



The
Georgian /Lake
Huron Affordable
Housing Initiative

Working together for a brighter future

Date: Monday, June 26, 2023

Prepared by: Julie Scarcella, Project Manager

Re: The Georgian Bay Affordable Housing Development Corporation (GBHC)

EXECUTIVE SUMMARY

Federal and provincial government roles continue to apply pressure on municipalities to facilitate and/or provide affordable housing. However, because municipal resources are limited, allocating them effectively is imperative. Simply put, local government's fiscal and human resources cannot address the scope of the housing affordability challenge and direct delivery of housing.

2021 the GBHC working group made a commitment to champion regional affordable housing development opportunities. We are a consortium of private & public subject matter affordable housing experts including policy, development, planning, building science, finance, project management, construction, sustainability (Net Zero and Passive House, LEEDv4.1 & Well Standard).

Regional Issues on Affordable Housing

It is imperative that rural municipalities collaborate. One way to do this is to enable not-for-profit housing providers to become established. CMHC, through the National Housing Strategy is helping expedite more not-for-profit development corporations across Canada. Housing development corporations' partnering with non-profit, private sector and the public sector to develop affordable housing and community assets. **Partnerships must be developed to help realize regional strategies, goals, and drive community-based outcomes to support and drive housing initiatives.**

Common attributes of providing affordable housing to support the delivery of social, economic, and environmental purpose real estate must be done right. Critical to the success of development corporations is the deep expertise to the communities they serve through outstanding experience and resources of a board that might include developers, finance, strategic partnerships, community engagement outreach, marketing and communications, real estate, engineers, planners, construction, and project management experts.

Our working group is ready to hit the ground and prioritizing the following and would like to collaborate with your municipality on the following:

Funding Request

Priority #1

Firm up funding to:

- A) Execute on a critical service opportunity: Develop the Concierge Development Program

What is the Concierge Development Program?

A program to assist non-profit and private-sector developers of affordable rental and ownership housing, to navigate through site selection, funding, incentives, partnerships, and approvals processes. The essence of the program is to set you up for success - build knowledge, capacity for Council, help staff review opportunities and assist developers on affordable housing projects, reduce silos, risks, build trust and ensure quality assurance.

(See attached Deputation)

- B) Get the not-for-profit registered and operations underway (board, business plan and strategy)
(See attached PowerPoint on our vision for the development corporation)



Georgian Bay
Affordable Housing De

Deputations are underway to support the following:

- The Town of Blue Mountain motion passed on June 19th to support the Concierge Development Program funding phase 1.
- A request to Grey County for seed funding to support the not-for-profit Georgian Bay Housing Development Corporation is in review.
- Grant guarantors and collaborative agreements are in play with local and regional not-for-profits (Rotary, Habitat for Humanity, and other housing providers to leverage their charitable status to help kick start funds for our development corporation).

Strategy Q1-Q3 2023

1. CEO meetings to formalize funding from smaller tier municipalities vs larger municipalities (not all have CIP for housing)
2. Shortlist key services/resources to be developed with partnered municipalities (i.e., concierge developers' program)
3. Continue to present to municipalities (Bruce, Grey and Simcoe)
4. A campaign will be underway this summer to match funding from various for profits such as Home Depot, Walmart, Loblaws, Ski resorts, engineering firms, Home Hardware to Metro etc. Firm up partnership agreements with large and small corporations/companies
5. Establish operations for the new not-for-profit corporation

Raising Funds

1. Prepare for CIP/Planning Reserve funds deliver Deputations on housing submission requests

2. Finalize contribution commitments
3. Request for funding to regional municipalities (Bruce, Simcoe, and Grey County)
4. Prepare and present to private sector companies in the region to match municipal contributions (leverage), Mayors/CAOs to help connect the regional housing initiative to local companies.
5. Apply to Community Transformation Fund (CTF) once incorporated to assist for startup funds for the incorporation (business plan, strategy, and services). Tier 1: \$50-100K and Tier 2: \$250K

Kick Start First Project

- Concierge Predevelopment Package

FEATURES OF THE GEORGIAN BAY HOUSING INITIATIVE

Georgian Bay Housing Development Corporation will partner with local communities' organizations, non-profits, municipal governments, and market developers to create or acquire projects that deliver on our mission.

- Regional solution working with municipal and county partners
- Commitment to a board with strong development of Housing Expertise
- Public, NGOs, Private Partnerships

CORPORATION PROFILE

Overview

The GBHC is currently exploring incorporation Q2 2023 as a single member, non-share capital corporation under the Ontario Corporations Act. The GBHC will be an arm's length, non-profit corporation (NFP) created to deliver affordable sustainable housing. The NFP will be comprised of a team with specific expertise in how to deliver housing in its' various forms and markets, centralizing the knowledge, skills, expertise, and tools required to develop and deliver housing throughout the region.

