

HOUSING AFFORDABILITY TASK FORCE FINAL REPORT TO COUNCIL

CITY OF BARRIE



JANUARY 10, 2022

1. Introduction

In the past year, Barrie's Housing crisis has intensified. In the summer of 2021, average rent for a one-bedroom apartment in the City of Barrie surpassed the City of Toronto, to become for a time the third-most expensive city in Canada to rent and has remained in the top 5 for the past several years. This is exacerbating a homelessness crisis and a crisis of housing affordability that had already been made more challenging by COVID-19. The last half of 2021 has seen substantial escalations of both the cost of real estate (36% year over year in 2021, according to CREA data), increases in the cost of construction materials (20-40%) as well as supply chain delays, worsened further by a crisis in skilled trades availability. 'Move-up' and 'move-over' buyers continue to exert pressure on Barrie home prices as the pandemic drags on, with another year of record home prices projected for 2022.

In our community, through forces beyond their control, there are regular working people who are losing their homes and being pushed into homelessness as a result. Housing is a fundamental need and should be reasonably accessible to all citizens. A foundational place to call home and feel safe is at the core of our mental and physical health, our ability to support each other, and to participate in society and the economy.

If we believe housing is a right and if we want strong, resilient, low-crime communities then we need communities that offer a lot of good choices and safe options for people to choose from for stable, affordable housing with great access to services, healthy food, training, education, employment, sports, culture and civic involvement. It all starts with access to housing options - take that away and you take away everything else that comes after it.

Even the term "affordable housing" is problematic, as it has a specific meaning that is often obscured due to the question "affordable to whom?". The real issue is that housing affordability for everyone has declined dramatically in Barrie, in Ontario and Canada more generally – and this affects people differently.

Affordable Housing

is typically used to define lower-income housing needs that are eligible for Federal or Provincial Subsidies.

VS.

Housing Affordability

refers to the lack of affordability across not only lower- but also middle- and even higher- income households—be they rented or owned—subsidized or not.



This is the real issue

The Housing Crisis Affects Everyone

The housing crisis is experienced differently and is being felt by residents of Barrie across the spectrum of income and backgrounds.

For a working couple with children, it might look like an inability to find a home to rent or to purchase one that is large enough for their growing family, with the dream of homeownership looks further and further away. For a senior on a fixed income, it might look like rent that takes up most of their income, and an apartment that's far from what they hoped to call home for their golden years. For a young woman struggling with homelessness, it might look like an inability to find safe or stable housing to transition to at all – ricocheting from the shelter system to living on the street.

To be clear – the housing situation in Barrie is a crisis not only because of how it has made homelessness worse, but because it threatens to make more people homeless or housing insecure...and because the cost of housing has become a much harder burden to bear for such a broad range of residents. Certainly, the lower the household income, the more severe the implications of the housing crisis.

The 2020 enumeration of homelessness in Simcoe County identified that 563 people were experiencing homelessness in late November 2020; this number has certainly increased although the 2021 enumeration was delayed due to COVID. Visible signs of the homelessness crisis include more people living on the street in and around the core area of the city and using the shelter system; less visible are the many people pitching tents in natural areas, and those living in cars or other temporary shelter. And certainly, with rents and home prices having risen so dramatically, many more families and individuals in Barrie are spending far too much income on housing and housing related costs (i.e., Utilities) – reducing what they have available for food, clothing, and other necessities of life.

Simple math shows the scale of the problem. Ontario Works monthly amount for single individuals is \$733, while ODSP is \$672 plus a \$493 shelter allowance for a total of \$1169. A minimum wage job(s) working 25-35 hours per week brings in take-home pay of about \$1,500 - \$2,100 a month, and even with recent increases, minimum wage remains over \$4/hr less than the 2021 living wage in Simcoe County of \$19.05. In November 2021, the average rent in Barrie for a one-bedroom apartment listed online was \$1,700 - \$1,740 (footnote – based on average rent reports from listing sites including PadMapper.com, Zumper.com, and Rentals.ca).

The housing crisis is really several separate problems, which affect each other to some degree, but require much different approaches. Homelessness needs investment in supportive housing (combining affordable housing with intensive and trauma-informed coordinated services to help people struggling with chronic physical and mental health issues maintain stable housing and receive appropriate health care). Making rental markets more affordable requires new policies and programs to get more affordable supply built. The high cost of home ownership requires both supply and demand solutions – many of these need to be driven by the Federal and Provincial governments.

Focus On Affordable Supply – Not Just Any Supply

This report is not intended to provide an analysis of the supply and demand-side factors causing the cost of housing in Barrie to have risen this substantially. Economist Mike Moffatt has identified that in Ontario, there were approximately 100,000 fewer homes and apartments built than were needed since 2016 (about 430,000 new households were formed or immigrated into Ontario, but just 330,000 homes and apartments were built). In Barrie in particular, there has been both a historical and recent shortage of purpose-built rental apartment buildings; while many more multiple-unit dwellings have been built in recent years, most were sold for ownership.

If we want to create more market affordable housing in Barrie, we need to focus on creating forms of housing that are affordable! While all supply can, in theory, ultimately help to reduce prices, creating more units of high-end housing will not help. The market housing crisis in Barrie is fundamentally a crisis of shortage of mid- and low-cost rental housing.

Our focus as a Task Force has therefore been the key issues creating barriers to building the type of housing needed. To that end, the purpose of the Task Force is to provide a series of recommended actions to make faster and greater progress on the goals of the City's Affordable Housing Strategy, and to inform the update for the next strategy (2023-2033).

As such, our **Problem Statement** is as follows:

“What direct actions can the City take to rapidly expand the supply of rental and market affordable housing built by the private sector, and the supply of supportive and affordable housing built by the public sector?”

Mandate, Members, and Meetings of the Housing Task Force

On April 22, 2021, Council approved the creation of three task forces, including the Housing Affordability Task Force. The Housing Task Force has met seven times since being formed at the direction of Council and at the request of the Mayor, working remotely in-between meetings to share information and develop its recommendations. The members of the Task Force are:

- Mayor Jeff Lehman (Chair)
- Councillor Ann-Marie Kungl
- Andreea Campobasso, Mayor's Office, City of Barrie
- Michelle Banfield, Director of Development Services
- Sara Peddle, Chair, SCATEH
- Greg Bishop, County of Simcoe
- Andy Thomson, Thomson Architecture
- Ray Duhamel, Jones Consulting
- Tim Kent, Redwood Park Communities
- Ashley Polischuik, Chair, Barrie Housing
- Nina Brancaccio, City of Barrie (notetaker)

Councillors Morales and Aylwin also attended several of the Task Force's meetings. It's important to note that County staff collaborated in this report and provided extensive and valuable input, however, their participation does not imply County staff endorsement of recommendations related to the role or funding of projects by the County, which are subject to decisions of County Council. Minutes of the Task Force's meetings are contained in the appendix to this report.

Early in the Task Force's work, it was decided to focus on two key issues limiting the supply of public and private affordable housing:

- Land availability.
- Funding for supportive and subsidized housing.

While there a very broad range of other aspects to the housing crisis, these two issues are felt to be fundamental to the economics of housing affordability, and factors that can be substantively affected through planning policy and other local initiatives. In short – where a City of Barrie-led Task Force might make the biggest difference.

As the Task Forces were designed to complete their work on a short timeframe and be action-focussed, this report moves directly to list of actions the Task Force is recommending to City Council. We believe these are substantive actions that together, would make a major impact in creating more public and private affordable housing in Barrie.

