

LAC DU BONNET

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## Housing Strategy

# 2026-2031 Housing Strategic PLAN



INVEST IN  
**LAC DU BONNET**  
BUILDING OUR FUTURE TOGETHER

February 10<sup>th</sup>, 2026

**Prepared by:**

Anna Mondor MSc (Eng), MBA  
Economic Development Officer

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## Executive Summary

Lac du Bonnet is experiencing steady growth alongside a pronounced aging trend. The Housing Dashboard indicates population growth and increasing household counts through 2031, while the resident survey highlights a predominantly owner-occupied market, rising affordability pressure, and strong demand for senior housing options. This Housing Strategy provides a practical, partnership-driven roadmap for the RM and Town to expand housing supply, deliver a full housing continuum for seniors, strengthen rental availability for workers and families, and align infrastructure and policies with sustainable community growth. Census Data (2021) reports a combined RM + Town population of 4,627 (RM 3,563; Town 1,064) and a median age of 55.6, reinforcing the need for senior housing and attainable options.

### This strategy is designed to be:

- **Actionable:** focused on priority actions that can begin within 6–12 months.
- **Regional:** built for joint RM and Town implementation and shared servicing realities.
- **Balanced:** addressing senior housing, affordability, workforce needs, and market-rate growth together.
- **Accountable:** includes a governance model and measurable indicators to track progress annually.

### Key directions (2026–2031)

- Create a Joint Housing Task Force and an annual housing workplan.
- Advance a senior housing business case and partner-led project(s) for independent living and assisted/supportive housing.
- Unlock serviced land and “missing middle” housing through infrastructure alignment and zoning modernization.
- Support attainable rentals and workforce housing through pilots, incentives, and partnerships.
- Manage short-term rentals to protect long-term housing supply while supporting tourism.

Target supports cost-burdened households and seniors aging in place.

# 1.0 Purpose and Scope

The purpose of this Housing Strategy is to guide housing decisions, investments, and partnerships in the RM and Town of Lac du Bonnet over the 2026–2031 period. It translates the evidence from two community inputs—the Housing Dashboard Needs Summary and the Housing Survey Report—into a coherent set of goals, priorities, and actions.

This strategy focuses on housing for:

- **Seniors seeking** to age in place, downsize, or access assisted/supportive living.
- **Local workers and employers** needing stable rentals and attainable ownership.
- **Young families and households** on fixed or modest incomes.
- **Newcomers and returning residents** attracted by lifestyle and economic opportunities.

## 2.0 Evidence Base

This strategy is based on two documents prepared for Lac du Bonnet: (1) a Housing Dashboard Needs Summary (demographics, market and infrastructure context, and forward-looking trends), and (2) a Housing Survey Report (resident perspectives from 192 respondents on housing conditions, affordability, and future needs). No additional external datasets were required to build this strategy; however, the Action Plan recommends follow-on feasibility work to refine unit counts, costs, and operating models.

## 3.0 Community and Housing Context

### 3.1 Growth and Demographics

Lac du Bonnet is growing and aging at the same time. Planning for the next decade must therefore address both new net households and the housing transitions of older residents.

**Census Data (2021):** RM total population 3,563 and Town total population 1,064 (combined 4,627); median age 55.6 for both; median household income \$85,000 (RM) and \$64,000 (Town).

#### Key context:

- Population growth and continued net migration are expected through 2031.
- Residents aged 60+ make up a large share of the population, increasing demand for accessible and supportive housing.
- Household growth is expected, with particularly strong growth in moderate and high-income household segments.

## 3.2 Housing System & Demographic Snapshot

The resident survey points to a housing system dominated by detached homes and ownership, with limited rental and multi-unit stock. This structure supports stability for many households, but creates risk when residents need to downsize, when workers need rentals, or when fixed-income households face rising costs. Census Data (2021) also highlights different tenure patterns: the RM shows 1,380 home owners and 75 renters, while the Town shows 400 homeowners and 190 renters—supporting targeted rental and infill strategies in the Town.

