## **City of Barrie**



Final General Committee

Wednesday, April 10, 2024	7:00 PM	Council Chambers/Virtual Meeting

## GENERAL COMMITTEE REPORT For consideration by Barrie City Council on April 17, 2024.

The meeting was called to order by Mayor, A. Nuttall at 7:14 p.m. The following were in attendance for the meeting:

Present:	11 -	Mayor, A. Nuttall
		Deputy Mayor, R. Thomson
		Councillor, C. Riepma
		Councillor, C. Nixon
		Councillor, A.M. Kungl
		Councillor, A. Courser
		Councillor, N. Nigussie
		Councillor, G. Harvey
		Councillor, J. Harris
		Councillor, S. Morales
		Councillor, B. Hamilton

#### STAFF:

Associate Director of Waste Management and Environmental Sustainability, S. Mack Chief Administrative Officer, M. Prowse Chief Financial Officer, C. Millar City Clerk/Director of Legislative and Court Services, W. Cooke Deputy City Clerk, T. Macdonald Director of Economic and Creative Development, S. Schlichter Director of Recreation and Culture Services, D. Bell Executive Director of Development Services, M. Banfield General Manager of Access Barrie, R. James-Reid General Manager of Community and Corporate Services, D. McAlpine General Manager of Infrastructure and Growth Management, B. Araniyasundaran Legal Counsel, C. Packham Legislative Coordinator, T. Maynard Manager of Legal Services, A. Mills Manager of Strategic Initiatives, Policy and Analysis, J. Roberts Senior Manager of Corporate Finance and Investment, C. Gillespie Senior Planner, C. Kitsemetry

Senior Urban Design Planner, J. Lambie Service Desk Generalist, K. Kovacs Supervisor of Enforcement Services, J. Forgrave.

#### STUDENT MAYOR(S)

#### SM 240410 COMMENTS BY OUTGOING STUDENT MAYOR

Emma Miller of St. Joseph's Catholic High School thanked members of Council for the opportunity as Student Mayor. Emma was thankful for the kindness and patience shown to her during her time in office and the continued efforts shown by members of Council to better the community.

Emma commented on what she learned during her time in office, the insightful conversations by members of Council including how large events are put forth, zoning matters and the passion about street signs. She also noted she recognized the immense character, dedication and care that each member of Council holds in their respective positions and recognized them for demonstrating such qualities for the City.

Mayor Nuttall presented Emma a Certificate commemorating her time as Student Mayor.

The General Committee reports that the following matter(s) were dealt with on the consent portion of the agenda:

#### SECTION "A"

Councillor, G. Harvey provided an overview of the Finance and Responsible Governance Committee dated March 20, 2024

#### 24-G-068 REPORT OF THE FINANCE AND RESPONSIBLE GOVERNANCE COMMITTEE DATED MARCH 20, 2024

The Report of the Finance and Responsible Governance Committee dated March 20, 2024, be received. (File: C05)

The General Committee recommends adoption of the following recommendation(s) which were dealt with on the consent portion of the agenda:

#### SECTION "B"

#### 24-G-069 AMENDMENT INTERNATIONAL RELATIONS COMMITTEE 2022 TO 2026 TERMS OF REFERENCE

That the objectives of the 2022 to 2026 International Relations Committee Terms of Reference be deleted and replaced with the following:

1. **Trade Promotion** - Increase bilateral trade between sister cities.

#### Actions:

- Surface Barrie companies looking for export opportunities.
- Connect companies with Invest Barrie to provide service for exporting.

#### KPI's:

- How many business interactions occur between Barrie businesses and sister cities.
- Number of meetings set up between business and Invest Barrie or sister cities.
- 2. **Business Networking** International Relations Committee to facilitate networking opportunities for local businesses.

#### Actions:

- Facilitate introductions for Barrie businesses to new businesses from sister cities. Introductions to promote connection and discovery.
- Foster investment opportunities by connecting local businesses, entrepreneurs, and investors with counterparts in sister cities to encourage cross-border investments.
- Foster partnerships in specific industries where both cities have strengths, encouraging collaborations, joint ventures, and knowledge exchange to drive innovation and competitiveness.

#### KPI's:

- How many businesses interactions occur between Barrie businesses and sister cities.
- Number of developed partnerships, joint ventures, or collaborations developed.
- 3. **Business Ambassadors** supporting Invest Barrie International Relations Committee can promote Barrie in international networks.