2. **Recommended Actions: Land Availability**

i. **Institutionally Zoned Sites**

- a. **Recommendation** – *Allow housing as of right on institutionally zoned lands.*

Many institutionally zoned properties have excess lands with potential for housing. The recommendation to allow housing as of right was adopted by City Council as a quick start initiative of the Task Force. The Development Services Department, through City-initiated amendments to the zoning by-law, recommended permissions for housing as-of-right on institutionally zoned lands. This change was approved by Council in June of 2021, and enacted by-law in October 2021

- b. **Recommendation** – *Fund feasibility studies for housing by institutional property owners and places of worship.*

This recommendation was also adopted by City Council as a quick start initiative of the Task Force. Staff in the development services department have moved forward with this proposed program, called *New Foundations*, which is now underway.

- c. **Recommendation** - *Communicate the opportunity to institutional & places of worship.*

The *New Foundations* program was rolled out in early December, and outreach to institutional property owners and homebuilders has commenced.

ii. **Commercial Zones**

- a. **Recommendation** – *Allow housing as-of-right on large, well-located commercially zoned properties, develop zoning and site planning policies.*

- b. **Recommendation** – *Proactively collaborate with property owners on master-planning of residential intensification on general commercial zoned sites in Barrie.*

As with institutionally-zoned lands, there are a number of large commercial properties in Barrie with potential for medium- or high-density housing. In particular, “grey-field” sites with excess parking on major commercial strips, such as some plazas and big box stores, may present an excellent opportunity for housing located in proximity to shopping, transit, and other services.

These recommendations could be initiated through a pilot project along the Bayfield strip north from Highway 400. Subject to resource constraints (see recommendations below), this project could follow the roll-out of *New Foundations* (refer to point 2 i.b. above) in 2022, with the benefit of lessons learned from that program.

The image below demonstrates the potential on just one candidate site – the Bayfield Mall. The potential for intensification on parking areas near the road on Bayfield or on Coulter is clear; shared parking ratios may make this type of redevelopment more viable.



- c. **Recommendation** – *Introduce shared parking policies for residential redevelopment on non-residential lands.*
- d. **Recommendation** - *Eliminate parking standards entirely for certain classes of development (e.g., affordable rental, supportive and social housing).*

The Task Force identified parking requirements as a limiting factor to affordable housing development. Shared parking policies allow residential and non-residential uses to share parking on the same site, because the need for parking occurs at different times of the day. As Barrie urbanizes and intensifies, as land prices rise, and as well-located medium and high-density housing in commercial and urban infill areas can often attain higher modal share for travel by active transportation and transit, shared parking and the reduction or elimination of parking standards for certain classes of development is an idea whose time has come.

Staff in the Development Services department should pursue changes to parking standards through a global zoning by-law amendment in 2022.

iii. **Parcels for community partnerships**

- a. **Recommendation** – *Call for land to be made available philanthropically for construction of small-scale supportive housing/tiny home projects.*
- b. **Recommendation** – *Work with the Federal, Provincial, County governments to map all publicly owned lands in Barrie and formally request good candidate sites be offered to non-profit, and charitable housing providers and builders.*
- c. **Recommendation** – *Work with the Ministry of Municipal Affairs and Housing (<https://www.ontario.ca/document/build-or-buy-tiny-home>) and Development Services to develop guidelines for best practices in TinyHome design, from community siting to infill sites, to material and thermal efficiency, resulting in the lowest possible infrastructure and lifecycle operating costs as well as the smallest carbon footprint.*

A number of philanthropic initiatives have been initiated in Barrie to look at possible sites for affordable housing and related services. This includes a group seeking a site for a shared social service campus, and the activity of charitable foundations with a housing mandate. The City should organize a broader call for land that can be made available for this purpose, through donation or commercial arrangement, and through a comprehensive, multilateral initiative to surplus publicly owned lands for the purpose of housing.

In identifying sites, the Development Services Department may wish to develop evaluation criteria to identify land availability opportunities, such as size, infrastructure, amenities, constraints, target population, partnerships for tenant supports, provider capacity/viability/ sustainability to conduct a project. This was the approach taken by the County of Simcoe with their Call for Proposals for affordable housing sites in 2016.

- d. **Recommendation** – *Work with the Barrie Legion to build a Homes for Heroes tiny home community for veterans in Barrie.*

This recommendation has been actioned by the Mayor's Office and discussions with the Legion, Homes for Heroes, and potential partners are underway.

- e. **Recommendation** – *Pursue hotel/motel conversions to create supportive housing communities, specifically:*
 - i. Development of evaluation criteria to identify motel conversion opportunities, such as size, infrastructure, amenities, constraints, target population, partnerships for tenant supports, developer capacity/viability/sustainability to conduct a project;
 - ii. Financial commitments/incentives (guarantees/low or no interest long-term loans (25-50+ years)/grants etc.);
 - iii. Agreements to jointly purchase with private/public/non-government organization partners; and

- iv. Process for fast tracking of conversion/redevelopment through planning and building departments.

Creating an adequate supply of supportive housing is the best approach possible to end chronic homelessness in Barrie. One of the most cost-effective and fastest ways to deliver supportive housing units is through the purchase and conversion of existing hotel/motel properties. The approach was proven successful through the conversion of the Barr's Motel on Essa Road to Lucy's Place, creating 24 units of supportive housing. The goal for this recommendation should be to create at least 200 new units of additional supportive housing in Barrie.

The City should consider using its borrowing capacity to financially support these projects, particularly on smaller sites, with the County of Simcoe leading the acquisition and funding a majority of locally funded project costs. Federal funding for capital and Provincial funding for supportive housing services should be aggressively pursued. In the short term, the large-scale supportive housing project proposed in Barrie should be financially supported by Barrie Council and the Council of the County of Simcoe should be approached for an equal or greater contribution.

iv. Dedicated City Resources

- a. **Recommendation** - *Funding a dedicated senior staff member in Development Services to oversee and ensure the delivery of the Affordable Housing Strategy; by focussing on, and speeding up, the review of certain classes of development (e.g., affordable rental, supportive and social housing).*

If the City is to make meaningful progress on this critical priority, it needs at least one staff member whose sole job is to grow the supply of affordable housing in Barrie. This position could:

- Expedite affordable housing approvals by working across departments to coordinate and facilitate the review and comment process.
- Work with community partners to advance specific projects.
- Identify good candidate properties for housing development, and solicit and facilitate proposals from institutional property owners and commercial property owner.
- Write grant applications to Federal funds and/or advocate for projects and work to ensure sites are "grant ready / shovel ready" to the greatest extent possible.
- Revise and update the Affordable Housing Strategy.
- Lead policy initiatives to advance housing affordability, such as: Community Benefits by-law, Cash in lieu of affordable housing charge, Community Improvement Plan, Community Planning Permit System, inclusionary zoning and revised parking standards.

