



## The District Municipality of Muskoka Muskoka Housing Task Force (MHTF) 2.0 Terms of Reference

### 1.0 Goal

Identify and implement strategies and support the creation and long-term maintenance of housing across The District Municipality of Muskoka (District) with a focus on innovation, advocacy, and collaboration, to advance the goals of the 10-Year Housing and Homelessness Plan.

### 2.0 Mandate

The MHTF 2.0's mandate focuses on four areas:

- 1) **Implementation and Demonstration:** Undertake, facilitate, or support activities and projects that support the creation or maintenance of attainable housing in Muskoka, including seeking funding sources and participating directly in the delivery of policies, projects or programs that result in increasing housing supply or reducing barriers.
- 2) **Foster Collaboration:** Identify opportunities that support the development and maintenance of attainable housing through collaboration with the federal and provincial governments, Area Municipalities, Muskoka residents, financial and housing development partners, as well as other businesses, agencies and institutions with an interest in the housing needs of Muskoka residents;
- 3) **Information Sharing and Outreach:** Recommend to Community and Planning Services Committee (CPS), Muskoka District Council, Area Municipal Councils and the wider public actions for implementation and advocacy related to attainable housing in Muskoka; and
- 4) **Research and Evaluation:** Update members' knowledge and understanding of the planning and financial tools to support the maintenance of attainable housing, as well as policies and programs to encourage attainable housing development in Muskoka, based on emerging best practices and funding opportunities.

The MHTF 2.0 will identify priorities, strategies, and projects it aims to implement during its mandate, for recommendation to the Community and Planning Services Committee. Possible Areas for Implementation:

- Host Housing Forums;
- Explore, recommend, and implement additional financial and land use planning incentives, including the use of Community Improvement Plans etc.
- Identify opportunities for disposition and use of surplus municipal lands for attainable housing;
- Promote secondary suites;
- Research, analyze, and support innovative approaches such as land trusts;
- Develop position papers; and/or

- Recommend advocacy positions to CPS Committee and District Council, and to Area Municipal Councils; and
- Implement any other initiatives identified by the prior iteration of the Muskoka Housing Task Force.

### **3.0 Organizational Framework**

In March 2019, Muskoka District Council endorsed the recommendation for the creation of a grass-roots, diverse and action-oriented “task force” to identify and promote strategies and opportunities for a range of housing options across Muskoka. Following initial work completed in the first iteration of MHTF, a hiatus was observed to allow for staff follow-up of suggested activities and secure additional budget resources (staffing and expenditures) to advance the activities. In this next iteration, the MHTF 2.0 will act as an advisory body to the District for implementation of activities.

### **3.1 MHTF 2.0 Governance**

#### **3.1.1 Composition**

The MHTF will be composed of the following members:

##### **Chair of Muskoka Housing Task Force 2.0**

- One District Councillor (Selected by District Chair and appointed by Council resolution)

##### **Vice-Chair of Muskoka Housing Task Force 2.0**

- One Community Vice-Chair (selected by the MHTF 2.0 members from the Community Stakeholder Members)

##### **District Chair**

- The District Chair will sit as an ex-officio member.

##### **Chair of the District Community and Planning Services Committee**

- The Chair of the Community and Planning Services Committee will sit as an ex-officio member.

##### **Area Municipality Councillors**

- One elected official from each Area Municipality will be invited to participate, as appointed by resolution from their respective Council.

##### **Area Municipality Staff**

- Each Area Municipality will appoint a staff representative to sit on the MHTF 2.0 to provide information related to their respective municipality while contributing to the larger goals of the MHTF 2.0.

The Commissioner of Community and Planning Services, on behalf of the District, shall identify a DMM staff member as the MHTF 2.0 implementation lead.

##### **Additional DMM Staff Resources**

- Commissioner of Community and Planning Services
- Directors
- Managers
- Housing and Homelessness Division staff (as needed)
- Program Communications Specialist

## **Housing Community Stakeholders**

The District believes in the value of engaging a wide variety of housing stakeholders in the MHTF 2.0. As such, the MHTF 2.0 will include six to eight representatives from the broader Muskoka community, i.e. from sectors identified in the list below, and from representatives who have demonstrated an interest in and commitment to affordable and attainable housing. The MHTF 2.0 will ensure a balanced representation from the varied communities of interest across Muskoka. This will be achieved through an open and transparent call for membership, with final community stakeholder representation to be determined through the Task Force Chair, the District CAO, and the District Commissioner of Community and Planning Services, and as guided through the Clerk's Office.