It will offer a full range of services including development, resources, tools, templates, policies land acquisition and sale, technical consultation for social, environment and economic requirements with partners in relevant sectors, all to be ratified through agreements with local communities, developers to include (Bruce, Grey, and Simcoe). This new Not-for-profit (NFP) Corporation is founded Canadian affordable housing development best practices.



Affordable Home
Ownership



Rental Housing
Development



Development Management
Services. Access tools, support for
funding applications, templates,
resources, and training as well as
consulting

Appendix 1: Work done to date

2021 the GBHC working group made a commitment to championing regional housing development opportunities. Extensive time and expertise to develop and deliver quality information on housing issues to the public and municipalities includes:

- ✓ Municipalities have received information packages, deputations include:
Bruce and Grey County, Town of Blue Mountain, Meaford, Wasaga Beach, Owen Sound, Clearview, and Grey Highlands.
- ✓ Tobermory, Kincardine, Saugeen Shores, Brockton (planning)

Over the past 2.5 years the GBHC working group has been building the foundation for this regional plan to include:

1. Background Summaries and Communication of the Vision
2. Presenting the proposed not-for-profit Corporation/Vision
(Municipalities, BMAHC, GTDI, County and Developers)

1. Ongoing communication and outreach
2. Budget costing
3. Investigation of the Incorporation requirements
4. Business Development – start up documentation

A collection of best practices, services, tools, and other applicable resources along with case studies has been ongoing to help shape and inform the short- and long-term operations of the proposed corporation. The intention is to leverage all the good information across Canada to help develop outstanding services, tools, templates and resources.

6. Housing Providers Collaborations (Prince Edward County Housing, London Ontario Housing, Canmore Housing and Whistler on a joint grant submission).
7. County discussions/presentations
8. Onsite Municipal meetings/traveling

Appendix 2: Our Vision

The Georgian Bay Housing Working Group (GBHC)

The GBHC is comprised of housing expertise is made up of financiers, builders, contractors, project managers, construction experts, marketing experts, engineers, housing providers, planners, and business development/outreach specialists.

- Housing must only be designed, developed, constructed, renovated and operated in a manner which makes a significant contribution to our global climate challenge; ensuring it remains affordable for all living in these homes

Our goal

Is to increase the supply of affordable housing in Georgian Bay to enable housing for all residents who live in the region to remain in the region.

Mission

We support other organizations and build communities by developing, and operating vibrant, affordable, and inspiring places to live and work.

Vision

GBHC initiative will provide solutions for environmentally sustainable housing (rental, homeownership and technical consulting) for our communities.

OBJECTIVES OF THE CORPORATION

In establishing the corporation, the GBHC will pursue the following objectives:

- a) Increase the amount of funding available locally for affordable housing development
- b) Provide a vehicle for the transfer of municipal assets, physical or financial, for the development of affordable housing
- c) Initiate and/or support new affordable housing projects in cooperation with community stakeholders, private enterprises, developers
- d) Creates economies of scale for management, construction, and operations of housing assets
- e) Drive the delivery of housing, providing effective and transparent governance of affordable housing investments
- f) Provide knowledge/expertise in federal or provincial funding, sustainable design, and operation of affordable housing
- g) Advocate for and educate the community about housing that may need to be an overarching goal from beginning to end.

Governance

The GBHC will operate autonomously at arms length with the municipalities, counties through several mechanisms including the Ontario Corporations Act and the By-Laws of the Corporation which will be established.

Guiding Principles

In pursuing its mission, has also set out guiding principles to help inform decision-making and the actions the organization plans to undertake. These include the following:

a) *Move promptly to generate results*

Changes in the local housing system are having real impacts with implications for residents and businesses alike. Housing, by its nature, takes a considerable amount of time to develop which in turn adds to the urgency to take prompt and decisive action.

b) *Use available housing resources for maximum impact*

Access funding to hire local people to help execute regional work as defined by our work plan and budget requirements. There are finite resources within the housing system, especially for promoting affordability, and being judicious with these resources is essential. Making impactful investments helps to ensure that a maximum benefit for allocated dollars is realized.

c) *Leverage partnerships to extend impacts*

Using Partnership Agreements to achieve outcomes is also a beneficial way to address issues when resources are limited. Cultivating value-added relationships also helps to build further capacity within the housing system.

d) *Avoid duplication of efforts*

There are several active stakeholders in the local housing system each pursuing their vision and outcomes. Having an awareness of these efforts and working in a coordinated or collaborative way can help to ensure that energy and resources are being applied to issues effectively.

e) *Mobilize private sector capital*

In the public and not-for-profit realm, partnering and collaborating with private sector interests has only recently become more common. Harnessing this added pool of capital to support housing outcomes enables opportunities to have a more sustained impact on local housing issues.