- Facilitate and lead the New Foundations program and its outcomes.
 - Regular housing stock monitoring – see below.
- b. **Recommendation** – *Develop regular housing stock monitoring, to allow for evidence-based policy responses to housing needs and opportunities, including data that:*
- i. *identifies existing supply and demand of the housing market;*
 - ii. *identifies housing gaps in the existing and planned housing supply;*
 - iii. *identifies an appropriate and specific range and mix of housing types/development opportunities; and*
 - iv. *continuous monitoring of appropriate land donations, housing products.*

If our progress isn't being measured, how will we know if we're making any? While we have excellent data on housing starts and occupancies in Barrie, we have incomplete data at best on overall supply and demand, and the gaps in supply. For example, we have no solid data on the supply and demand of student housing, making effective policy and project responses difficult to create. A dedicated staff member could undertake and keep this information up to date.

v. **Exempting Certain Classes of Development**

- a. **Recommendation** - *Establish a Review Team for an affordable rental or supportive and social housing project, for the purpose of determining what the minimum feasible approvals process would be for affordable rental or supportive and social housing. Specifically, the Committee would determine what requirements can and should be waived/exempted.*

A Review Team would be established that is made up of (i) Director of Development Services, (ii) Director of Infrastructure (iii) an affordable/housing service provider, and (iv) three members of the development consultant community (ideally an architect, engineer and planner).

The Review Team would identify all of the City/Agency discretionary approval requirements expected for a new development proposal (i.e., application/review fees, urban design building/streetscape requirements, planning process requirements, engineering design requirements, parks landscaping requirements, and Lake Simcoe Region Conservation Authority/Nottawasaga Valley Conservation Authority fees/offsetting/non-regulatory requirements).

Building on point two. above, the Review Team would identify the minimum approval requirements for affordable rental or supportive and social housing. Specifically, the Committee would determine what requirements can and should be waived/exempted.

The Review Team selects a newly submitted qualifying project and reviews/processes with the reduced requirements noted above. The Review Team would then review the final built form after construction to test whether waiving the requirements continued to result in a well-planned and high-quality project, and report back to Council with their findings/recommendations.

vi. Innovative Building Practices

- a. **Recommendation** – *The Chief Building Official (CBO) should convene a working group with architects, housing providers, and other local experts to discuss innovative forms of housing that could be constructed in Barrie.*

New materials, modular housing, and construction practices represent a significant opportunity to lower the cost of housing. A significant amount of knowledge exists of projects and methods elsewhere that can be leveraged to generate local opportunities. The CBO should convene a working group with local experts to pursue these opportunities (and visit successful precedents in other jurisdictions).

3. Funding Subsidized and Supportive Housing

i. Expand funding programs

- a. **Recommendation** – *Direct staff to develop a Community Benefit Charge program that funds social and supportive housing.*

Community Benefit Charges (CBC) are intended to “help municipalities tackle the costs of higher density in communities with new developments. This tool replaces the former section 37 height and density bonusing in the Act, subject to transition rules,” according to MMAH. “Municipalities can use community benefits charges to fund the capital costs of any public service associated with new growth, including parkland, if those costs are not already recovered from development charges and parkland provisions. To set a community benefits charge, municipalities must develop a community benefits charge strategy and pass a by-law. Requirements for a community benefits charge strategy are included in regulation.”

Community benefits charges on a development cannot exceed 4% of the value of the land. Single-tier and lower-tier municipalities can levy these charges for developments with 10 or more residential units and five or more storeys. The Task Force recommends that Barrie establish a CBC to fund social and supportive housing.

- b. **Recommendation** – *Direct staff to evaluate whether cash-in-lieu of affordable housing (per unit fee) could be established for new development projects.*

Another potential approach to raising funds for social and supportive housing could be a cash-in-lieu payment for affordable housing, similar to cash-in-lieu of parkland. This could be instead of or in addition to a CBC, noting that at 4% of land value the CBC may not be an adequate tool to achieve the 10% target of the Official Plan.

- c. **Recommendation** – *Commit \$5M from the existing balance of the Community Benefit Reserve toward a new supportive housing capital fund within the Barrie Health Accord and make a formal request to County of Simcoe Council to match the contribution at a 2:1 ratio given the County’s housing mandate. Deploy this capital as soon as practicable to create more supportive housing in Barrie.*

If a further 200 units of supportive housing are required to address chronic homelessness in Barrie, the rough capital cost would be approximately \$50M if achieved through hotel conversions, and roughly \$80M if through new construction. This would likely be achieved through multiple projects. This recommendation would not produce sufficient funds alone, however, it is likely projects will be eligible and may attract federal and/or provincial funding.

By establishing the project fund through the Health Accord, the project partners could include organizations benefitting from the transfer of care from their services (RVH, Barrie Police) to supportive housing.

- d. **Recommendation** – *Direct staff to establish a new side letter agreement with specific housing construction targets for supportive and social housing in Barrie through the Service Agreement with Simcoe County.*

As part of the renewal of the City of Barrie’s service agreement with the County of Simcoe, a side letter could establish the agreed to targets for supportive and social housing for the next 5-10 years to be built in the City of Barrie through County administration/funding.

ii. **Recruit philanthropy and impact investment**

- a. **Recommendation** – *Organize a philanthropy summit to pitch supportive housing, social service projects to potential impact investors (Mayor’s Office).*

The Mayor’s Office should organize an event when practical early in 2022 to bring together impact investors with an interest in social and supportive housing projects, potentially in partnership with the Barrie Community Foundation. Partnering with MaRS may allow for greater reach into the impact investment community. Further, local philanthropists and impact investors may be made aware of projects and potential projects they were previously unaware of.

- b. **Recommendation** – *Explore innovative housing partnership models such as a Community Land Trust, Co-housing, tiny homes communities.*

The Task Force has been compelled by the potential of new forms of market actors to create subsidized housing. In particular, a Barrie Community Land Trust could be effective given the very tight local housing market.

If the recommendation to create a dedicated staff position is adopted, this recommendation could be actioned by them. If not, it’s recommended that SCATEH or an appropriate partner pursue these models, and staff in the Mayor’s Office and Development Services Department support these initiatives as needed.

4. **Promising Ideas and Future Work**

Task Force members brought forward a number of additional ideas, in some cases for even more bold/substantial moves than those recommended above. These have been captured here to provide a basis for additional work by the Development Services Department for future years and as part of the next Affordable Housing Strategy.

1. Consider mixed zoning models, such as PDR zoning as in San Francisco and Vancouver. The idea is that by mixing 'zones' within a building (an architectural solution not a planning solution) you can have an incredible variety of uses in profitable buildings, which generates all kinds of opportunities for urban life at the street - and this gives a city an opportunity to think differently about low-density business parks, general commercial spaces and a whole host of other, underutilized (temporally) spaces.
2. Consider supporting new models of financing home ownership and rental supply as outlined by the Ontario Association of Architects in their Housing Affordability Task Group. Specifically, consideration should be given to:
 - a. Co-ownership and rent-to-own models;
 - b. Down-payment or second-mortgage financing;
 - c. Promoting flexible and modular design;
 - d. Facilitating sub-letting and/or live/work households; and
 - e. Home Rental Models: Co-living and/or shared living; Flexible rental units; and Inter-generational rental units.
3. Create a Municipal Structure/Process to allow for the streamlined creation of Private/Public/Non Government Organization (P3) Partnerships to; secure land/develop/finance/build, large scale "sustainable" (read, mixed market and mixed use), affordable residential communities inclusive of both rental and ownership.
4. Consider, for the new Official Plan, designating both Allandale Waterfront GO Station and Barrie South GO Station as Protected Major Transit Station Areas (PMTSA) and request Ministry approval for that designation in order to allow for the use of inclusionary zoning in the PMTSA as a planning tool, strengthening our ability to require affordable units in new developments.
5. Create a definition for "Deeply Affordable" housing, achievable for lower income households and individuals and evaluate the opportunities for, and policy framework required, to achieve these types of units pending the outcome of the work described in this report. Targets for "deeply affordable" units could be developed if a viable model to encourage their construction is identified.
6. Create an expanded definition of affordability including lifecycle costs (cradle to cradle) operational energy and carbon impacts, capital reserve/maintenance requirements, durability and quality of construction based on net-present value and what is often referred to as NOI (Net Operating Income) among property owners, as well as health metrics (EAQ/IAQ, Well standards, etc.). Over the 30-50yr term, operating and maintenance costs can dwarf capital costs, so counter-intuitively emphasis must be on housing quality as an affordability goal.
7. The City of Barrie is represented politically on the Affordable Housing Advisory (AHA) Committee, a subcommittee of County Council, along with other elected officials and sector representatives; communication between and alignment amongst regional committees may be useful