### Key Indicators:

Indicator	Why we're seeing	Why it matters for housing
<b>Population growth</b>	RM: 3,058 (2013) → 3,772 (2024); projected to exceed 4,000 by 2031. Town: 1060 (2013) → 1064 (2024) Projected exceeded 1075 by 2031	A combined population over 4,600 reinforces the need for new net units and a wider housing mix (ownership, rental, and senior housing) to support residents and workers.  More households and workers need homes; planning must keep pace with demand.
<b>Aging population</b>	Residents aged 60+ are ~39% of the population (largest cohort 60–69). Median Age Town & RM: Median Age of 55.6.	Strong need for aging-in-place, downsizing, and assisted/supportive options.  Older age profiles typically increase demand for accessibility design, home support, and a full senior housing continuum (independent → assisted/supportive).
<b>Household growth (projection)</b>	Households projected to reach 1,587 by 2031 (+12% from 2021 baseline) per Strategy projections	Strategy must enable net new units and a broader housing mix to accommodate both new households and internal moves (downsizing and transitions).
<b>Tenure and unit mix signals</b>	Census Data 2021 shows that RM Homeowners 1,380 vs Renters 75; Town Homeowners 400 vs Renters 190. Most popular dwelling size: RM 3 bedrooms; Town 2 bedrooms.	The RM's market is highly ownership-oriented, while the Town has a larger renter base—supporting the case for long term rentals, ADUs/secondary suites, and right-sized options for seniors and workers.
<b>Homeownership dominance</b>	86.7% of survey respondents own their home; over half report being mortgage-free.	A stable but older homeowner base; downsizing and maintenance supports become critical.
<b>Income context and affordability pressure</b>	Census Data (2021) median household income: RM \$85,000; Town \$64,000. Survey results show 47.31% spend 30%+ of income on housing and 7.5% report severe housing stress.	Income differences between RM and Town and reported cost burden point to the need for attainable options, targeted supports, and more rental supply at a range of price points.  Need for attainable housing, rentals, and support for cost-burdened households.
<b>Top reported future needs</b>	Assisted Living (60.24%), Independent Group Living (42.17%), Apartments (35.54%), Houses (34.34%).	The largest gap is in senior and supportive housing, alongside attainable rentals and ownership opportunities.
<b>Workforce signals and constraints</b>	Census Data (2021) labour force: RM 1,350 (Unemployment 9.4%); Town 550 (Unemployment 7.2%). Residents	Workforce attraction/retention requires rental supply and serviced land; predictable approvals and infrastructure

	also cite infrastructure gaps and permitting friction as barriers.	alignment are essential to unlock new builds.
<b>Development constraints</b>	Residents cite shortages of affordable housing, infrastructure gaps, and permit/regulatory friction.	Supply won't increase without serviced land, infrastructure planning, and faster approvals.

**Census Data (2021)** provides a consistent, comparable snapshot for the RM and the Town. These indicators help explain why the Strategy emphasizes (1) senior housing, (2) long-term rentals and workforce housing, and (3) right-sized units.

<b>Metric</b>	<b>RM of Lac du Bonnet</b>	<b>Town of Lac du Bonnet</b>
<b>Total population</b>	3,563	1,064
<b>Median age</b>	55.6	55.6
<b>Median household income</b>	\$85,000	\$64,000
<b>Visible minorities (count)</b>	30	15
<b>Total labour force</b>	1,350	550
<b>Unemployment rate</b>	9.4%	7.2%
<b>Number of renters</b>	75	190
<b>Number of home - owners</b>	1,380	400
<b>Most popular dwelling size</b>	3 bedrooms	2 bedrooms

Source: Census Data (2021)

## 4.0 Housing Needs and Gaps

The evidence points to five connected gaps: (1) senior housing continuum; (2) attainable rentals and workforce housing; (3) affordability pressure for a substantial minority of households; (4) serviced land and infrastructure readiness; and (5) regulatory and process frictions that slow new supply.

### 4.1 Senior Housing Demand and Aging-in-Place

Survey results show the highest future demand is for assisted living and independent group living. Residents also expressed concern about having to leave the community due to lack of supportive and downsizing options. The strategy prioritizes a partner-led senior housing pathway (independent + assisted/supportive) alongside aging-in-place supports.

### 4.2 Rental and Workforce Housing Gaps

Residents and employers report that housing scarcity affects recruitment and retention. The rental market is described as tight, with seasonal pressures. The strategy emphasizes creating new long-term rental supply, enabling secondary suites, and piloting workforce housing approaches with employers.

### 4.3 Affordability and Housing Stability

While many households are stable, nearly half report spending 30%+ of income on housing and a smaller share face severe housing stress. This suggests a need for attainable housing options, targeted supports for cost-burdened households, and practical tools to help residents navigate housing transitions.

