

# Service Plan for Regional Housing

2016-2019  
(2019)



Capital Regional District

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# 1 Overview

## 1.1 Division & Service Summary

Regional Housing includes three service streams: *Housing Policy and Programs (HPP)*; the *Capital Region Housing Corporation (CRHC)* and the *Regional Housing First Program*

- Housing Policy and Programs (HPP) (previously Housing Secretariat) facilitates the development of affordable housing through collaboration with other levels of government, community and housing agencies, private development industry, and other funders in accordance with the Regional Housing Affordability Strategy (RHAS).
- The Capital Region Housing Corporation (CRHC) a wholly owned subsidiary of the CRD, develops, manages and promotes affordable housing for low and moderate income families, seniors and persons living with disabilities.
- The Regional Housing First Program (RHFP) works in partnership with BC Housing and Management Commission (BC Housing), Canada Mortgage and Housing Corporation (CMHC) and Island Health in delivering the RHFP. Activities include: issuing Expression of Interests to non-profit and private developers, acquiring, developing and building housing in accordance with the Regional Housing First Program Framework.

Service Purpose, Role or Overview	Participants	Funding Sources	CRD Board Committee and/or Commission Reporting Structure
<p><b>Housing Policy and Programs</b></p> <p>Is responsible for the RHAS as identified by the Regional Growth Strategy</p> <p>Responsible for social planning activities and non-profit partnership relations related to the RHFP</p> <p>Administers the Regional Housing Trust Fund (RHTF), which has 11 municipalities and two electoral areas participating in raising funds to assist in the development of new affordable housing units</p> <p>Administers the Homelessness Partnering Strategy funding program on behalf of the Federal Services Canada</p> <p>Provides community development activities on affordable housing policy, planning and development to municipalities, electoral areas and with the community and housing agencies, private development industry and other funders</p>	<p>All municipalities, electoral areas, First Nations, non-profit housing providers, private housing providers, community, BC Housing and Management Commission (BCHMC) and Canada Mortgage and Housing Corporation (CMHC), Employment and Social Development Canada</p>	<p>Requisitions, Employment and Social Development Canada grant, BCHMC, CMHC</p>	<p>CRD Board Hospitals and Housing Committee Housing Trust Fund Commission School District #64, Salt Spring Island Housing Council and BCHMC</p>

<p>Provides oversight for the Greater Victoria Coalition to End Homelessness</p>			
<p><b>Regional Housing First Program</b></p> <p>Administers the Regional Housing First Program (RHFP)</p> <p>The CRD in partnership with BC Housing, CMHC and Island Health have invested \$90 million to create new affordable housing with an emphasis on meeting the needs of those experiencing chronic homelessness. This will be delivered through mixed market housing.</p>	<p>All municipalities, electoral areas, First Nations, non-profit housing providers, private housing providers, community BC Housing, CMHC, Island Health</p>	<p>Requisitions (CRD, CRHD), CRHC, BC Housing, CMHC, Island Health</p>	<p>Hospitals and Housing Committee, CRD Board, CRHC Board and CRHD Board</p> <p>BC Housing Executive Committee CMHC Island Health</p>
<p><b>Capital Region Housing Corporation (CRHC)</b></p> <p>Manages 45 townhouse and apartment communities/1286 units of affordable housing (including service delivery and redevelopment planning)</p> <p>Responsible for the asset management of the 45 properties</p> <p>Responsible for financial management of the portfolio</p> <p>Provides property management support for 127 units on behalf of non-profit organizations</p> <p>Works with other non-profits and sector organizations to promote social and affordable housing in the capital region</p> <p>Develops Housing</p>	<p>All municipalities, electoral areas, First Nations, non-profit housing and service providers, community, BCHMC and CMHC</p>	<p>Subsidies through Operating Agreements – Senior levels of government (BCHMC, CMHC) Tenant Rent Revenue Grants</p>	<p>CRD Board CRHC Board Hospitals and Housing Committee</p> <p>Tenant Advisory Committee (TAC)</p>