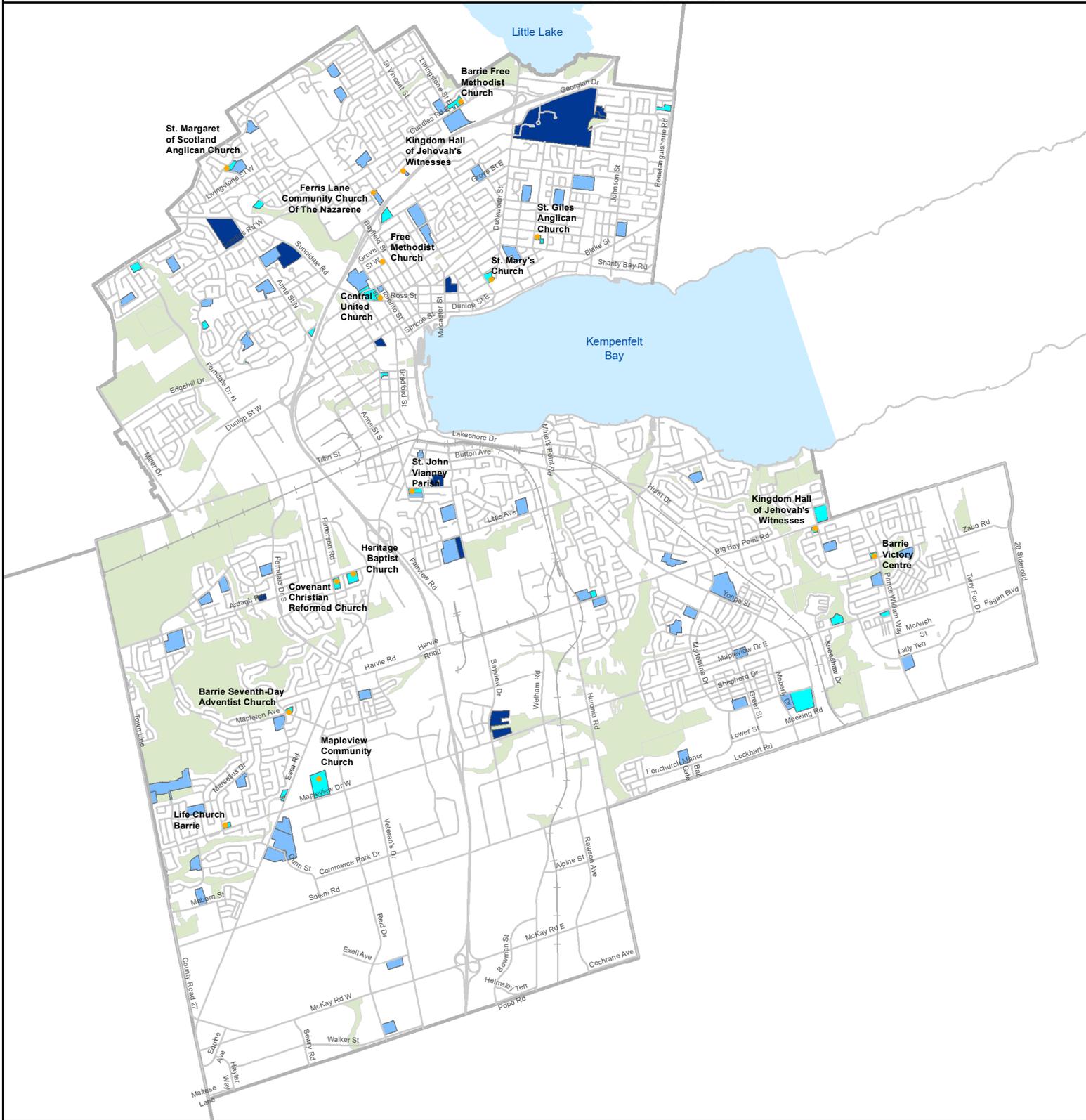
8. There may be opportunities for further work to identify and promote emerging best practices, forums, showcasing and communications, including potential partnership opportunities involving the County, the City of Barrie, other orders of government, and sector associations.
9. Consider a competition model for large-scale redevelopment for mixed housing, similar to Regent Park. Developer/Planner/Architect teams to submit proposals for the redevelopment of specific parcels of land with a pre-defined mix of housing and commercial uses, with market-rate, luxury, seniors and affordable units all within the same buildings and blocks. The process was public and encouraged community stakeholders to have a say on their preferred approach. Rather than specifically 'subsidizing' the developments (with funds), the land was the incentive.
10. Often accessibility can feel like an unaffordable extra, but many individuals living on the margins in our community face barriers not only to finding housing they can afford, but also finding housing they can physically enter, or finding housing they can navigate independently (due both to physical and/or cognitive disabilities). This is true across the age spectrum - for families with children with disabilities as much as for seniors and everyone in between. And while there are elements of accessible design that are expensive, certainly, there are other elements that are lower cost - installing grab bars at time of build - and some that can be cost neutral even - such as simplifying flow in design, wider doorways, and barrier-free paths of entry - when considered from the pre-planning stage. Consider advocating for new building code requirements from a provincial perspective to ensure a given percentage of new builds are accessible.
11. Another option discussed earlier was Barrie hosting a Designer/Developer competitions in response to an RFP for innovative solutions to affordable housing on City-Owned lands, with special emphasis on construction efficiency, prefabrication, least-operating cost and carbon impacts, with civic engagement in the selection process. Regent Park in Toronto was the result of exactly such a competition and the District of Nipissing has also sought responses to similarly worded RFPs from the private sector. This ties in to both section vi below and iii c) above.

