓	✓	✓	✓	✓	Ongoing	Ongoing	Apply to future programs as they become available.
6.14	Work in partnership with Ontario Big City Mayors (OBCM), Mayors and Regional Chairs of Ontario (MARCO), and the Association of Municipalities of Ontario (AMO) to advocate for housing.	✓	✓	✓	✓	✓	Ongoing	Ongoing	Participate and contribute to reports and letters that advocate the town's interest regarding housing.
6.15	Work with the Province and Region to understand the impacts of Bill 97 and the resulting approaches for housing targets, housing pledge, and housing supply.					✓	Ongoing	Not Started	Participate in the Halton Area Planning Partnership meetings.
6.16	Encourage and protect affordable housing by, in partnership with Halton Region, monitoring market trends, housing cost and income thresholds, and supply and demand shortfalls to assist in developing the Region's State of Housing Report and informing the policy framework on an ongoing basis.	✓	✓	✓	✓		Ongoing	Not Started	Complete the Housing Needs Assessment Report and engage with Halton Region as part of the development of regional housing documents such as the Comprehensive Housing Strategy and State of Housing Reports.
6.17	Work in coordination with partners to create employment opportunities in the skilled trades.	✓			✓		Ongoing	Not Started	Meetings between the town and partners such as Employment Halton, Peel Halton – Workforce Development Group, and Sheridan College.

Action Item		Potential Housing Outcomes					Estimated Timeframe	Status	Performance Indicator
		Increase housing supply	Improve affordability	Enhance housing choice	Accelerate housing delivery	Develop Complete Communities			
6.18	Work in co-operation with the Province of Ontario and Halton Region to deliver infrastructure (i.e. water and wastewater services) and community services such as schools and hospitals to advance the required housing units to meet the town's housing pledge.					✓	Ongoing	Not Started	Liaise with the Province and Halton Region to assist in identifying gaps and needs locally.
6.19	Work with the Province to ensure that future changes to the Ontario Building Code consider affordability and accessibility needs.		✓	✓		✓	Ongoing	Ongoing	Liaise with the Province when and if amendments to the Ontario Building Code are being considered.