## 4.4 Land, Infrastructure, and Development Readiness

Infrastructure and servicing capacity are critical determinants of housing supply. The Housing Dashboard notes aging water and wastewater infrastructure and broadband challenges in outlying settlements. Survey responses also point to lack of utilities/infrastructure and permit/regulatory issues as barriers for some residents.

## 4.5 Seasonal Pressures and Short-Term Rentals

Residents identify short-term rentals as a factor that can reduce long-term housing availability and create community tension. The strategy recommends a clear bylaw and licensing approach that protects long-term supply while recognizing the local tourism economy.

# 5.0 Vision, Goals, and Targets (2026–2031)

**Vision:** A complete, attainable, and resilient housing system in Lac du Bonnet that supports aging in place, workforce attraction, and sustainable growth—while preserving community character and quality of life.

### Core Goals:

- Deliver a senior housing continuum (independent, assisted, supportive) and expand aging-in-place supports.
- Increase the supply of attainable rentals and ownership options for workers, families, and fixed-income households.
- Enable net new housing growth consistent with projected household increases through 2031.
- Align land, infrastructure, and approvals to shorten timelines and reduce development uncertainty.
- Protect long-term housing supply by managing short-term rental impacts.

### Suggested community targets

Because unit counts and operating models depend on partnerships and servicing capacity, the targets below are expressed as ranges and should be validated by the Joint Housing Task Force in Year 1.

- Enable 175–220 net new primary housing units by 2031 to match projected household growth and reduce pent-up demand.
- Advance at least one senior housing project to construction-ready stage by 2028 (independent living and/or assisted/supportive).
- Create 25–50 new long-term rental units via ADUs/secondary suites, infill, or small multi-unit builds by 2031.
- Increase the share of households spending under 30% of income on housing over time by expanding attainable supply and support.

## 6. Strategic Pillars and Priority Actions

### Pillar 1: Build the Senior Housing Continuum

**Goal: Expand independent 55+ options and bring assisted/supportive housing capacity to the community through partner-led delivery.**

**Why this matters in Lac du Bonnet:** Seniors represent a large and growing share of the population; survey results show assisted living as the top future need.

#### Key Actions:

- Create a senior housing business case (demand validation, site options, pro forma, operating model).
- Pursuing a partnership model (nonprofit operator, health authority, private developer, or hybrid).
- Identify 1–2 priority sites with servicing/zoning readiness for senior housing.
- Advance aging-in-place supports: home modification guidance, accessibility grants, and volunteer support.
- Coordinate senior housing planning with transportation and health service capacity.

### Pillar 2: Expand Attainable Housing and “Missing Middle” Options

**Goal: Diversify housing types beyond detached homes with small-scale multi-unit, accessible bungalows, and townhome-style forms where appropriate.**

**Why this matters in Lac du Bonnet:** Current stock is heavily detached and ownership-based; future needs include apartments and attainable options for downsizers and workers.

#### Key actions:

- Modernize zoning to permit duplexes/fourplexes, small-lot homes, and mixed forms in appropriate areas.
- Offer pre-approved design templates for small-scale builds to reduce permitting time and cost.
- Use incentives (fees, timelines, or land tools) for projects that include attainable price points and accessible design.
- Promote modular and innovative construction approaches to reduce build time and cost.
- Engage builders early with a quarterly ‘builder roundtable’ to align product with local demand and price sensitivity.

### **Pillar 3: Strengthen the Rental System and Workforce Housing**

**Goal: Increase long-term rental availability and pilot workforce housing models with employers and housing partners.**

**Why this matters in Lac du Bonnet:** Residents and employers report housing scarcity affecting recruitment; rentals are limited and can be seasonal.

**Key actions:**

- Create an ADU/secondary suite program with a fast-track permitting pathway and clear safety requirements.
- Encourage small rental projects (8–24 units) through site identification and infrastructure alignment.
- Convene an employer housing roundtable to explore master-leasing, incentives, or modular workforce housing pilots.
- Explore mixed-income rental models and partnerships with housing agencies to improve affordability.
- Support quality long-term rentals through landlord education and property standards guidance.