Appendices

Appendix 1 - Maps

Appendix 2 - Meeting Notes

APPENDIX 1



AFFORDABLE HOUSING
REDEVELOPMENT POTENTIAL

LEGEND

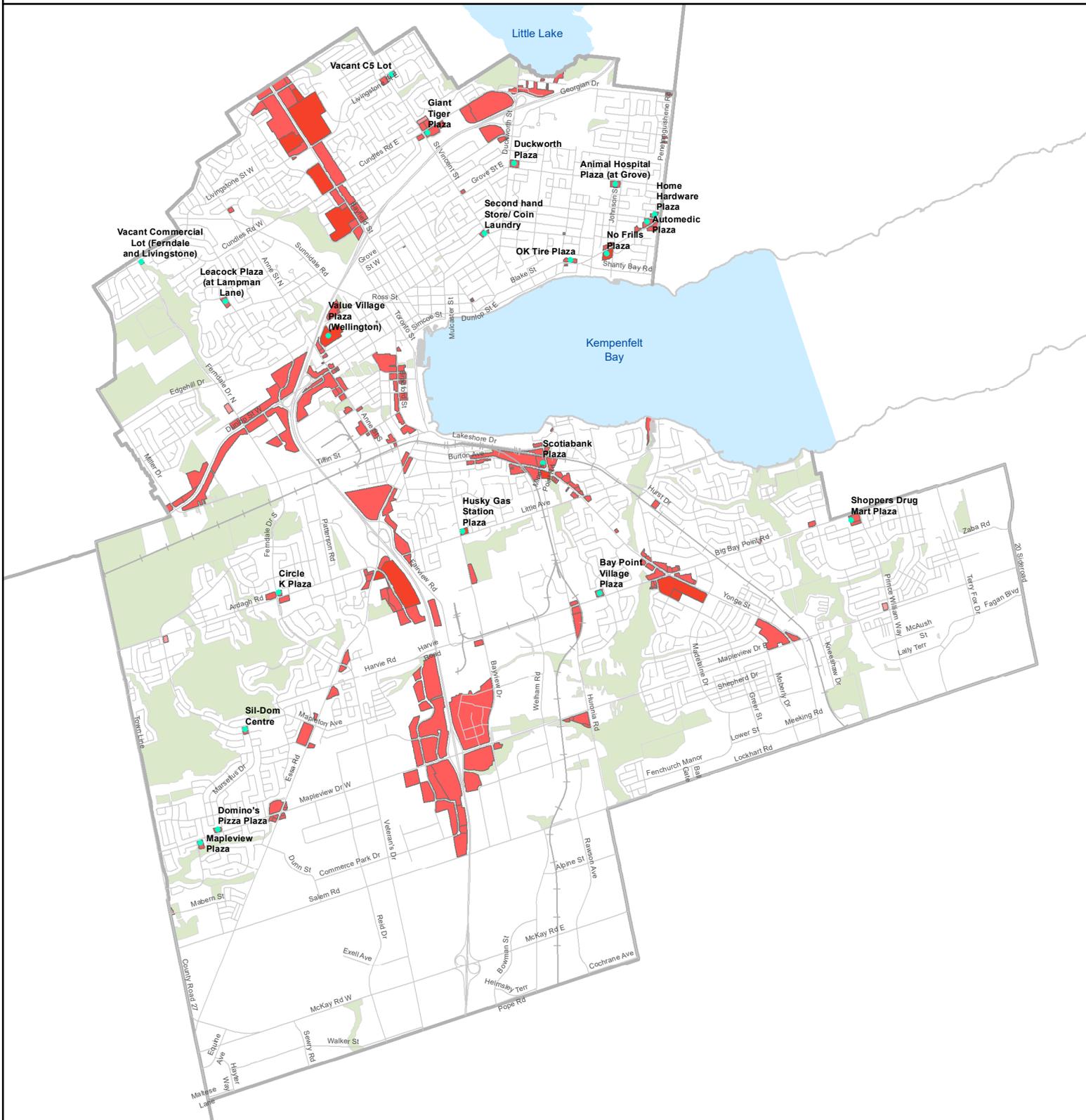
- Places of Worship
- I
- I-E
- I-M
- EP



Growth and Development

Development Services





**AFFORDABLE HOUSING
REDEVELOPMENT POTENTIAL**

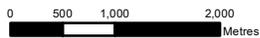
LEGEND

- C3
- C4
- C5
- EP
- Commercial Plazas and Redevelopment Potential



Growth and Development

Development Services



The City of Barrie does not warrant the accuracy, completeness, content, or currency of the information provided. This is not a legal Plan of Survey. Copyright © City of Barrie 2021. Produced in part or in full from: © Queens Printer, Ontario Ministry of Natural Resources. All rights reserved. © Her Majesty the Queen in Right of Canada, Department of Natural Resources. All rights reserved. © Members of the Ontario Geospatial Data Exchange. All rights reserved. For information please contact Service Barrie at 705-736-6342 or service@barrie.ca

AFFORDABLE HOUSING TASK FORCE

NOTES

APRIL 28, 2021

Attendees:

Mayor Jeff Lehman
Councillor Ann-Marie Kungl
Andreea Campobasso, City of Barrie
Michelle Banfield, Director of Development Services
Sara Peddle, Chair, SCATEH
Greg Bishop, County of Simcoe
Sandy Tuckey, Simcoe County Homebuilder's Association
Andy Thomson, Thomson Architecture
Ray Duhamel, Jones Consulting
Tim Kent, Redwood Park Communities
Ashley Polischuk, Chair, Barrie Housing
Nina Brancaccio, City of Barrie (notetaker)

1. WELCOME AND INTRODUCTIONS

Mayor Lehman welcomed attendees to the first meeting of the Affordable Housing Task Force. Council has approved the creation of this Task Force to provide a report back at the end of 2021. The goal is to collectively provide input and develop the action plan to address homelessness, economic recovery, increase the supply of housing and identify broader issues. As we all need to be acting together to solve these issues, this group will suggest solutions to the housing issue in the City with the goal of building a housing system not just procuring grants.

The intention of the group would be to have six or seven meetings with a draft report to be presented to Council in the fall which will be supported by the work on the Health Accord. The report will be developed alongside the Planning Department.

2. DEVELOPMENT SERVICES BRIEFING

Michelle Banfield, Director of Development Services provided a presentation to the group highlighting the progress of the City's Affordable Housing Strategy. The Affordable Housing Strategy (2015) aims to create 840 affordable units by 2024. To support the strategy, the City of Barrie has:

- Made it easier to build second suites and provide other forms of affordable housing by amending the Zoning By-law
- Adapted the Community Improvement Plan (CIP) to include an Affordable Housing Development Grant
- Helped several purpose-built rental projects, including some with affordable units, with the development approvals process.

Currently, 872 new units have been created. However, only occupied units are included in the count as 409 of these units are unfunded second suites; using the adjusted affordability percentage for unfunded second suites (a Simcoe County metric), the total current amount of affordable housing units in Barrie would actually be 619. In addition, only 14% are units in new affordable rental developments (there is a need for more of this type of housing in Barrie).

In 2020, through the CIP, a total of \$1,777,780 was awarded in Affordable Housing Development Grants to support future affordable housing projects. In 2020, the City of Barrie was also ranked by the Building Industry and Land Development Association (BILD) as #1 in the GTA for contributing to housing affordability (based on planning features, government charges and approval timelines).

In order to continue its work on affordable housing initiatives, Development Services is currently continuing to provide continued support to those applying to the Rapid Housing Initiative (or any others); revising affordable housing policies/strategies in the new Official Plan, based on public feedback; continuing to process applications for CIP Affordable Housing Grant; and updating affordable housing statistics. In addition to creating this Task Force, next steps will be to:

- Solidify the Task Force purpose and vision.
- Create an Affordable Housing Report Card.
- Create Policy/Mechanism to Collect Affordable Housing Cash Contributions (in lieu of units from developers)
- Define the Task Force Scope.
- Create a Goal Driven Project Plan to Guide the Task Force.
- Hold public meeting for further proposed amendments to the Zoning Bylaw.
- Waive as many City fees as possible for affordable housing projects.

A reading list for background materials will be circulated with the next meeting dates.

