

Terrence Barber

*What initiatives would you support to grow, improve and protect the tourism economy & to help communicate our history, planning, economic impact and the benefits/value we bring to resident's lifestyle, property values et al.*

### **Site Directions**

This issue can be said for much of the TOBM an our entire Georgian Bay area. Allowing for appropriate signage on our traffic routes to specific tourist attractions and or areas when entering through Stayner/Wasaga/Collingwood, from Owen Sound/Meaford, up HWY 124 through Duntroon and then once again getting around TOBM. Partnering with our neighbouring municipalities and county to get appropriate signage that makes it easy for folks to navigate our many side road and provide direct but alternate routes that assist in mitigating as much congestion as possible.

### **Expansion of Municipal Business Supports**

An example: Currently under Food & Beverage there are 2 businesses listed...This is clearly not the extent of what we as municipality have to offer and I believe that the municipality can do better to provide a more comprehensive and updated information contact points connecting folks visiting and living in the TOBM to our local tourism economy.

Supporting our businesses by providing more consistent connections, information workshops and appropriate training for potential employees in the service industry providing job ready individuals for our local businesses. I.e Food Handlers Certificate, Occupational Health and Safety Training, Best Practices on Customer Service, Computer Literacy et al.

Further attitudes...

### **Cultivate a positive dialogue between Residents and Developers**

Much of the time when developers and businesses experience push back from council and or local residents I believe it is due to the lack of consistent dialogue and relevant information, pre/post and throughout the development process.

Gaps in communication can lead to doubts and fear that a development has been considered without the interests of the residents in mind. Local government can be effective to mitigate concerns from all stakeholders by creating opportunities for open dialogue, clarifying information for public consumption and actively seeking out development bids that are complimentary to area of proposed development and surrounding tourism business community.

*a) Do you believe that BMVA is effective in its Vision and Mission and that we add value to residents, businesses and government?*

b) *Will you support continued partnership between BMVA and the Town?*

In a word, "yes." I do believe that BMVA is effective in its Vision and Mission. I do believe that the association adds value to the local economy, that it increases the quality of life for folks that choose to live in and around our municipality and drives traffic into the area which is of benefit to local businesses. In order to maintain this healthy and mutually beneficial relationship between the Town and BMVA continued communication will need to be maintained in order to address the moving targets in response to municipal, provincial and national shifts in the economy, changes to our demographics and in response to our changing global environment.

*A) Please share what your leadership approach will be and how you will ensure that all community voices - including the business community - will be incorporated in your work.*

*B) Please share your thoughts on how the TOBM can improve its approach to solutions and service.*

The leadership approach I have adopted in previous roles in the Public Service is to listen, with the objective of identifying best practices, identifying common themes of concerns amongst stakeholders to be in a position to respond with solutions that take into consideration the interest of the community at large. This approach is one that demands that the leader understands the concerns prior to suggesting far reaching solutions and tests for efficacy by way of welcoming community feedback to be integrated into new or redefined project objectives.

TOBM will need to take steps to provide more opportunities for constructive dialogue bridging the gap between stakeholder perceptions to the realities of:

"doing business" and urban development processes,  
better defining the roles and responsibilities of municipal government and what tools are currently available to maintain stockholder accountable,  
continually define the municipal vision for a sustainable community.

*a) What initiatives would you propose to ensure Town of The Blue Mountains has a robust and diverse economic strategy for short and long term growth?*

*b) How would you organize & finance such initiatives?*

I believe economies are only as robust and diverse as the workforce that powers it; Bringing their individual skills, innovation and motivations to be successful. The responsibilities of municipal government include ensuring local economies are open and effective, that they are managed with sound policy, maintained competitive through the creation of prudent regulations adjacent to government initiatives that support the individuals access to opportunity.

TOBM currently maintains a very diverse economy that is robust, what is lacking is our ability to attract a sustained workforce to power appreciable short and long term growth. One of the major barriers to attracting a sustained workforce to power said growth is the lack of opportunity in the housing market for diversified choice in type and price point.

What remains is the bulk of the work force living in precarious housing situations that are not affordable when compared to their annual incomes and current industry markers (CRHI 2016), inappropriate for the family unit size and finally housing does not suit the environmental needs of the tenant.

Generally speaking, precarious housing do not encourage future investments by individuals living in those situations back into their community because of their inability considering shortage of personal time in which to do so, energy in which to reinvest their time with and overall motivation to do so.

The initiative that I would propose would be to develop a new program directive in the creation of the, "Attainable Housing Building Corporation."