- Housing Developers
- Planning consultants
- Affordable Housing Organizations, Charitable Organizations, Community Agencies and Service Providers
- Homelessness Prevention Advocates
- Subject matter experts and/or persons with lived experience for input on the needs of specific populations, e.g. Indigenous community, residents of community housing, youth and seniors populations, etc.
- Federal and/or Provincial Government
- Employers/Business Community, Economic Development Sector, Real Estate Sector, Financial Institutions

### **3.2 Number of Members**

If there is a need to further refine the composition and number of members of the MHTF 2.0, a limit can be introduced to ensure an effective and efficient task force is maintained.

### **3.3 Working Groups**

From time to time, Working Groups aimed at addressing specific areas of interest or projects may be established by the MHTF 2.0 for as-needed time-limited duration. When Working Groups are set, at least one Area Municipal representative (staff and/or Council member) must participate on each Working Group.

### **3.4 Decision Making**

District representatives have a responsibility to ensure that the MHTF 2.0 does not undertake any activity that is contrary to the District's interests. The work of MHTF 2.0 is usually undertaken on a consensus basis. When District representatives or one or more Area Municipal staff of the MHTF 2.0 are of the opinion that a proposed program, paper or project will negatively impact the District, the proposal will be postponed until a consensus on whether and how to proceed can be achieved.

The MHTF 2.0 is an advisory group to District Council and Community and Planning Services Committee (Committee) and does not have any delegated authority. Initiatives and activities requiring implementation, reports, staff actions, or advocacy will be recommended to Committee and/or District Council.

### **3.4.1 Quorum**

Quorum shall be simple majority (50%+1) of the Task Force members present at a meeting. Task Force members participating through video conferencing shall be counted.

### **3.5 Administration**

The District will support the MHTF 2.0 by providing the following:

- Staff resources;
- Meeting space upon request;
- Technical and administrative support as appropriate (Engineering and Public Works, Planning, Legal, Finance, Administration); and
- District Housing program, planning and policy information.

### **3.6 Meetings**

MHTF 2.0 will establish an ongoing meeting schedule. MHTF 2.0 will meet on a quarterly basis, however special meetings may be held at the call of the Chair. If time-limited Working Groups are established, they may choose to meet in between scheduled MHTF 2.0 meetings.

### **4.0 Minutes and Agendas**

The minutes of the MHTF 2.0 will be amended as necessary and approved electronically via email circulation within two weeks of each meeting. Once minutes are circulated, MHTF 2.0 members will be deemed to be in agreement unless they specifically respond to the contrary within five (5) business days. When approved, minutes will be forwarded to the District Clerk for inclusion in the next regularly scheduled Community and Planning Services agenda.

### **5.0 Funding and Grant Applications**

MHTF 2.0's Chair and Vice-Chair and Muskoka's Director of Programs will review funding opportunities that could support housing projects identified through the MHTF 2.0 and advise whether there may be success in acquiring the grant and whether there are opportunities to collaborate for the benefit of partner agencies or groups. Joint funding applications may be identified through annual work plans. MHTF 2.0 will endeavour to collaborate with community-based housing partners in making grant applications. Any funding applications will need the approval through the regular District process.

### **6.0 Communication and Reporting**

MHTF 2.0, through the Task Force Chair as supported by District staff, will provide progress and accomplishment reports to District Council and/or Community and Planning Services Committee quarterly, and as needed.

Any public communication from the MHTF 2.0 will be through a District representative of the MHTF 2.0 to ensure all communication activities remain strategically consistent and that periodic communication with decision-making bodies is undertaken.

## **7.0 Code of Conduct**

It is understood and acknowledged that the MHTF 2.0 needs to have subject matter input that is based on a broad range of informed perspectives. The MHTF 2.0 is comprised of caring, motivated and leaderful members who will work to identify and implement strategies and support the creation and long-term maintenance of housing across Muskoka with a focus on innovation, advocacy, and collaboration:

- All members will bring their subject matter expertise to MHTF 2.0 for input that will benefit the broad Muskoka perspective, but not any particular project or initiative;
- All members of the MHTF 2.0 will treat other members with courtesy, dignity and respect. Members shall respect differences in other members, their ideas and opinions, especially in times of disagreement;
- Members will respect and treat other members fairly, regardless of their background, race, ancestry, place of origin, colour, ethnic origin, citizenship, religion, gender, sexual orientation, age, or disability;
- Members will be prepared for and committed to attending meetings;
- Member contact information shall not be provided outside of MHTF 2.0 membership unless permission has been received from the individual member.

## **8.0 Dispute Resolution**

Where a concern or issue cannot be resolved by consensus, it will be resolved by District Council or initially by the Community and Planning Services Committee. Where such an issue would affect the District, it is recognized that staff and Council members representing the District will seek direction from Muskoka District Council.

## **9.0 Application**

These terms of reference will be in effect until such time as they are modified or the District wishes to conclude this arrangement. Three months' notice will be given to conclude the arrangement.

These terms of reference will be reviewed on an annual basis by MHTF 2.0 and the District and updated or modified as required.