3. OPEN DISCUSSION – PROBLEM SURFACING

A roundtable discussion was held to identify key problems with respect to affordable housing. The major concerns and suggestions were outlined as follows:

- Looking at different ways of building to reduce costs – “affordable building” and looking at creative solutions from other places in the world.
- Difficulty with receiving capital funding quickly. Resources are spent on how to pull a project together. Having a pool of funding through the municipality/County to help with projects.
- More streamlining with approvals are required. Strides in this area have been made but further changes are needed to make the process smoother.
- Problem with investors purchasing properties and driving the housing market prices upwards.
- Have builders in the Home Builder’s Association offer some suggestions on how to solve the housing issue.
- Leveraging private and public sector partnerships.
- Donations of land through estate planning, community land trusts and providing tax incentives.
- Best practices for building alternative types of homes such as container housing.

- Providing opportunities to educate the public on what is being done in their community.
- Other supports such as basic income from other levels of government and advocacy from Ontario's Big City Mayors.
- Setting up a land trust to keep rooming houses and other housing types affordable and allowing people to stay in their homes.
- Opportunities in site plan control to allow housing and if there is a planning trigger.
- Issue with accessing supports during the pandemic. Is there a universal number for those that are experiencing housing crisis due to the sale of rental properties?
- Education of Real Estate agents through BDAR to ensure they are providing accurate information to clients selling their rental properties.
- Is there a regulatory mechanism through the province that can help with the eviction/rental property sale situation? Can MPP Downey help in this regard to help with this immediate issue?
- Allowing for and/or expansion of an affordable down payment assistance program.
- Capital funding is required but operating funding is also needed to help sustain housing. The federal and provincial national housing strategy hasn't created any new funding in this area.
- Awareness around tenant rights. Do tenants understand their rights and the problems they may encounter in the long term?
- Create a media campaign/release to advise the public we are working on this issue and to clarify misconceptions.

NEXT MEETING

The next meetings were tentatively scheduled for May 26th at 9am and June 23rd at 9am.

The meeting adjourned at 10:48am.

AFFORDABLE HOUSING TASK FORCE

NOTES

MAY 26, 2021

Attendees:

Mayor Jeff Lehman
Councillor Ann-Marie Kungl
Andreea Campobasso, City of Barrie
Michelle Banfield, Director of Development Services
Sara Peddle, Chair, SCATEH
Greg Bishop, County of Simcoe
Andy Thomson, Thomson Architecture
Ray Duhamel, Jones Consulting
Tim Kent, Redwood Park Communities
Ashley Polischuk, Chair, Barrie Housing
Nina Brancaccio, City of Barrie (notetaker)

Regrets:

Sandy Tuckey, Simcoe County Homebuilder's Association

1. INTRODUCTION AND SUMMARY FROM LAST MEETING

Mayor Lehman provided a brief status update of items from the last meeting. He noted that he had met with SmartCentres and that there is potential for partnerships as well as other property owners. We are still seeing the continued impact of the housing market on the supply of affordable housing in the City as there are now more aggressive cash buyers.

Michelle noted that a public meeting on June 15th will be held to discuss city initiated zoning bylaw amendments that are aimed at helping the development of affordable housing. Some proposed amendments are ideas that were discussed at the last meeting. Changes include allowing residential development in institutional zone which ties into the new official plan. The meeting can be viewed on the City's YouTube channel and the notices will be distributed for the group's information following this meeting.

The City has completed the second draft of the new Official Plan and over the 90 days of public consultation, the City received valuable feedback from a variety of stakeholders. The section that deals with Affordable Housing is included in Section 6.4.2 and incorporates stronger language. Among some of the amendments, the Official Plan aims to address the density issue by including a provision to allow 4 storeys and allowing extra density in low density neighbourhoods.

Council has also passed the Community Safety and Well-being Plan. A report will be brought back to Council in the early fall.

The Mayor noted that purpose built rentals are not as popular with developers and asked how this built form can be more attractive to builders. It was suggested that making an incentive-based program to encourage affordable housing such as discounted application fees and fast tracking of applications or streamlined approval processes for the inclusion of affordable housing within a development. It was noted that the addition of supply of rental housing was important in dealing with the high cost of market rent in the City.

2. DISCUSSION OF KEY ACTION ITEMS

a) Housing Fund

The group discussed a number of matters related to the establishment of a housing fund that could be set up as an investment opportunity for the public while creating additional housing in the community. Discussion took place regarding whether the five partners of the Health Accord

(City, County, Simcoe Muskoka District Health Unit, RVH and Barrie Police) could be involved while also providing an opportunity for people to get involved in their community.

Greg noted that living wage is also very critical in the housing issue as market rents are becoming unaffordable. It was noted that a future problem could be home ownership and options like rent-to-own may be one possible solution.

It was agreed that this matter be discussed further at the next meeting including a possible presentation on how this fund could work and next steps.

b) Land Availability

The group discussed options to make use of the limited supply of land and noted that the Task Force should focus on this barrier. The following suggestions were discussed:

- The City co-developing with a landowner and including social or supportive housing.
- Help with the co-development process eg. Minor planning matter assistance from staff.
- Working with the faith communities to develop on their land. This is a challenge as many don't have members that don't have development background and are governed by volunteers. There is also a culture shift that needs to happen as members of the congregation may not be willing to give up land for other purposes.
- Mixed use prioritization
- Providing seed funding to help some developments proceed.
- Connecting with church groups to discuss the benefits of projects such as Lucy's Place.
- Allowing residential development in institutional zones.
- Possibility for city to work with affordable housing providers to identify strategic affordable housing plans to support multi-residential development i.e. creating a development plan.
- Example of London England using private investment for green initiatives. This can be adapted to affordable housing. Finding philanthropic dollars and impact investors; but must be careful not to make it so complex that the development could get bogged down.
- Building/Design Competitions
- Converting commercial properties to mixed use in arterial corridors; eg. Grey fields, commercial parking lots
- Ability to present to potential developers what the vision is for the City
- Approaching current landowners to determine if there is interest in partnerships eg. Bradford Street
- Concierge planning process for grey/brown fields

3. NEXT STEPS

A workplan will be distributed to be discussed at the next meeting.

NEXT MEETING

The next meeting is scheduled for June 23rd at 9am.

The meeting adjourned at 10:30 am.

AFFORDABLE HOUSING TASK FORCE

NOTES

JUNE 23, 2021

Attendees:

Mayor Jeff Lehman
Councillor Ann-Marie Kungl
Andreea Campobasso, City of Barrie
Michelle Banfield, Director of Development Services
Sara Peddle, Chair, SCATEH
Greg Bishop, County of Simcoe
Andy Thomson, Thomson Architecture
Ray Duhamel, Jones Consulting
Tim Kent, Redwood Park Communities
Ashley Polischuk, Chair, Barrie Housing
Sandy Tuckey, Simcoe County Homebuilder's Association
Nina Brancaccio, City of Barrie (notetaker)

1. UPDATE FROM LAST MEETING

Mayor Lehman provided a brief status update of items from the last meeting. He noted that the Barrie Community Foundation will have some announcements regarding a philanthropic project very soon.

Michelle provided an update on the public meeting that took place on June 15, 2021, regarding city initiated zoning by-law amendments to advance affordable housing. The feedback received was balanced and included restrictions on detached suites and units, the impact on communities in relation to accessory/ancillary units, use of Committee of Adjustment to deal with applications and the size of units being built. She noted that it is anticipated that the final amendments to the zoning bylaw be adopted by Council in late fall or early winter.