### **Pillar 4: Make Serviced Land and Infrastructure ‘Housing-Ready’**

**Goal: Align the housing pipeline with water/wastewater capacity, broadband access, and roads to unlock developable land.**

**Why this matters in Lac du Bonnet:** Infrastructure constraints are a major limiter of housing supply; dashboard analysis notes aging water/wastewater and broadband gaps.

**Key actions:**

- Complete a servicing capacity and infrastructure ‘housing readiness’ audit for priority growth areas.
- Integrate the housing pipeline into capital plans and asset management planning.
- Pursue coordinated grant-seeking for water/wastewater upgrades and broadband expansion.
- Create a phased servicing plan for subdivisions and infill areas with clear timelines.
- Coordinate RM and Town decisions so growth does not outpace capacity.

## **7.0 Implementation Framework**

### **7.1 Governance**

Implementing this strategy requires sustained coordination between the RM and Town. A Joint Housing Task Force is recommended to oversee action planning, partnership development, and annual reporting.

**Suggested Task Force membership:**

- RM and Town Councillors (2–3 total, balanced representation)

- CAOs/administration and planning/building staff
- Economic Development Officer (secretariat/support)
- Public works/engineering representation (servicing alignment)
- Community organizations / nonprofits (as relevant to senior and affordable housing)
- Developer/industry representatives (advisory role)

## 7.2 Partnerships and Delivery Models

Housing delivery will rely on a mix of private development, nonprofit/health partnerships (especially for senior housing), and municipal enabling actions (land readiness, servicing, approvals, and incentives). The Task Force should pursue the model best suited to each priority project, including public-private partnerships, cooperative models, and operator-led senior housing.

## 7.3 Policy and Regulatory Tools

Tools to consider during implementation include:

- Zoning updates to allow missing-middle forms and accessible downsizing options in appropriate areas.
- Secondary suite/ADU enabling bylaws and design guidance.
- Development agreements that support servicing and attainable unit mixes.
- Short-term rental licensing and enforcement mechanisms.
- Service standards for approvals and pre-application support.

## 7.4 Funding and Resourcing

The RM and Town should align housing priorities with capital planning and pursue provincial/federal infrastructure and housing funding where available. Because programs change over time, the Task Force should maintain a rolling funding scan and a ready-to-submit project list.

## 5-Year Action Plan (2026–2031)

*This table lists priority actions with suggested leads, timing, and measurable outcomes. Costs and unit counts should be refined through feasibility work and partner negotiations.*

Priority action	Lead	Key partners	Timing	Near-term deliverables	KPIs / measures
<b>Create a Joint Housing Task Force (RM + Town) and adopt this strategy as the shared roadmap.</b>	RM/Town Councils	EDO, CAOs, Planning, community orgs, developers	0–6 months	Terms of Reference; meeting schedule; annual workplan.	Task Force established; annual workplan published; quarterly updates.
<b>Complete a Housing Project Pipeline: identify and rank 6–10 “shovel-ready” sites/projects (servicing status, zoning, feasibility).</b>	Joint Task Force	Planning, Engineering, landowners, developers	0–12 months	Pipeline map; site profiles; constraints and next steps per site.	Pipeline with ≥6 sites; 2–3 priority sites advanced to concept stage.
<b>Senior Housing Business Case: pursue independent 55+ living and assisted/supportive housing through a partner-led model.</b>	Joint Task Force	Province, health authority, nonprofit operators, private developers	0–18 months	Demand confirmation; operating model options; pro forma; partner MOUs.	Business case completed; partner identified; project moved to design/funding.
<b>Enable “missing middle” and attainable homes: update zoning and incentives for duplexes/fourplexes, small-lot homes, and accessible bungalows.</b>	Planning Departments	Council, builders, housing agencies	0–24 months	Zoning/bylaw amendments; pre-approved design options; incentive framework.	Adopted bylaw updates; # permits for missing-middle forms; unit mix diversified.
<b>Launch an ADU / Secondary Suite program (including plain-language guides and fast-track permits).</b>	Planning/Building	Homeowners, builders, fire/safety	0–18 months	Policy + guidebook; permitting pathway; compliance checklist.	# ADU applications approved; estimated new rental units created.
<b>Infrastructure readiness plan for housing growth (water/wastewater, broadband, roads): align capital plans with the housing pipeline.</b>	Engineering/Public Works	RM/Town, utilities, Manitoba/federal funders	0–24 months	Servicing capacity analysis; phased capital plan; grant applications.	Capacity report completed; \$ funding secured; serviced lots enabled.
<b>Workforce housing partnerships: collaborate with key employers to unlock rentals for workers (modular, master-leasing, or incentives).</b>	EDO + Task Force	Employers, landlords, developers, province	6–36 months	Employer roundtable; model(s) chosen; first pilot launched.	# workforce units delivered; employer recruitment feedback.
<b>Short-term rental management: establish clear bylaws, licensing, and enforcement to protect long-term housing supply.</b>	Council + Bylaw/Planning	Tourism stakeholders, residents, operators	6–24 months	Bylaw review; licensing system; compliance communications.	Licensed STR share; complaints; long-term rental availability indicators.
<b>Affordability supports: target cost-burdened households with</b>	RM/Town	Province, nonprofits, utilities	6–60 months	Program menu; eligibility rules; outreach campaign; annual intake.	# households supported; % cost-burden trend; aging-