#### Actions:

- Host delegations coming to Barrie to learn more about the city.
- Arrange for delegations to come to Barrie by actively seeking out opportunities with sister cities.

#### KPI's:

- Number of investment opportunities brought forward by the International Relations Committee.
- Number of delegations hosted, visiting the City of Barrie.
- 4. **Education and Workforce Development** Create a well-educated, skilled, and adaptable workforce that can contribute to the economic growth, innovation, and sustainability for both regions.

#### Actions:

- Establish student exchange programs to enhance educational ties and develop a diverse and skilled workforce.
- Collaborate on vocational training programs and initiatives to address specific skill needs in both cities.
- Share best practices and implement initiatives in technology, innovation, and substantiality to spur economic growth, urban planning and development, and changemaking.
- Foster collaboration in research and development (R&D) and social innovation initiatives between universities, research institutions, and businesses in both cities.

#### KPI's:

- Number of participating students in exchange programs and hosting of global delegations.
- Percentage increase in specific 21st century skills identified as crucial for local industries.
- Adoption rate of best practices and initiatives in local businesses and industries.
- Number of collaborative R&D and social innovation projects initiated.

This matter was recommended (Section "B") to City Council for consideration of adoption at its meeting to be held on 4/17/2024.

#### 24-G-070 CORRESPONDENCE - INTERNATIONAL SISTER CITIES/PARTNERSHIP

That correspondence as approved by the International Relations Committee at their meeting of February 6, 2024 be sent to the City of Barrie's International Sister Cities/Partnerships to advise of the new objectives and initiatives of the Committee.

#### 24-G-071 HARROGATE BUSINESS IMPROVEMENT DISTRICT (BID) -INTERNATIONAL WORK EXCHANGE GRANT (IWEG)

- 1. That the International Relations Committee in partnership with the Downtown Business Improvement Association (BIA) supports the Harrogate Business Improvement District (BID) International Work Grant exchange program between 2024 to 2028.
- 2. That the Business Improvement District in Harrogate England work with the Downtown Business Improvement Association (BIA) to advance the business exchange and learning program.
- 3. That the Downtown BIA be requested to develop the logistics of the program with the International Relations Committee supporting areas of the program identified by the BIA on a case-by-case basis.

This matter was recommended (Section "B") to City Council for consideration of adoption at its meeting to be held on 4/17/2024.

#### 24-G-072 2023 INVESTMENT MANAGEMENT ANNUAL REPORT

That the Report to the Investment Board dated February 21, 2024, concerning the 2023 Investment Management Annual Report, approved by the Investment Board on February 21, 2024, be received for information.

This matter was recommended (Section "B") to City Council for consideration of adoption at its meeting to be held on 4/17/2024.

#### 24-G-073 MEMORANDUM FROM CIRCULATION LIST DATED FEBRUARY 21, 2024 CONCERNING THE KEY PERFORMANCE INDICATORS FOR COUNCIL'S 2022-2026 STRATEGIC PLAN

That the following matter be deferred to the next Finance and Responsible Governance Committee meeting:

Memorandum from A. Rier, Business Performance Specialist dated February 21, 2024, regarding the Key Performance Indicators for Council's 2022 - 2026 Strategic Plan. (24-G-049) (A1, Circulation List dated February 21, 2024)

This matter was recommended (Section "B") to City Council for consideration of adoption at its meeting to be held on 4/17/2024.

#### 24-G-074 MEMORANDUM OF UNDERSTANDING - PROVINCIAL TRENCH RESCUE TEAM

1. That the Mayor and City Clerk be authorized to execute a Memorandum of Understanding with the Province of Ontario for Barrie Fire and Emergency Service (BFES) to be designated as a Provincial Technical Rescue (Trench Rescue) Team to aid and support the Province's Mutual Aid Plan on the following general terms and conditions:

- a) BFES would participate in an Advisory Committee comprised of members of all of the participating members of the Provincial Trench Rescue Teams and Office of the Fire Marshal (OFM);
- b) BFES would provide training and equipment necessary to provide the level of service associated with trench rescues and interoperability with other Provincial Technical Rescue Teams as determined by the Advisory Committee;
- BFES would have a Team of up to sixteen (16) emergency responders, with the knowledge and capacity to respond to complex natural, or human-caused trench rescue incidents at a Technician level;
- d) The OFM would reimburse costs associated with transportation, accommodations, or meals incurred associated with exercises or training it schedules;
- BFES would submit an annual application outlining the e) training, specialized equipment or exercises it requires to the BFES trench rescue for provincial maintain team potential reimbursement with an deployment for annual maximum of \$100,000, subject to the discretion of the OFM;
- BFES would make best efforts to deploy a Rapid Assessment Team of a minimum of two qualified personnel, no greater than two hours from the notification of deployment by the OFM;
- g) The OFM would be responsible for acting as a liaison and providing coordination between the Team and the municipality where the incident has occurred; and
- h) BFES would also be reimbursed for costs associated with the Fire Marshal's decision to activate the team.
- 2. That the Mayor and City Clerk be authorized to execute similar Memorandums of Understanding with the Province of Ontario for Barrie Fire and Emergency Service to aid and support the Province's Mutual Aid Plan, should the Province wish to extend to other technical rescue disciplines, subject to the terms and conditions being to the satisfaction of the Fire Chief/Director of Emergency Services and Director of Legal Services or designates. (BFES001-24) (File: P00)

#### 24-G-075 CITY-INITIATED ZONING BY-LAW AMENDMENT APPLICATION - 50 WORSLEY STREET (WARD 2)

- 1. That the City-initiated Zoning By-law Amendment Application to rezone lands known municipally as 50 Worsley from 'Central Area Commercial Second Density (C1-2)' to 'Central Area Commercial Second Density with Special Provisions and Hold' (C1-2) (SP-XXX) (H-YYY) attached as Appendix "A" to Staff Report DEV014-24, be approved.
- 2. That the following site-specific provisions be referenced in the implementing Zoning By-law for subject lands:
  - a) The maximum height of a building or structure on the subject lands shall be:
    - i. 11 metres (3 storeys) for a base building;
    - ii. 20 metres (6 storeys) for a mid-section of a building; and
    - iii. 110 metres (36 storeys) for a tower.
  - b) The minimum height of the first storey of a building, measured between the floor of the first storey and the ceiling of the first storey, is 4.5 metres;
  - c) The minimum building setbacks for a **base building** are as follows:
    - i. 0 metres from the north lot line;
    - ii. 0 meres from the west lot line;
    - iii. 3 metres from the east lot line;
    - iv. 0 metres from the south lot line.
  - d) The minimum building setbacks and step-backs, for a **mid-section building** are as follows:
    - i. A setback of 3 metres from the north lot line;
    - ii. A setback of 3 metres from the west lot line;
    - iii. A setback of 6 metres from the east lot line;
    - iv. A setback of 3 metres from the south lot line;
    - v. A step-back of 1.5 metres from all exterior walls of the base building.
  - e) The minimum building setbacks and step-backs for a **tower** are as follows:
    - i. A setback of 40 metres from the north lot line;
    - ii. A setback of 3 metres from the west lot line;
    - iii. A setback of 6 metres from the east lot line;
    - iv. A setback of 3 metres from the south lot line;
    - v. A step-back of 1.5 metres from all exterior walls of the base building.

f)	That	а	maximum	floor	plate	size	of	950	square	metres	be
	requir	red	for the 13th	store	y and a	bove	of a	buildi	ng;		

- g) The maximum gross floor area shall be 45,440 square metres (489,112 square feet);
- A minimum of 1,600 square meters (17,222 square feet) of commercial uses shall be provided;
- i) Vehicle access may only be permitted from Clapperton Street. A maximum of one vehicle access is permitted; and
- j) The minimum parking ratio shall be 0.6 parking spaces per residential unit (inclusive of visitor parking).
- 3. That a holding provision be applied to the site, to be removed when the below policies and technical requirements have been addressed to the satisfaction of the Executive Director of Development Services:
  - a) Section 2.3.2 (d) ii) and Section 6.4.2 e) iii) of the Official Plan [Affordable Housing];
  - b) Section 2.6.3.3 (d) of the Official Plan [Building Height]; and
  - c) Submission of a Transportation Impact Study and Parking Study providing functional justification for any proposed parking ratio below 0.7 parking spaces per dwelling unit.
- 4. That all other sections, standards, and clauses of Comprehensive Zoning By-law 2009-141, as amended from time to time, apply to the subject lands.
- 5. That staff in the Legal Services and Development Services Departments explore options for addressing the parking equilibrium policies in section 4.7 (q) of the Official Plan through any future purchase and sale process for the subject lands.
- 6. That the written and oral submissions received relating to this application, have been, on balance, taken into consideration as part of the deliberations and final decision related to the approval of the application as amended, including matters raised in those submissions and identified within Staff Report DEV012-24.
- 7. That pursuant to Section 34 (17) of the *Planning Act*, no further public notification is required prior to the passing of this By-law. (DEV012-24) (File: D30-001-2024)

