



The  
Georgian  
Bay  
Housing  
Initiative

Working together for a brighter future

## THE GEORGIAN BAY HOUSING DEVELOPMENT CORPORATION (GBHC)

### EXECUTIVE SUMMARY

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#### PROBLEM STATEMENT

Our society currently stands at a crossroads where we are faced with two crises. These crises are intertwined at the macro micro level. The first is affordable housing and the second global warming.

We must embark on an urgent program to provide affordable housing solutions across a wide continuum of needs and providers in a sustainable form to achieve carbon reduction targets to keep global warming rates beneath catastrophic levels.

The Georgian Bay Housing Development Corporation (GBHC) Initiative seeks to – provide sustainable housing to support rental and homeownership choices for our community in a sustainable way. We cannot continue to make the 50-year mistake of designing, constructing, and maintaining homes which only make no lasting contribution to solving our climate crisis.

*The United Nations estimates that the built environment accounts for about 40% of the global energy use. Our buildings fuel this climate crisis, including those achieving energy efficiency targets by relying on GHG-intensive materials and construction methods (high embodied carbon).*

We have an opportunity to apply appropriate policy, resources, templates, and tools to support new efficient processes across our region to ensure a sustainable future for affordable, low carbon housing through advanced housing design, planning, and building processes and techniques.

#### 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). Clearview, Collingwood, Grey Highlands, Meaford, Owen Sound, TOBM, Wasaga Beach and beyond. This new NFP Corporation is founded Canadian affordable housing development best practices.



Affordable Home  
Ownership



Rental Housing  
Development



Provide Services, tools,  
support for funding  
applications, templates,  
resources, and training as  
well as consulting

### **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.



**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

### Additional Advisory/Partners includes:

- Catalyst Housing
- 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
- Indwell
- Glass Works Owen Sound