Tim advised that approval has been received for funds from Ontario Trillium Foundation to pursue the concept for a community investment fund. The fund would use existing funding options used for profit businesses and repackaging them to focus on affordable housing and community infrastructure. Work is being done to set up the fund as a pilot in Barrie to reduce the financial timing part of the process and securing funding to get projects started. He will provide an update at a future meeting.

2. AGREE ON MAJOR STRATEGIC INITIATIVES

A discussion took place regarding the major strategic initiatives for the Task Force to undertake: the establishment of a local fund; land availability – institutional; and land availability – grey-fields.

The Mayor suggested setting up Working Groups to work on the initiatives and to conduct a scan of potential properties and property owners. One of the first steps over the summer would be to contact current landowners of institutional uses such as churches and interested developers to determine if there was any interest in development of housing. He noted the gathering of data would be helpful in moving forward.

Ray suggested that in order to fund more affordable housing projects that a similar mechanism to cash in lieu of parkland be implemented in order to establish an ongoing fund to support affordable housing projects.

For a future meeting, Tim suggested the scheduling of a presentation by an organization that offers a rent-to-own model as an option to affordable home ownership.

A discussion took place regarding greyfields and brownfields and how to turn policies into actual projects. Michelle noted that the new Official Plan will incorporate policies to help with intensifying commercial plazas. Ray stated that re-development of big box properties is also an opportunity for affordable housing. It was suggested that the Task Force could work on “rebranding” affordable housing as it often has many negative connotations. Community outreach would help with advancing the perception of affordable housing in the community.

Mayor Lehman noted that smaller working groups will be established to work on these three main strategic initiatives.

3. NEXT MEETING

The next meeting is scheduled for Wednesday, July 21, 2021, at 9am.

The meeting adjourned at 10:27 am.

AFFORDABLE HOUSING TASK FORCE

NOTES

JULY 21, 2021

Attendees:

Mayor Jeff Lehman
Councillor Ann-Marie Kungl
Andreea Campobasso, City of Barrie
Sara Peddle, past Chair, SCATEH
Arfona Zwiers, County of Simcoe
Andy Thomson, Thomson Architecture
Ray Duhamel, Jones Consulting
Tim Kent, Redwood Park Communities
Ashley Polischuk, Chair, Barrie Housing
Sandy Tuckey, Simcoe County Homebuilder's Association
Anna Sajecki, City of Barrie
Nina Brancaccio, City of Barrie (notetaker)

1. WELCOME AND UPDATE

Mayor Lehman provided a brief status update of items from the last meeting. He noted that the tornado last week has highlighted the urgent need for affordable housing in the City.

A discussion took place regarding rental development and challenges that proponents/developers had in navigating incentives, processes, etc. Arfona noted that the County had anecdotally heard from some development proponents and second suite creators of the challenges they had experienced over the years, and also some of the recent successes/program opportunities they have experienced. The County and City Staff agreed to discuss this matter further.

2. WORKPLAN FOR DEVELOPMENT OF STRATEGY

The group broke out into two separate groups to discuss quick win steps and the development of a workplan regarding: 1) Barrie Housing Fund and 2) Land Availability.

1) Barrie Housing Fund – Mayor Jeff, Andreea, Arfona, Sara, Tim, Councillor Kungl, Nina

- Research and Identification of 2-4 models of existing funding structures that could work locally that could be supported.
- Work with Planning Department, County and Tim to share information and decide on approaches. Some work on this has already been done and meetings over the summer will take place to identify the highest potential options.
- The possibility of hosting an “investment fair” or including this as part of the County Housing Forum to invite organizations, such as social impact investors to view possible projects that are available to fund in the community.

2) Land Availability – Andy, Ashley, Sandy, Anna, Ray

Encouraging more housing (general):

- Revisiting the minimum vs maximum global standards for parking to encourage higher-density housing development overall

Encouraging rentals/affordable housing (either 100% affordable or a ratio) through specific incentives:

- We could consider a pilot with zero (or significantly reduced?) parking standards for an affordable housing project along a key intensification corridor or arterial with the right active transportation in place
- We could have relaxed standards for density/height
- We could have relaxed standards for urban design
- We could consider a scoped Site Plan or Site Plan exemption, to save on costs
- We could implement PDR zoning, which would encourage mixed-market and a mix of social housing types in the same development

Capitalizing on land availability:

- Work with the GIS team to identify key commercial and institutional sites for redevelopment (e.g., where are the single-storey plazas and associated parking lots that are primed for redevelopment?; which institutional sites, too, are primed for redevelopment and who are the landowners?)
- Revisiting the tax rates for vacant commercial sites (they could be higher?)
- Create a communications strategy to reach out to commercial and institutional landowners that will:
 - Help reduce barriers for redevelopment (e.g., for an Anglican Church, may be worthwhile to reach out to the Archdiocese, as they would need to give permission)
 - Entice redevelopment by showing a vision of what could be done, how it could be done and highlighting the benefits
 - Encourage the right type of housing development (e.g., focus on affordable housing or rentals)

3. NEXT MEETING

The next meeting is scheduled for Wednesday, August 20, 2021, at 9am.

The meeting adjourned at 10:23 am.

AFFORDABLE HOUSING TASK FORCE

NOTES

SEPTEMBER 22, 2021

Attendees:

Mayor Jeff Lehman
Councillor Ann-Marie Kungl
Andreea Campobasso, City of Barrie
Sara Peddle, past Chair, SCATEH
John Connell, County of Simcoe
Andy Thomson, Thomson Architecture
Ray Duhamel, Jones Consulting
Tim Kent, Redwood Park Communities
Ashley Polischuk, Chair, Barrie Housing
Sandy Tuckey, Simcoe County Homebuilder's Association
Michelle Banfield, City of Barrie
Anna Sajecki, City of Barrie
Nina Brancaccio, City of Barrie (notetaker)

1. WELCOME AND UPDATE

Mayor Lehman provided a brief status update of items from the last meeting.

- The Health Accord Council meeting was held on September 9th in order to move forward with this initiative. The Accord will coordinate investments from the partner organizations to work on improving determinants in health. One of the key items was developing local funding for supportive housing.
- Comprehensive Zoning By-law Amendments for Affordable Housing was adopted by Council on October 4th which aim to facilitate more affordable housing options by addressing matters that may create barriers to housing affordability and by improving the implementation of City by-laws. The intent is to also clarify definitions and update development standards for second suites and detached accessory dwelling units.
- A discussion took place with respect to a height maximum for residential buildings in institutional zones. As part of its report to Council, The Task Force could weigh in on what sort of heights would be appropriate for different residential/mixed use developments on sites belonging to churches, etc., which oftentimes can be in the middle of a low-rise neighbourhood.

2. TASK FORCE REPORT – DRAFT TABLE OF CONTENTS - DISCUSSION & APPROVAL

The Task Force reviewed the draft Table of Contents and discussed the key action areas related to land availability and funding subsidized and supportive housing.

Land Availability

A discussion took place regarding the possibility of a “community benefits bylaw” to encourage the development of additional rental units through offering incentives to builders/developers. An example being to offer an increased amount of density if a certain amount of housing in the development was affordable.

It was agreed that a key action item be added to the land availability piece to include “public lands”. This would include examining pieces of property owned by government bodies on a regular basis. Michelle and John will review if there are any lands owned by the County in the Salem development and report back to the group. It was also suggested that a map of all publicly owned lands (County, Province etc.) be prepared.