## 1.3 Key Trends, Issues & Risks – Service Specific

### Housing Planning and Programs

- **Regional Housing Affordability Strategy (RHAS):** The updated RHAS outlines roles for the CRD in addressing, monitoring and reporting on housing affordability and facilitating a “whole government” approach to addressing housing affordability in the region
  - Annual updating and reporting will be required with respect to regional housing development targets and affordability outcomes.
  - Develop a measure of housing affordability that incorporates both housing and transportation costs and reflects the variability of this measure in different parts of the region
- **Homelessness Partnership Strategy (HPS)** is focused on the delivery of Housing First programs.
  - Increased funding envelope for 2017/18 and 2018/19
  - Diversified knowledge requirements and increased complexity in administrative processes
  - The Government of Canada announced that it is introducing a new program in 2019, Reaching Home, to replace the HPS Program
  - Funding levels under the current HPS program, including the increases in the past three years, will be sustained into 2019-2028
  - The Government of Canada will be approaching Community Entities (CE) to determine whether or not they wish to sustain a role in administering the Reaching Home program. The CRD Board has already requested continued participation as the CE
- **Regional Housing Trust Fund (RHTF)**
  - In 2016, the CRD Board directed staff to phase out the Regional Housing Trust Fund (RHTF) and replace it with the Regional Housing First Program (RHFP) from 2016-2021 for the development of supportive and affordable housing.
  - The introduction of new federal and provincial funding programs has contributed to an increase in the number of affordable housing projects being proposed in the region with an increasing number approaching the RHTF for grant contributions.
  - Due to the standard two year capital development cycle RHTF will be suspended in 2020 and the related \$1M requisition capacity transferred to RHFP.
- **Research and Analysis**
  - An examination of the potential for the CRD to play a role in the establishment and operation of a social purpose real estate investment structure may have some impact on service expectations for 2019.
- **Greater Victoria Coalition to End Homelessness**
  - Increased involvement in project administration and oversight associated with Coalition regarding *Coordinated Assessment and Access for Housing and Supports* and *Homelessness Management Information System*.
- **Community Development**
  - Increased number and scope of community development projects
  - Increase in requests for Housing Agreement Administration from municipalities may impact service levels
  - Expectations for municipal engagement/communications/outreach are increasing and evolving

### Regional Housing First Program

- The CRD received an additional \$30 million from the Government of Canada through the Canada Mortgage and Housing Corporation (CMHC) Affordable Rental Innovation Fund. The Definitive Agreement was signed in March 2018. All projects under the RHFP are required to be under construction by December 31, 2021. In order to ensure the commencement of construction of this many projects prior to December 31, 2021, the Partnering Agencies have taken a more proactive approach to ensure the success of the program.

## **Capital Region Housing Corporation (CRHC)**

- **Governance**

The CRD Board approved governance changes to the composition of the CRHC Board of Directors. The CRHC Board membership will align with the CRHD and CRD Boards. A Tenant Advisory Committee (TAC) will be created through the Hospitals and Housing committee to ensure ongoing tenant engagement.

- **CRHC Board Strategic Plan 2016-2019**

Priority #1: Management: Maintaining existing rent geared to income levels, tenant engagement, well-maintained portfolio and renewal of current housing stock.

- Umbrella Operating Agreement 2015-2019 has flat subsidy for 5 years, need to balance increased operating costs through increased revenue or program efficiencies Umbrella Operating Agreement (2015-2019) will be renegotiated in 2019. Aging infrastructure is requiring increased asset management resources. Provincial and Federal funding commitments have been announced. Identifying and prioritizing current CRHC sites in need of renewal for renewal and/or redevelopment is required to benefit from these programs.
- Develop strategy required to address operational changes to accommodate 14 Expiring Operating Agreements from 2018-2021
- Increased operational (utilities, property taxes, staff contracts) and capital costs (aging infrastructure) may impact capacity to maintain current rent geared to income levels into the future
- Increased OH&S standards and regulated services oversight will require work that staff did, to be completed by 'qualified' or ticketed tradespersons which will impact the cost to maintain and repair unit and buildings.
- Increased demand in Housing First programs may require CRHC to consider expanding mandate and/or developing new partnerships
- CRHC development and acquisition of units through the CRHC Development, Redevelopment and Renewal Strategy and the Regional Housing First Program will impact CRHC's operational capacity. Management of new units will impact staffing levels by 2020.