#### 2024 DOWNTOWN BARRIE BUSINESS ASSOCIATION LEVY (WARD 2) 24-G-076

- 1. That the City of Barrie (City) establish a special charge of 0.425211% for 2024 to levy an amount of \$726,434 upon commercial and industrial properties in the Downtown Improvement Area.
- 2. That the Downtown Barrie Business Improvement Area (BIA) 2024 Operating and Capital budgets be approved, as presented in Staff Report FIN002-24.
- 3. That the City Clerk be authorized to prepare the appropriate by-law authorizing this 2024 special charge rate and levy requirement. (FIN002-24) (File: F05)

This matter was recommended (Section "B") to City Council for consideration of adoption at its meeting to be held on 4/17/2024.

#### 2024 TAX RATIOS 24-G-077

1. That the tax ratios for the 2024 taxation year be established as follows:

a)	Residential/farm property class	1.000000
b)	New Multi-residential	1.000000
c)	Multi-residential	1.000000
d)	Commercial Occupied	1.433126
e)	Industrial Occupied	1.516328
f)	Pipelines	1.103939
g)	Farmlands	0.250000
h)	Managed forest	0.250000
i)	Landfills	1.067122

- 2. That two sub-classes for Farmland Awaiting Development be maintained in each of the multi- residential, commercial, and industrial property classes at the following discounts:
  - Phase I 25% discount from the residential tax rate; a) and
  - b) Phase II - 0% discount from the applicable property class tax rate.

- 3. That the City of Barrie (City) continue with its existing Rebates for Charitable and Non-Profit Organizations Program providing a tax rebate at a rate of 40% of the current year's taxes applicable only to the leased space occupied by the organization and that the eligible organizations continue to submit an annual application and provide evidence of taxes paid satisfactory to the Treasurer or his/her designate.
- 4. That the City Clerk be authorized to prepare all necessary by-laws to establish the 2024 tax ratios as described herein. (FIN003-24) (File: F22) (P59/19)

This matter was recommended (Section "B") to City Council for consideration of adoption at its meeting to be held on 4/17/2024.

#### 24-G-078 REQUEST FOR EXEMPTION FROM SIGN BY-LAW 2018-029 - 201 FAIRVIEW ROAD (WARD 8)

That the application submitted by Permit World on behalf of ONroute and the property owner for the following exemptions to Sign By-law 2018-029 at 201 Fairview Road, be denied:

- a) Section 12.1.1.1.0. to allow the placement of a poster panel sign on commercial property that is not vacant, as 201 Fairview Road currently contains the ONroute facilities and a gasoline station;
- b) Section 12.1.3.1.1. to allow the placement of a poster panel sign to exceed the maximum height of 7.5 metres by a further 7.7 metres, for a maximum height of 15.2 metres; and
- c) Section 12.1.3.1.2 to allow the placement of a poster panel sign that exceeds the maximum advertising area for all sign faces of 40.0 square metres by a further 20.82 square metres, for a maximum sign face area of 60.82 square metres. (LCS002-24) (File: P22)

The General Committee met and reports as follows:

#### SECTION "C"

### 24-G-079 PRESENTATION FROM THE WASTE MANAGEMENT AND ENVIRONMENTAL SUSTAINABILITY DEPARTMENT REGARDING WASTE COLLECTION CHANGES

Stephanie Mack, Associate Director of Waste Management and Environmental Sustainability provided a presentation regarding Waste Collection Changes.

