



Affordable Housing Advisory Committee

NOTICE OF MEETING

Tuesday, September 21, 2021 at 12:00 p.m.
Council Chambers, 2nd Floor, City Hall, 199 Queen Street
Live streaming: www.charlottetown.ca/video

Order of Business:

- 1. Welcome and Land Declaration**
- 2. Declarations of conflict of interest**
- 3. Approval of Agenda** – Approval of Agenda for Tuesday, September 21, 2021
- 4. Approval of Minutes** – Minutes of meeting on Tuesday, July 20, 2021
- 5. Business arising from Minutes**
 - a. CADC Presentation
 - b. STR Bylaw Process Progress
 - c. Affordable Housing Development Incentives Updates
- 6. Discussions:**
 - a. Change to Provincial Affordable Housing Development Program
 - i. <http://cbc.ca/news/canada/prince-edward-island/pei-affordable-housing-changes-1.6130686>
 - b. Renovictions situation/moratorium
- 7. Other Business**
- 8. Next Meeting**
- 9. Adjournment**

Affordable Housing Advisory Committee (Draft Minutes)
Tuesday, July 20, 2021
Council Chamber - City Hall

Present: Robin Graham Jamie MacDonald, Paul Crant, Bill Campbell, Bob Gray

Also Present: Alex Forbes, Robert Zilke, Ellen Catane

Regrets: Ashley Gillis

Absent: Craig Cameron

1.) Call to order

- The meeting was called to order by committee chair Bob at 12:00 pm, who welcomed committee members and city staff in attendance.
- It was acknowledged that the meeting was taking place on the unceded land of the Mi'kmaq people, specifically the Abegweit First Nation, and followed by a moment of silence to honour residential school victims.

2.) Declarations of conflict of interest

There were no conflicts of interest declared.

3.) Approval of Agenda

Motion to approve agenda by Bill/Jamie
CARRIED

4.) Approval of Minutes of June 2, 2021 meeting

Motion by Robin/Paul, to approve June 2 minutes as circulated.
CARRIED

5.) Update on Short Term Rentals, by Alex Forbes, Robert Zilke

- A new chair of the Planning Committee will be appointed to replace Councillor Duffy, who has stepped down. Once the new chair is in place, the process will proceed. City planner Mr. Zilke expects to have a recommendation for Planning Committee by September, as to which of the STR scenarios will be recommended to Council. Council is expected to then choose a scenario upon which to base its STR by law and regulations, at which point the consultation process will proceed, with the expectation that a second public meeting will occur as part of the process. When Mr. Zilke makes his report and recommendation, the Affordable Housing Committee will receive a copy.
- Committee members expressed a desire to meet regarding this report and subsequent actions by Council, and the Committee may wish to make a submission to Planning Board and Council regarding these activities.

6.) Update on proposed Changes to Incentives for Developers, by Alex Forbes and Robert Zilke

- Going to Council next week for review, and the Committee should have an update before the next committee meeting.

7.) Terms of Reference

- Committee agreed to meet monthly on the third Tuesday of the month at noon
- Motion: Paul/Jamie moved that the circulated draft terms of reference for the committee, with minor editing and housekeeping changes as discussed, be approved.

CARRIED

8.) New Business

- No new business on agenda

9.) Goals

- Discussion took place regarding committee goals and a work plan, to be considered at a future meeting, which should include, among other matters:
 - Monitor progress of Short Term Rental Regulations
 - Be ready to respond to new studies/data brought to light from various sources
 - Robin - Would like the committee to put together something to say at the anticipated future public meeting regarding Short Term Rentals
 - Bob - Would like to see the committee to come up with some creative recommendations to directly help renters, in addition to considering development strategies and policy. Our focus should be helping people. For context, Bob read a Tweet, from a City resident in housing crisis, from just this morning.

10.) Motion to adjourn

The meeting was adjourned at 1:00 pm



A CATALYST

FOR ECONOMIC DEVELOPMENT
IN THE GREATER CHARLOTTETOWN AREA

MARCH 2021

STRATEGIC PLAN 2021–2024



CHARLOTTETOWN AREA DEVELOPMENT CORPORATION

CADC STRATEGIC PLAN 2021–2024

CHARLOTTETOWN AREA DEVELOPMENT CORPORATION

VISION

A valued partner in stimulating vibrant and connected communities

MISSION

**Be a catalyst for economic development
in the Greater Charlottetown Area**

CADC carries out this role by:

- Providing expertise, innovation, and investment for projects of economic, community, and environmental benefit;
- Facilitating development that leads to private sector opportunity; and
- Bringing together various levels of government and the business community to initiate development projects and urban renewal in a sustainable manner.