navigation, tax/fee relief options, and home modification/efficiency programs.					in-place supports delivered.
<b>Annual Housing Dashboard + Community Check-in: update indicators, progress, and next-year priorities.</b>	Joint Task Force	RMED/dashboard provider, residents, business community	Annual	Public annual report and open house.	Annual report published; KPIs tracked year-over-year.

## Action Plan Details by Phase (2026–2031)

The table below translates the Strategy into a year-by-year workplan. The Joint Housing Task Force should adopt this as the annual workplan template and refine it each year based on servicing capacity, partner readiness, and funding windows.

### Roles and Accountability:

Recommended accountabilities to keep delivery on track:

- RM/Town Councils: adopt/renew the annual workplan; approve policy/bylaw changes; align budgets and capital plans.
- Joint Housing Task Force: maintain the project pipeline; lead partner engagement; track KPIs; publish the annual progress report.
- Planning/Building: implement zoning updates, ADU program, and service standards; provide pre-application support.
- Engineering/Public Works: lead servicing capacity analysis and phased infrastructure plan aligned to the pipeline.
- Economic Development: convene builders/employers; support investment readiness; coordinate funding scans and applications.
- Partners (developers/nonprofits/operators): lead feasibility, financing, design, construction, and operations for projects.

## 8.0 Monitoring, Reporting, and Continuous Improvement

A Housing Strategy is only useful if it is tracked and updated. The Joint Housing Task Force should publish an annual Housing Progress Report and update key indicators, including unit delivery, approvals, affordability trends, and senior housing project milestones.

### 8.1 Recommended indicators

- Housing starts and completions by type (single-family, missing-middle, apartments, senior housing).
- Rental availability indicators (local vacancy proxy, waitlists, employer feedback).
- Affordability indicators (share of households spending <30% and >30% of income on housing).
- Serviced lots enabled and infrastructure capacity milestones.

- Short-term rental licensing and enforcement activity (as applicable).

## 8.2 Annual update cycle

- Q1: Update dashboard indicators and publish previous-year results.
- Q2: Refresh the housing project pipeline and funding applications.
- Q3: Community check-in (public forum + stakeholder roundtables).
- Q4: Adopt next-year workplan and budget alignment recommendations.

## Appendix List:

### Appendix A: Draft Terms of Reference (Joint Housing Task Force)

#### Purpose:

To coordinate RM and Town actions, advance priority housing projects, secure partners and funding, and provide transparent public reporting on progress toward the 2026–2031 Housing Strategy goals.

#### Core Responsibilities:

- Maintain and update the housing project pipeline.
- Oversee feasibility work for senior and rental projects.
- Recommend zoning/bylaw and process improvements to Councils.
- Align housing priorities with infrastructure and capital planning.
- Publish an annual Housing Progress Report.