Ms. Mack acknowledged the staff in the Waste Management and Environmental Sustainability and Access Barrie for their assistance with the rollout of the upcoming changes to the City's Waste Management collection and the new contractor. She also acknowledged the Waste Connections of Canada (WCC) for their years of providing waste collection services to the City of Barrie

Ms. Mack discussed slides concerning the following topics:

- A background of the new collection contractor Emterra and the services for the City;
- The upcoming changes to the waste collection program;
- The upcoming changes to recycling program for the municipality;
- The upcoming changes to curbside collection for businesses;
- The upcoming changes to curbside collection for businesses located in the Downtown Barrie Business Improvement Association (BIA);
- The rationale for a special curbside collection day on May 3, 2024 to address the temporary service gap;
- The Readiness Curbside Collection Checklist for May 1, 2024; and
- The contact information for questions related to curbside collection.

Members of General Committee asked a number of questions of the presenter and received responses.

The General Committee met and reports as follows:

#### SECTION "D"

#### 24-G-080 TEMPORARY USE BY-LAW TO PERMIT AGRICULTURE - 15 HARVIE ROAD (BARRIE-BRYNE DEVELOPMENTS LIMITED) (WARD 7)

- 1. That the application submitted by SmartCentres REIT on behalf of Barrie-Bryne Developments Inc. to permit agriculture as a temporary use on lands legally described as Part Lots 5, 6, 7, Plan 67 and Part Lot 7, Concession 12, Innisfil, now in the City of Barrie, designated as Parts 1 to 8, Plan 51R34356, save and except Part 1, Plan 51R32351, known municipally as 15 Harvie Road, be approved for a period of up to 3 years from the date of passage of the implementing Temporary Use By-law as illustrated in Appendix "A" Draft Zoning By-law attached to Staff Report DEV009-24.
- 2. That the temporary use be subject to the following special provisions:
  - a) Agricultural activities are limited to field crops in an open field;
  - b) A 30 metre naturalized buffer must be provided around Lover's Creek and Whiskey Creek;
  - c) Access to the site for farming purposes is restricted to the entrance at Harvie Road;
  - d) Best management practices must be applied respecting the use of fertilizer and pesticides; and
  - e) Activities related to the Bryne Drive Extension will take precedent over the permission for agriculture use on that portion of the lands identified for the construction of the roadway.
- 3. That the written and oral submissions received relating to this application, have been, on balance, taken into consideration as part of the deliberations and final decision related to the approval of the application as amended, including matters raised in those submissions and identified within Staff Report DEV009-24.
- 4. That pursuant to Section 34 (17) of the *Planning Act*, no further public notification is required prior to the passing of this By-law. (DEV009-24) (File: D30-004-2024)

A vote was taken and the matter LOST

The General Committee met and recommends adoption of the following recommendation(s):

#### SECTION "E"

#### 24-G-081 CITY-INITIATED ZONING BY-LAW AMENDMENT APPLICATION - 48 DEAN AVENUE (WARD 9)

- 1. That the City-initiated Zoning By-law Amendment Application to rezone lands known municipally as 48 Dean Avenue from "Shopping Centre Commercial with Special Provisions (C3) (SP-161)" to "Residential Apartment Dwelling, Second Density-1 with Special Provisions and Hold" (RA2-1) (SP-XXX) (H-YYY) attached as Appendix "A" to Staff Report DEV013-24 be approved.
- 2. That the following site-specific provisions be referenced in the implementing Zoning By-law for subject lands:
  - A maximum building height of 36 metres, contained within a 45-degree angular plane, as measured from the centerline of the Dean Avenue Right-of-Way;
  - b) A minimum side yard setback of 3 metres;
  - c) A maximum lot coverage of 57 percent;
  - d) A maximum gross floor area of 209 percent;
  - e) A minimum parking provision of 0.8 parking spaces per unit;
  - f) A maximum parking provision of 1.55 parking spaces per unit;
  - g) The provision of a Privately Owned Public Space (POPS), located within the defined front yard setback;
  - h) A minimum front yard setback of 9 metres and maximum front yard setback of 19 metres; and
  - i) A minimum rear yard setback of 3 metres.
- 3. That a holding provision be applied to the site, to be removed when the below policies and technical requirements have been addressed to the satisfaction of the Executive Director of Development Services:
  - a) Section 6.4.2 e) iii) and iv) of the Official Plan [Affordable Housing]; and