Approach

The GBHC Initiative will adopt the following approaches:

- Encourage the exchange of ideas, approaches, issues, and analysis on matters relating to the provision of sustainable affordable housing.
- Consult and determine critical pre-development issues and support the development of pooling or sharing of various tools, processes, resources, templates, policies, costing, data and leveraging best practices for different housing models. Share, educate and train on design, development, construction, and operation of sustainable, affordable housing. The Georgian Bay Working Group have identified a comprehensive list of potential issues and solutions that can be developed and pooled.
- Develop a code of best practices in the design, development, construction, and operation of sustainable housing based upon the foundation of Environmental, Social and Governance standards.

- Establish standards and baselines guidelines and templates for the region and industry to use to support requirements for planners, designers, developers, and constructors, but also for policymakers to ensure compliance and consistency.
- The business case for Passive House and Net Zero housing tools need to be developed to enable the development community to meet targets. These resources will expedite the pre-development process, decrease the need for external consultants, derisk the projects, and help the development community deliver them faster and more cost-effectively. Guidelines, and training to support the business case for long-term operations savings for building to Net Zero levels of performance will ensure success.
- Work with existing volunteer groups in the region that are gathering investor, financing mechanisms, and other sources of capital to support the capital community needs.
- Engage and work with all levels of governments, organizations, communities, employers and others with the objective of ensuring that legislation, policies, programs, codes, and regulations mandate that the design, development, construction, and operation of sustainable, affordable housing is done in a manner which addresses the Problem Statement.

Partnership Agreements

Partnership Agreements highlight the community's commitment to collaboration and accountability in achieving short and long-term success. They articulate how we work together and demonstrate shared commitments to achieving meaningful results in our journey towards regional housing solutions.

More specifically, they promote and contribute to:

- Optimizing our joint influence and synergies
- Establishing trust among organizations
- Achieving short- and long-term success
- Sharing capacity and better using limited resources
- Building credibility within the community

Draft Working Group

The Working Group membership is currently recruiting board members to include Builder, Project Manager, Strategic Partnership/Outreach, Planner, Civil Engineer, and a Real Estate professional.

SGB Regional Housing Working Board



David Odgen

Principle Secure Capital

Responsibilities: Finance, Development, and Sustainability Green Buildings, works with Habitat for Humanity on all housing developments.



Doug Leighton

EDG Associates

Responsibilities: International experience in urban design, planning, and sustainable development. Co-founded Banff Housing Corporation.



Julie Scarcella

EcoSpex Inc.

Responsibilities: Funding, Technical expertise in the built environment, housing to meet net zero standards, project planning and strategic management.



Mike Vance

Vance & Associates

Responsibilities: Master planning, sustainability consulting, resort community specialty, Lead in policy, Co-founded Whistler Housing Authority and the Whistler Development Corporation.



Trent Collier

Construction Manager, Bird Construction

Responsibilities: With over 19 years of experience, Trent has been working in the construction industry most of his life, overseeing major construction development programs while ensuring their successful execution.



Cathy Fernandes

CEO Mr&Mrs Jones Inc Marketing

Responsibilities: Marketing, Digital Strategy, Negotiation, Advertising and Strong business development professional

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GB Regional Housing Working Group



Bindu Shaw

Urban Planner, Housing Policy Specialist, Strategic Lead, Planning, Town of Caledon

Responsibilities:

Advisor on Housing Concierge Development Program, policy, incentives etc.



Rod Nadeau

Builder, Developer Building Innovation Group

Responsibilities:

12 open concept designs for affordable housing MURB, developer input

Board Expertise will include:

- **Financial reporting** Treasurer & Finance
- **Accountant Real estate** lending and financing
- **Senior leadership experience** in not-for-profit sector
- **Developer Masters in Community and Regional Planning**
- **Specializing in urban, transit oriented** mixed-use development,



In Review

Civil Engineer

Responsibilities:



In Review

Social Media and Outreach

Responsibilities:

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Additional Advisory/Partners includes:

- Prince Edward County Affordable Housing Corporation
- Housing Development Corporation, London (HDC)

- Canmore Community Housing Corporation
- Attainable Homes Calgary
- Cahdco non-profit real estate development corporation Ottawa
- Whistler Housing Authority
- Glass Works Owen Sound