GUIDING PRINCIPLES

**Be flexible
and forward-
looking**

**Effectively
use available
resources**

**Create
innovative
solutions**

**Generate
economic
spin-offs**

**Make
sound
decisions**

**Engage
our
partners**

STRATEGIC PRIORITIES

OPTIMIZE EXPERTISE

GOAL:
Leverage the expertise of CADC and stakeholders, where appropriate, to maximize the value of partnerships

WATERFRONT DEVELOPMENT

GOAL:
Facilitate long-term strategic development of the waterfront using a climate change lens

CRITICAL INFRASTRUCTURE

GOAL:
Facilitate the development of critical and sustainable infrastructure to support business and sector growth

COMMUNITY DEVELOPMENT

GOAL:
Build greater connectivity and create more vibrant communities, working together on stakeholder initiatives

INTERNAL STRENGTHENING

GOAL:
Invest in the people, processes and resources to achieve a long-term economic impact in our communities

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WHO WE ARE

Charlottetown Area Development Corporation (CADC) is a progressive organization that works to attract private sector development and investment opportunities to grow and expand commercial development in the Greater Charlottetown Area. CADC has played an important development role in Charlottetown since 1974 and is expanding its focus to the Greater Charlottetown Area including Charlottetown, Stratford and Cornwall.

CADC operates with a core team, connecting external expertise as needed to support a specific project and with the oversight and direction of an independent Board of Directors. CADC is self-financed through projects and management of the Harbourside Complex and does not receive any government operating subsidies.

CADC works in partnership with its four shareholders, the Province of PEI (82%), the City of Charlottetown (15%), Town of Stratford (2%) and Town of Cornwall (1%). CADC's contributions to the local economy are substantial, with a direct payroll of \$1 million and direct purchases of goods and services in excess of \$1 million annually. CADC's operating budget is \$5.4 million, and the corporation consistently provides an annual return of \$1.35 million to its government shareholders in the form of property tax.

CADC continues to measure performance based on the overall economic (direct and indirect) impact of projects on our communities and the province as a whole. Project by project performance is more difficult to quantify as a result of the triple impact in terms of economic, environmental, and social. Some projects may take years until the community can truly realize the impact. This is how CADC knows it has been successful.



A CATALYST

With the establishment of a new Board of Directors, CADC Board and staff felt the time was right to develop a new strategic plan that will guide the organization over the next three years. It was also recognized that within the current environment, having a strong plan and focus on development for the future is important. As such, CADC engaged MRSB Consulting Services to facilitate the planning process and develop the plan.

One of the first steps was to gather feedback from shareholders and other stakeholders to determine the value that CADC brings. For many, CADC is seen as a catalyst for economic development in the Greater Charlottetown Area. CADC brings valuable skills and experience to every project and infrastructure development.

Key strengths of CADC are:

- Strong project management expertise (from development to execution)
- Proven ability to lead a project in an efficient and timely manner
- Nimbleness and flexibility of decision-making and action taken
- Ability to leverage public and private investment
- Ability to develop creative solutions to support financial investment
- Ability to facilitate partnerships
- A long-term view to project development

This plan identifies important priorities related to optimizing expertise, waterfront development, critical infrastructure, and community economic development. All of which is only possible with a strong, valued core team and board governance. This focus will help to ensure CADC is seen as a valued partner in stimulating a vibrant and connected community.



VISION

A valued partner in stimulating vibrant and connected communities

MISSION

**Be a catalyst for economic development
in the Greater Charlottetown Area**

CADC carries out this role by:

- Providing expertise, innovation, and investment for projects of economic, community, and environmental benefit;
- Facilitating development that leads to private sector opportunity; and
- Bringing together various levels of government and the business community to initiate development projects and urban renewal in a sustainable manner.

**sustainable includes three pillars: economic, environmental, and social*

GUIDING PRINCIPLES

The following principles guide our decisions and activities:

Be flexible and forward-looking	We respond to shareholder priorities and deliver the best possible service for projects that have long-term benefit and are consistent with our mission.	Generate economic spin-offs	We exist to take on projects that facilitate private sector benefits and leverage public investment funds.
Effectively use available resources	We allocate resources and leverage partnerships to maximize benefits to stakeholders and remain self-sufficient.	Make sound decisions	We make sound economical and environmental decisions that support our shareholders and advance development priorities.
Create innovative solutions	We add value by finding and implementing innovative solutions for financing and partnering on projects.	Engage our partners	We ensure timely communication to keep our shareholders and stakeholders informed.