Priority #2: Development: Redevelopment of existing housing and increased development with a continued focus on those in core housing need.

- Development of "Westview", a 73 unit development for families, seniors, persons with disabilities and workforce housing, on Carey Rd. in Saanich. Currently in design/development phase.
- Development of 161 Drake Rd, an 80 unit development on Salt Spring Island, currently in predevelopment stage.
- Redevelopment of Michigan Square and Caledonia, currently in predevelopment phase.

## **1.4 Link to Priorities**

### **HOUSING**

- Establish an overarching Housing body, complete the Long Term Financial & Asset Management Plan and the Regional Housing Affordability Strategy Update
- Encourage participation in the Regional Housing Trust Fund and determine options for leveraging equity in CRD assets to develop new housing

### **PUBLIC ENGAGEMENT & COMMUNICATIONS**

- Develop public participation strategies, including implications and performance metrics, as part of all major initiatives and implement more options for two-way dialogue and engagement
- Share stories of collaboration and accomplishments

### **REGIONAL INFRASTRUCTURE**

- Ensure that resources are available for investment in current and future infrastructure, demonstrating efficiency and value for money and meeting regulatory and service requirements
- Develop and implement asset management planning framework and tools to continue proactive and responsible management of assets and infrastructure, both natural and engineered

## 2 Services

### 2.1 Service Levels

Service Level Adjustments in Role/Scope		
Service	Base Year	Year 4 (2019)
<b>Housing Policy and Programs</b>	Regional Housing Affordability Strategy	Update targets and report outcomes  Research housing and transportation affordability measure  Support municipalities and electoral areas with efforts to address housing affordability
	Maintain Regional Housing Data Book and Gap Analysis	Update data
	Regional Housing Trust Fund (RHTF)	Review and process LOIs and proposals
	Greater Victoria Coalition to End Homelessness	Manage Service Agreement and act as liaison on behalf of CRD
	Homelessness Partnering Strategy Funding Program	HPS agreement ends March 31, 2019 and new RH agreement will commence April 1, 2019  Facilitate coordinated service delivery within homelessness service system
	Administration of Housing Agreements	Adjust to meet service delivery needs, as required
	<b>Regional Housing First Program</b>	Develop Regional Housing First Strategy
Issue Expression of Interest		
Acquire land, plan developments		
Purchase wholesale developments		
<b>Capital Region Housing Corporation</b>	Operational management of 1286 units of social housing / 45 properties	Adjust to meet service delivery needs, as required
	Asset management of 1286 units of social housing / 45 properties	Complete BERs for Carey Lane and VOG
	Property Management Services for 134 units on behalf of non-profits	Adjust to meet service delivery needs, as required
	Umbrella Operating Agreement with BC Housing Management Commission (BCHMC)	Renegotiation
<b>Development</b>	New Housing	Westview construction (73 units)
	Redevelopment or Renewal	Michigan Square (potential - 47 units for a total of 1333)  Relocation required for 47 tenancies at Michigan Square



## 2.2 Workforce Considerations

Workforce (FTEs)					
Service	Base Year	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Regional Housing	1.0	1.0	1.0	1.0	1.0
Housing Policy and Programs	2.0	3.0*	3.0*	3.0	3.0
Regional Housing First Program				2.0****	2.0
Capital Region Housing Corporation	24.77	25.77**	26.77***	26.77	26.77
<b>Total</b>	<b>27.77</b>	<b>29.77</b>	<b>29.77</b>	<b>32.77</b>	<b>32.77</b>

\* 1.0 Term position "Homelessness Partnering Strategy (HPS)" contract with Government of Canada ending March 2019. Anticipating new 5 year contract in April 2019 with Government of Canada for "Reaching Home", position will continue for 5 year term.