The Corporation would have the following mandates:

- To suggest amendments to Council of the OP with a focus on inclusionary residential zoning
- To draft development plans that support inclusionary residential zoning efforts while working closely with TOBM municipal planning staff.
- To purchase appropriate real estate/ property on the behalf of the TOBM for purpose of building inclusionary residential plans.
- To draft bid proposals for Council review and make private vendors aware of current development bid oppourtunities in the TOBM
- To research relevant and viable provincial and federal funding programs and complete applications with intent to secure funding for building projects
- To create a real estate revenue arm to further the TOBM AHBC
- To create an, "Attainable Housing Path" that outlines graduated steps of housing affordability with the end goal of individuals and families having the oppourtunity to achieve home ownership.

Early on, the AHBC would be managed by a voluntary Board compromised of industry experts in the real estate and residential building developments. The Town Planner would also be on the Board as an advisor, liaison to Council and provide staff to manage the administrative processes of the Board. Early developments would be in partnerships with developers and the AHBC as a beneficiary of a percentage of the development profits. Later developments with secured provincial and federal funding and or seed money from previous projects may have the AHBC as the project manager and the majority profit beneficiary with smaller bid oppourtunites for private developers. Continued development, ongoing management of real estate properties and reapplication for provincial and federal funding, and growth of bureaucratic body may see the Boards functions absorbed by the municipality to maintain the AHBC, manage infrastructure upgrades, redevelopment and future investments.

a) *What initiatives would you support to protect occupancy levels of existing operators of STAs?*

b) *What initiatives will you champion in relation to the STA program in the future?*

I cannot answer in depth these questions at this time.

I recognize the need for STA as they provide for unique experiences for tourist/visitors to our municipality and a source of income for residents of TOBM. Reading the latest program updates it doesn't appear that that STA occupancy levels are under any significant or new restrictions that I have interpreted as a threat in light of the Ontario Building Code and or relevant municipal by-laws. It appears that STA's are highly regulated. I would like to hear / read more about:

- the economic impact of change in occupancy limits from STA operators and related organizations
- Data that demonstrates achievements in continuous improvements in noise, garage management

a) *What Town services would you increase or decrease?*

b) *Would you favour increasing or decreasing the tax rate of residents and businesses?*

It has been commented that in parts of the municipality tax monies have been spent more freely in some parts and less so in others. I would recommend a review of public works service initiatives throughout TOBM with the intent to even out any found disparities in service. I am in favour of neither raising or lowering the tax rate at this time, until such time the municipality can employ successfully alternate revenue tools to fulfill our service position to all communities here in the TOBM.

a) *What initiatives would you support to increase transportation options for visitors, residents and workers in the area?*

b) *How would you organize & finance such initiatives?*

The inter municipal public transit pilot that is currently in play will need to be evaluated prior to the end of its life span for efficacy. This may result in a increase in service frequency on the current route and or an extension expanding the service route. I would support any initiatives that come from this report that prove added value to visitors, residents and workers in that area.

Maintaining our current status with application for future provincial public transit funding will need to be considered in addition to a continuation of open dialogue between municipal to discuss budget commitments and consider cost shares with adjacent municipalities like Meaford that might be interested in a transit link.

a) *Do you support increased cycling options for the region, including the Collingwood/Village cycling route?*

b) *How would you organize & finance such initiatives?*

Yes. I support the increase of safe cycling options for the region, including the CW/Village cycling route.

In regards to the CW/Village cycling route. It sounds like there is already an organized plan. In addition to political will, what are the other barriers that the existing plan identified? How are these concerns currently being communicated to council?

*c) What road safety improvements would you prioritize and why?*

*d) How would you organize & finance such initiatives?*

Road safety is important to all of us and maintenance and or improvements should consider all vehicular types, seasonal road use restrictions, high, moderate and low traffic volume times, innovative technologies and updates in roadway efficiency logistics. My priority would be to move forward with The Comprehensive Transportation Strategic Plans as written by the Infrastructure and Public Works Department in partnership with the County and Ministry of Transportation which outlines what is being done and where. Further steps should be made to make available relevant information as the plan is rolled out.

Annual budget commitments that fulfill the strategic plan will be critical to mitigate delays but only to the extent that the town staff management team is able to plan for deliverables - materials, workers et al., for the work to be completed. On Council, I would expect regular reports on completed projects and status updates on infrastructure developments. Amendments to be considered should undergo rigorous and timely review - maximum of 30 or 60 day lead times for final decisions to be actioned. End times may fall outside of this period but every reasonable effort must be made to improve the response/completion time of valid requests.

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