- b) The development, execution, and implementation of a design process, including opportunity for community input, identifying appropriate size, location and layout, and design treatment of a Privately Owned Public Space (POPS) located within the front yard setback; and
- c) Demonstration of due diligence and best efforts to create (a) shared access(es) with adjacent property owners".
- 4. That all other sections, standards, and clauses of Comprehensive Zoning By-law 2009-141, as amended from time to time, apply to the subject lands.
- 5. That the written and oral submissions received relating to this application, have been, on balance, taken into consideration as part of the deliberations and final decision related to the approval of the application as amended, including matters raised in those submissions and identified within Staff Report DEV013-24.
- 6. That pursuant to Section 34 (17) of the *Planning Act*, no further public notification is required prior to the passing of this By-law. (DEV013-24) (File: D30-002-2024)

This matter was recommended (Section "E") to City Council for consideration of adoption at its meeting to be held on 4/17/2024.

#### SECTION "F"

# 24-G-082 CITY INITIATED ZONING BY-LAW - 29 AND 35 SPERLING DRIVE (WARD 3)

- 1. That the City-initiated Zoning By-law Amendment Application to rezone lands known municipally as 29 and 35 Sperling Drive from "Highway Industrial" (HI) to "Residential Apartment Dwelling Second Density-2 with Special Provisions, Hold" (RA2-2)(SP-659)(H-163) as attached as Appendix "A" to Staff Report DEV014-24 be approved.
- 2. That the following site-specific provisions be referenced in the implementing Zoning By-law for subject lands:
  - a) Permit a front yard setback of 5 metres, whereas a minimum front yard setback of 7 metres is required in the RA2-2 Zone;
  - b) Permit a lot coverage of 52%, whereas a maximum lot coverage of 35% is required in the RA2-2 Zone;
  - c) Permit a gross floor area of 265%, whereas a maximum gross floor area of 200% is required in the RA2-2 Zone; and

- d) Permit a parking standard of 0.87 parking spaces per residential unit, whereas 1.5 parking space per unit is the standard.
- 3. That all other sections, standards, and clauses of Comprehensive Zoning By-law 2009-141 apply to the lands.
- 4. That the Holding provision (H-163) be removed from site-specific zoning on the subject lands, municipally known as 29 and 35 Sperling Drive, when the following has been completed to the satisfaction of the Director of Development Services:
  - a) That the owner/applicant undertake and agree to satisfy the requirements of a Certificate of Property Use and/or Record of Site Condition accepted by the Ministry of Environment, Conservation and Parks (MECP) under the *Environmental Protection Act* prior to any site works or issuance of a Building Permit;
  - b) That the owner/applicant undertake and agree to satisfy the requirements of a Phase II Environmental Site Assessment prior to approval of a Site Plan Application; and
  - c) Section 6.4.2 e) iii) of the Official Plan [Affordable Housing].
- 5. That the written and oral submissions received relating to this application, have been, on balance, taken into consideration as part of the deliberations and final decision related to the approval of the application as amended, including matters raised in those submissions and identified within Staff Report DEV014-24.
- 6. That pursuant to Section 34 (17) of the *Planning Act*, no further public notification is required prior to the passing of this By-law.
- 7. That staff in Development Services be requested to further examine any additional standards that Committee deems worth exploration beyond the permissions in the Official Plan including a special policy area to permit increased height and density on the site and report back to General Committee in June 2024 (DEV014-24) (File: D30-003-2024)

#### SECTION "G"

#### <u>24-G-083</u> PEDESTRIAN CROSSING ANALYSIS - MAPLETON AVENUE AND HURST DRIVE (WARDS 6 AND 10)

- 1. That a pedestrian crossing in the form of a Pedestrian Crossover (PXO) Level 2 Type B is installed at the north leg of Mapleton Avenue and Batteaux Street/Silvercreek Crescent.
- 2. That \$150,000 be considered as part of the 2025 Capital Budget for the design, permitting and construction of a pedestrian crossing installation at Hurst Drive and Manor Gate. (DEV016-24).

This matter was recommended (Section "G") to City Council for consideration of adoption at its meeting to be held on 4/17/2024.

#### ENQUIRIES

Members of General Committee did not address any enquires to City staff.

#### ANNOUNCEMENTS

Members of General Committee provided announcements concerning a number of matters.

#### ADJOURNMENT

The meeting adjourned at 9:44 p.m.

CHAIRMAN