\*\*1.0 Term, Manager of Major Capital Projects, 5 year term

\*\*\* 1.0 FTE Tenant and Community Engagement Coordinator

\*\*\*\*1.0 FTE Manager of Regional Housing First Program RHFP; 1.0 FTE Program Coordinator, RHFP

## 3 Divisional Initiatives & Budget Implications

Title & Estimated Completion Date	Description	Priority	Budget Implications
<b>2019</b>			
<b>Michigan Square Redevelopment and Relocation</b>	47 tenancies will end prior to redeveloping  Permit process requires tenant relocation compensation framework/policy	Housing	Cost recovered from Housing Corporation revenue and possible grant
<b>Reaching Home Program</b>  New Agreement with Government of Canada to commence April 1, 2019	Execute new Agreement, finalize Community Plan and communicate priorities to stakeholders among support and housing providers in community  Complete CFP process and operationalize new Sub Project agreements with agencies and community service providers	Housing	Sustained grant
<b>Regional Housing Affordability Strategy</b>	Update Housing Data Book and Gap Analysis  Update housing targets and report outcomes  Complete analysis to support potential to introduce an affordability measure that includes housing and transportation in different areas of the region	Housing	Core budget
<b>Regional Housing First Program</b>	Development of 2000 units of affordable housing that are under construction by December 31, 2021	Housing	Core budget and grant funding

# 4 Goals & Performance Indicators

Service Goals	Indicators or Measures
<b>Increase Access to Affordable Housing</b>	<ul style="list-style-type: none"> <li>• % increase in size and/or participation in the Regional Housing Trust Fund*</li> <li>• Number and type of affordable housing units in region* (compared to previous years)</li> <li>• Maximum number of days that a unit is vacant is no more than 30 days per month</li> </ul>
<b>Ensure Responsible Asset Management</b>	<ul style="list-style-type: none"> <li>• Capital Projects completed on time and on budget*</li> <li>• Sustainable asset funding plans in place*</li> </ul>
<b>Increase Opportunities for Tenant and Community Engagement</b>	<ul style="list-style-type: none"> <li>• Participation rates of residents in two-way dialogue and engagement opportunities*</li> <li>• Minimum number of working groups or committees hosted or attended is at least 40 annual</li> </ul>
<b>Ensure Tenant Input at Board Level</b>	<ul style="list-style-type: none"> <li>• Establishment of Tenant Advisory Committee to enable tenant involvement</li> <li>• Minimum number of committee meetings or attended is at least 4 annual</li> </ul>
<b>Sustained Resources and Effective Coordination of Services to Address Issues Related to Homelessness in the Region</b>	<ul style="list-style-type: none"> <li>• New Agreement executed with Government of Canada</li> <li>• Completed Community Plan to support new Reaching Home Program</li> <li>• Implementation of effective Coordinated Assessment and Access System and Homelessness Management Information System contributes to effective reporting on system effectiveness</li> <li>• Completed CFP process and executed Sub Project agreements with service providers</li> <li>• Achievement of Service Agreement objectives with Greater Victoria Coalition to End Homelessness</li> </ul>
<b>Effective Implementation of RHAS</b>	<ul style="list-style-type: none"> <li>• RHAS housing targets updated and report on achievement of outcomes completed on an annual basis*</li> <li>• Board decision on the inclusion of a combined housing &amp; transportation affordability measure facilitated.</li> <li>• Data Book and Gap Analysis content updated*</li> </ul>

\* = Corporate Indicator – multiple divisions may contribute to this measure.

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