### Appendix B: Housing Project Concepts - (for Year-1 feasibility)

Housing Project Concepts (Year 1 feasibility)	
<b>Independent 55+ Living (downsizing)</b>	<ul style="list-style-type: none"> <li>• Low-maintenance units (e.g., bungalow townhomes or small apartment-style) near services; focus on accessibility and community spaces.</li> </ul>
<b>Assisted/Supportive Living Partnership</b>	<ul style="list-style-type: none"> <li>• Operator-led model with appropriate care supports; explore integration with health services and transportation options</li> </ul>
<b>Workforce Rental Pilot</b>	<ul style="list-style-type: none"> <li>• Modular or small multi-unit rental delivered with employer partnership; consider master-leasing or incentives to secure units for workers.</li> </ul>
<b>ADU / Secondary Suite Expansion</b>	<ul style="list-style-type: none"> <li>• Enable homeowners to add safe, code-compliant suites; offer guides, fast-track permits, and a simple compliance pathway.</li> </ul>
<b>Serviced Lot Readiness Program</b>	<ul style="list-style-type: none"> <li>• Target 1–2 priority areas for servicing upgrades and create a clear “ready-to-build” inventory for builders and investors.</li> </ul>

## Appendix C: Glossary

**ADU / Secondary Suite:** A self-contained dwelling unit within or beside a primary home, used to add rental supply.

**Missing Middle Housing:** Small-scale multi-unit housing forms such as duplexes, triplexes, and fourplexes.

**Housing Continuum:** A range of housing options from independent living to supportive and assisted living.

**Cost-burdened Household:** A household spending 30% or more of income on housing costs

## References

1. **Housing Survey – Final Report** (Prepared by Anna Mondor, December 2025; revised January 2026).
2. **Housing Dashboard Needs Summary for RM of Lac du Bonnet** (Prepared by Anna Mondor; dashboard data referencing RMED analysis, 2024).
3. **Census Data (2021)**

## Housing Strategy 2026–2031 Action Plan at a Glance — RM & Town of Lac du Bonnet

*One-page implementation roadmap for Council, partners, and the community*

### Timeline (What happens when)

Year/Phase	Primary Focus	Top 3 deliverables
<b>2026 — Foundation</b>	Set up governance and get 'project-ready'.	1) Joint Housing Task Force + annual workplan 2) Housing Project Pipeline (6–10 ranked sites) 3) Senior housing business case + ADU/secondary suite program
<b>2027 — Enable</b>	Remove barriers and prepare land/approvals.	1) Zoning/bylaw updates (missing middle + accessibility) 2) Developer guide + service standards (target timelines) 3) Infrastructure readiness audit + workforce housing pilot model selected
<b>2028 — Commit</b>	Move priority projects into funding/design.	1) Senior housing project to 'construction-ready' milestone 2) 1–2 small rental projects advanced (8–24 units) 3) Incentive tools for attainable housing (as feasible) + annual report
<b>2029 — Deliver</b>	Begin delivery and scale infill/ADUs.	1) Construction starts/continues (senior and/or rental) 2) ADU approvals scaled with builder outreach 3) Capital plan + grant applications aligned to pipeline servicing
<b>2030 — Scale</b>	Expand successful models and stabilize affordability outcomes.	1) Expand/adjust workforce housing model based on evidence 2) Refine affordability supports (navigation, efficiency, aging-in-place) 3) STR licensing/enforcement fully operational (if adopted)
<b>2031 — Sustain</b>	Refresh the strategy and lock in annual reporting.	1) Strategy refresh (2032–2037) adopted 2) Updated needs check-in (targeted engagement) 3) Governance + dashboard reporting institutionalized

## Key Measures (track annually)

- **Pipeline health:** # sites/projects in concept, feasibility, funding, construction, delivery.
- **Housing delivery:** starts/completions by type (single, missing middle, rental, senior).
- **Rental availability:** ADUs approved; long-term rental units added; employer feedback on recruitment.
- **Senior housing milestones:** partner/operator secured; site secured; funding/design stage reached.
- **Infrastructure readiness:** serviced lots enabled; water/wastewater/broadband milestones funded or delivered.
- **Affordability trend:** share of households spending >30% of income on housing (trend over time).
- **Process performance:** average approval timelines for priority housing types (against service standards).

## Who Leads What

- **RM/Town Councils:** adopt annual workplan, approve bylaws, align budgets/capital plans.
- **Joint Housing Task Force:** maintain pipeline, drive partnerships, report progress publicly.
- **Planning/Building:** zoning updates, ADU program, service standards, developer support.
- **Engineering/Public Works:** servicing capacity, phased infrastructure plan for priority sites.
- **Economic Development:** builder/employer roundtables, investment readiness, funding scan support.
- **Partners (developers/nonprofits/operators):** feasibility, financing, construction, operations.

**Please note:** Use this page as a public handout. The Task Force should update it each year with current projects, funding wins, and KPIs.