Funding Subsidized and Supportive Housing

The following items were discussed:

- Whether a locally directed public fund would assist in getting units built. The Mayor noted that this could be directed through the Health Accord partners.
- Opportunities to develop sites that would be financially viable for developers in places of worship and commercial plazas (noted in the two maps attached to the agenda).
- The use of different mortgage models such as the Habitat for Huronia model
- The use of impact investors
- Partnerships between municipal and private ownership with idea of matching funds raised in the community
- Reducing the cost of construction with innovative materials and architectural design
- Opportunities to include community supports and partnerships within a building such as Alzheimer's Society

3. ACTIONING THE ACTION ITEMS

Land Availability - Michelle provided an update and noted that work has been done on reaching out to property owners/churches and it is anticipated that a meeting will be held soon. The priority is the zoning bylaw approval and consultants can then be engaged in the process.

Funding – The Mayor noted that he said on a national working group for housing with the Minister of Minister of Families, Children and Social Development. Meetings are being held with the Health Accord partners to discuss a locally directed fund.

4. OTHER BUSINESS

Sandy inquired as to whether there was still funding available through Bill 108, More Homes More Choices Act and agreed to follow up to determine if there was still an opportunity.

The meeting adjourned at 10:31am

AFFORDABLE HOUSING TASK FORCE

NOTES

NOVEMBER 17, 2021

Attendees:

Mayor Jeff Lehman
Councillor Keenan Aylwin
Councillor Sergio Morales
Sara Peddle, past Chair, SCATEH
Andy Thomson, Thomson Architecture
Ray Duhamel, Jones Consulting
Tim Kent, Redwood Park Communities
Ashley Polischuk, Chair, Barrie Housing
Arfona Zwiers, County of Simcoe
Sandy Tuckey, Simcoe County Homebuilder's Association
Michelle Banfield, City of Barrie
Anna Sajecki, City of Barrie
Nina Brancaccio, City of Barrie (notetaker)

1. REVIEW AFFORDABLE HOUSING TASK FORCE REPORT TO COUNCIL

Mayor Lehman thanked everyone for their input and asked that if there were any further comments to provide them to his office. The report will be going forward to Council early in the new year and it was hoped that the report would be finalized before Christmas.

The group reviewed the document and provided the following comments:

Introduction:

- Addition of a personal experience story to highlight the effects on everyone in the community and supports the message of taking the stigma out of affordable housing.
- Addition of some data to show how the situation has worsened as a result of covid.
- Addition of language around housing first approach, definitions of supportive housing and misconceptions; include examples of what has worked in other communities; focus on housing as a right.
- Staff will bring back a rubric so the Task Force can evaluate priorities of the affordable housing strategy at the next meeting.
- Making the context of the recommendations clear to convey that the housing crisis intensifies as income drops.

Recommendations:

- Establishing criteria for institutional sites that may be useful right away – potential for pilot projects.
- Inclusion of maps of commercial sites with the report.
- Looking at commercial sites and targeting the Bayfield Street strip and other properties with aging commercial plazas.
- The potential for the use of commercial sites to make a significant impact on housing supply in the short and long term.

- The dedicated staff member ensuring the success of the strategy – being proactive instead of reactive and the importance of this across various departments. The Mayor will follow up with staff to move ahead with this recommendation as part of the 2022 budget process.
- Concept of keys/concierge model used in other municipalities such as the City of Toronto – which can reduce processing time from 3-5 years to 1 year.
- The potential for reducing/eliminating the requirements for parking and allowing builders decide how much is required. Staff will investigate if a review of the parking standards as part of a global amendment to the zoning bylaw could be undertaken in early 2022.
- The inclusion of a definition of “affordable” and “deeply affordable”.
- Continued pressure (in conjunction with the County) on the province for funding to meet housing targets, especially with MPP’s.

The next meeting will be held the third week December and a revised document will be sent to the Task Force for input.

The meeting adjourned at 10:31am

AFFORDABLE HOUSING TASK FORCE

NOTES

December 22, 2021

Attendees:

Mayor Jeff Lehman
Ray Duhamel, Jones Consulting
Tim Kent, Redwood Park Communities
Ashley Polischuik, Chair, Barrie Housing
Sandy Tuckey, Simcoe County Homebuilder's Association
Tom Fortier, County of Simcoe
Anna Sajecki, City of Barrie
Shelby White, City of Barrie
Lauren Wild, City of Barrie (notetaker)

1. WELCOME AND UPDATE – MAYOR

Mayor Lehman welcomed the group to the meeting and spoke to the agenda. He noted that the Council presentation is on January 10, and the report would be submitted the first week of January, and wanted to speak about the participation of members at the presentation.

2. WALK THROUGH OF AFFORDABLE HOUSING REPORT CARD - SHELBY/ANNA

Shelby and Anna introduced themselves as part of the City's Development Services Department, noting that Shelby is the key contact for affordable housing. Shelby spoke to the affordable housing strategy (2015-2025) and requires an annual monitoring report. The last monitoring report was a mid-way report, and staff brought forward additional recommendations, including introducing a report card, which reflect more around the strategic goals and rating the strategy, as opposed to monitoring reports.

The main evaluation measurements in this report card are: celebrate, stay the course, improve, and new direction; and items measured are based upon the Affordable Housing Strategy.

The group reviewed the report card and provided input into the draft documents. Some feedback was provided:

1. Built Form Task Force – add the successes from the BFTF as BFTF introduced important policy in our City that should be highlighted.
2. Recommended new actions – as the AHTF moves forward with their recommendation – intended to be the next steps – Report card will still be in draft once AHTF report is submitted and Staff will make ensure the report is reflected in their draft. Staff noted that in Q2 of 2022, a consultant will come in to help update the housing strategy.
3. Helpful to highlight whether the st working, share stats or outcomes to show impact – more detailed information within monitoring report but opportunities to share important information in this report regarding evaluation. Checklist approach (have we done what we said) vs. evaluation approach (did the things we do work) – evaluation component would add value to the report card but recognize not purpose but suggest including important information. (ie Priority 3, item #1 notes metrics)

Anna will email out the draft for review and asks for any comments – this report card **must** remain internal and please do not forward as it is still a very early draft internal document. The Mayor thanked Shelby and Anna for presenting.

3. WALK THROUGH OF TASK FORCE FINAL REPORT - MAYOR

Mayor Lehman spoke to the final draft report to Council.

The Mayor reviewed the introduction and overall content of the report. He noted he integrated the November comments into this report and has written a piece to speak to the comments and conversation of the Task Force members. The members appreciated the language used and how it has been structured.

The document was circulated yesterday, and he asks members to review the document after the meeting and provide any comments or feedback to him between now and end of December – if possible, please add your comments into the document and email it to Mayor Lehman once you have had a chance to review. He will integrate the comments and feedback and a final draft will be circulated by January 3/4 to see if there are any final comments.

4. OTHER BUSINESS

January 10 is the presentation date and will be presenting at General Committee – it will be an item for discussion and goal would be for Council to review and discuss that evening and adopt the recommendations. The Mayor asked for a co-presenter or if there is interest in participation. Ray noted he would help with technical, and Tim is suggested to participate as part of the introduction.

5. NEXT MEETING

There will be no next meeting as the presentation to Council is January 10. Please do send comments and feedback to the Mayor by email before December 31, 2021 if possible.

6. ADJOURNMENT

The meeting adjourned at 10:00am