2021-2024 STRATEGIC PRIORITIES

Five strategic priorities have been identified for the next three years:

Optimize Expertise

Goal: Leverage the expertise of CADC and stakeholders, where appropriate, to maximize the value of partnerships

Waterfront Development

Goal: Facilitate long-term strategic development of the waterfront using a climate change lens

Critical Infrastructure

Goal: Facilitate the development of critical and sustainable infrastructure to support business and sector growth

Community Development

Goal: Build greater connectivity and create more vibrant communities, working together on stakeholder initiatives

Internal Strengthening

Goal: Invest in the people, processes and resources to achieve a long-term economic impact in our communities



STRATEGIC PRIORITY:

OPTIMIZE EXPERTISE

Goal: Leverage the expertise of CADC and stakeholders, where appropriate, to maximize the value of partnerships

1. Bring together economic development stakeholders to discuss support for economic recovery and advocacy issues
2. Be aware of potential federal and provincial government funding streams and criteria related to a climate change and green lens to support infrastructure projects
3. Meet with shareholders to share priorities and progress of projects and initiatives where CADC is a valued partner
4. Ensure communications and efforts reflect the Greater Charlottetown Area and facilitate shared opportunities among the three municipalities
5. Evaluate projects to ensure they fit with CADC's mandate and can be successfully carried out, and make sound project investment decisions that include an initial review by the Development Committee
6. Put in place measures at the beginning of a project to support a longer-term exit strategy (based on project considerations) that recognizes economic spin-offs for the community and province

How Project Investment Decisions are Made

- CADC works on projects that are not economically feasible for the private sector and the public sector to take on themselves
- As a portfolio, the return on investment for projects is to facilitate economic and community benefits, while not impacting CADC's overall financial position and ability to reinvest in the community
- CADC maintains a reserve and keeps enough cash to be self-sustainable and to invest in pre-project planning (e.g., feasibility studies, research)
- The hope is to leverage non-repayable grants and work on projects on a cost-recovery basis; some projects cannot recover the full costs, but bring other benefits to the community and to our shareholders

STRATEGIC PRIORITY:

WATERFRONT DEVELOPMENT

Goal: Facilitate long-term strategic development of the waterfront using a climate change lens

1. Work closely with the Charlottetown Harbour Authority Inc. to advance shared priorities for waterfront development
2. Bring together stakeholders to develop a master plan for Queen's Wharf that will generate long-term economic spins offs and community benefits
3. Facilitate and support sustainable waterfront development initiatives that bring economic and community benefit to the Greater Charlottetown Area
4. Advocate for seawall protection and risk management through direct project involvement and guidance on stakeholder development
5. Facilitate a stronger, more vibrant Eastern Gateway Waterfront by pursuing and supporting opportunities that align with the guiding principles of the Master Plan



The Eastern Waterfront Park could include naturalization projects to re-introduce a diversity of wildlife to the area

STRATEGIC PRIORITY:

CRITICAL INFRASTRUCTURE

Goal: Facilitate the development of critical and sustainable infrastructure to support business and sector growth

1. Support critical infrastructure for sector and business expansion that takes a long-term view to sustainable (economic, environmental and social) development and aligns with government priorities, including related to green infrastructure and energy-efficient buildings
2. Support the three municipalities in creating a vibrant environment that is attractive for investment and for people to live, work, learn and play; gain an understanding of the unique vision and assets of each community and provide support for sustainable development based on this vision
 - a. Repurpose the Charlottetown Event Grounds for better year-round use and support future development
 - b. Support for important infrastructure linking Charlottetown and Stratford waterfronts
 - c. Explore opportunities with the business parks in Stratford and Cornwall



STRATEGIC PRIORITY:

COMMUNITY DEVELOPMENT

Goal: Build greater connectivity and create more vibrant communities, working together on stakeholder initiatives

1. Support the establishment of the Charlottetown Library Learning Centre, which will greatly benefit the community while maintaining a reasonable level of risk
2. Explore CADC's role in supporting shareholders with social infrastructure priorities, focused on CADC's strengths in land assembly, project management, and leveraging investment funds
3. Support active transportation and trail system initiatives within the Greater Charlottetown Area that build interconnectivity within our communities, support residents and visitors in leading active lifestyles, and align with provincial and municipal government priorities
4. Partner with stakeholders on beautification initiatives that create more vibrant and connected space, including Great George Street in Charlottetown, Cornwall Main Street, and Stratford Waterfront
5. Explore long-term options to address parking needs within the Greater Charlottetown Area and determine CADC's role that leverages its expertise



STRATEGIC PRIORITY:

INTERNAL STRENGTHENING

Goal: Invest in the people, processes and resources to achieve a long-term economic impact in our communities

1. Maintain a strong, valued core team of expertise and skills, and continue to grow and leverage our network of partners and external expertise
2. Build strong board governance including board education, development and orientation; succession planning; and knowledge management
3. Develop and implement an effective communications plan to educate shareholders, partners and other stakeholders of the role CADC plays as a catalyst for economic development in the Greater Charlottetown Area
4. Enhance internal processes and reporting, including through the use of technology
5. Develop and implement a long-term asset management plan, and reinvest in the Harbourside Complex as a strategic asset that supports CADC's investment in the community
6. Evaluate and implement green and sustainable energy efficiency initiatives

