



**CAPITAL REGION HOUSING CORPORATION
BOARD OF DIRECTORS MEETING**

AGENDA

9:30 a.m., Wednesday, April 30, 2014
Room 107, 625 Fisgard St, Victoria, BC

1. Approval of Agenda
2. Approval of Minutes of March 25, 2014
3. Approval of Minutes of the Annual General Meeting, March 25, 2014
4. Quarterly Report
5. Forum of Councils Report
6. Board Strategic Planning 2014 - 2015
7. Property Management Report
8. Renewal Options, Portfolio 95, City Spaces, Gwyn Symmons, Deborah Gigola
9. Motion to Close the meeting in accordance with the *Community Charter*, Part 4, Division 3, Section 90 (2) (b) *the consideration of information received and held in confidence relating to negotiations between the municipality and a provincial government or the federal government or both.*
10. Adjournment



**Minutes of a Meeting of the Capital Region Housing Corporation Board of Directors
Held March 25, 2014 in Room 488, 625 Fisgard St, Victoria, BC**

PRESENT: Directors: M. Miller (Chair), R. Cooper, D. Howe, S. Law,
M. Loveless (Alternate for L. Cross), L. Wergeland
Absent: B. Isitt
Staff: C. Culham, Senior Manager; D. Metcalf, Manager of Operations;
R. Loukes, Accountant; C. English (recorder)

The meeting was called to order at 10:55 a.m.

1. APPROVAL OF AGENDA

It was **MOVED** by Director Law, **SECONDED** by Director Loveless
That the agenda be approved.

CARRIED

2. APPROVAL OF MINUTES OF JANUARY 28, 2014

It was **MOVED** by Director Law, **SECONDED** by Director Loveless
That the minutes of January 28, 2014 be approved.

CARRIED

3. MOTION TO CLOSE THE MEETING

It was **MOVED** by Director Law, **SECONDED** by Director Wergeland

To close the meeting in accordance with the *Community Charter*, Part 4, Division 3, Section 90 (1) (e) *the acquisition, disposition or expropriation of land or improvements.*

CARRIED

The meeting was closed at 10:56 a.m. and resumed in open session at 11:42 a.m. to rise and report.

Rise and Report

The Board reported on the following recommendations:

That the Capital Region Housing Corporation (CRHC) Board of Directors directs the (CRHC) Board Chair to correspond with BC Housing Management Commission to request that we continue with negotiations regarding the Umbrella Operating Agreement, the transfer of Provincial Rental Housing Corporation leased land and that the CRHC is willing

to participate in negotiations regarding the transfer of selected public sector land to our Corporation.

And

That the staff report on the alternative concept for the affordable housing project at Dockside Green be received and that staff be directed to commit no additional resources to the project.

4. PROPERTY MANAGEMENT REPORT

It was **MOVED** by Director Cooper, **SECONDED** by Director Law
To receive the Property Management Report for information.

CARRIED

5. PARRY PLACE

BC Housing has agreed to provide the Corporation with funds held in a trust fund account to complete work on a commercial kitchen for the building. An agreement has been reached with the food and services provider that the installation of the kitchen would decrease the costs by an amount which is satisfactory to BC Housing.

The Board discussed other options for divestiture of the site.

It was **MOVED** by Director Law, **SECONDED** by Director Wergeland

That the Board of Directors directs the Capital Region Housing Corporation staff to provide the Board with information on the disposition of the property; to work with British Columbia Housing Management Commission to explore the option of developing a long term lease with a public sector organization to support the ongoing operations of the ILBC program, and that the Board supports the CRHC staff in pursuing the \$250,000 to develop a commercial kitchen for the in-house provision of hospitality services at Parry Place.

CARRIED

6. MORTGAGE RENEWAL – TILLICUM STATION

It was **MOVED** by Director Law, **SECONDED** by Director Wergeland

That the Capital Region Housing Corporation Board of Directors approves the resolutions required by British Columbia Housing Management Commission to renew the mortgage for Tillicum Station.

CARRIED

7. MORTGAGE RENEWAL CARILLON PLACE

It was **MOVED** by Director Law, **SECONDED** by Director Wergeland

That the Capital Region Housing Corporation Board of Directors approves the resolutions

required by British Columbia Housing Management Commission to renew the mortgage for Carillon Place.

CARRIED

8. ORGANIZATIONAL RESTRUCTURING

Through interviews with current staff, observation and discussions with senior staff beginning in the fall of 2013 it was determined that the current organizational framework could benefit from structural changes to increase efficiencies in work processes, improve supervisory support to employees and formally recognize duties being performed.

It was **MOVED** by Director Wergeland, **SECONDED** by Director Cooper

That the Capital Region Housing Corporation Board of Directors receives this report for information.

CARRIED

9. 2014 Operational Plan

CRHC staff has created an operational business plan to act as an organizational tool to keep the Corporation on track to meet its strategic objectives. Staff will work with Board of Directors to clarify whether these objectives meet the needs of the organization as the Corporation plans for 2015.

It was **MOVED** by Director Law, **SECONDED** by Director Wergeland

That the Capital Region Housing Corporation Board of Directors receives this report for information.

CARRIED

10. ADJOURNMENT

The meeting was adjourned at 12:11 p.m.

M. Miller, Chair

Colleen English, Recorder



**Minutes of the Annual General Meeting of the Capital Region Housing Corporation
Held March 25, 2015 in Room 488, 625 Fisgard St, Victoria, BC**

PRESENT: Directors: M. Miller (Chair), R. Cooper, D. Howe, S. Law,
M. Loveless (Alternate for L. Cross), L. Wergeland
Staff: A. Bryson, CRD Board Chair; R. Lapham, Chief Administrative
Officer; T. Whiting, A/General Manager, C. Culham, Senior Manager;
Don Metcalf, Manager of Operations; R. Loukes, Accountant; C.
English (Recorder)
Guests: P. Bundon, Jawl and Bundon; R. Decksheimer and A. Quesnel,
KPMG
ABSENT: Director: B. Isitt

The meeting was called to order at 9:32 am.

Travis Whiting, Acting General Manager, Planning and Protective Services provided opening remarks and introduced the Capital Regional District (CRD) Board Chair, Alastair Bryson, and CRD Chief Executive Officer Robert Lapham.

Capital Region Housing Corporation (CRHC) Board Chair Mike Miller introduced the CRHC Board of Directors and the guests from KPMG and Jawl & Bundon Solicitors.

1. APPROVAL OF AGENDA

MOVED by Director Wergeland, **SECONDED** by Director Howe
That the agenda be approved.

CARRIED

2. 2013 ANNUAL REPORT

Christine Culham presented the 2013 Annual Report and gave a briefing of the Corporation's business during 2013.

MOVED by Director Loveless, **SECONDED** by Director Law
That the 2013 Annual Report be received.

CARRIED

3. APPOINTMENT OF SOLICITORS 2014 / 2015

Paul Bundon expressed his pleasure at being associated with the Housing Corporation and noted the strength of the Corporation's management throughout the years. The Housing Corporation continues to provide a very effective leadership role in the community.

MOVED by Director Howe, **SECONDED** by Director Loveless
That Paul Bundon, of the law firm of Jawl and Bundon Solicitors be appointed as solicitor
for the year 2014 – 2015.

CARRIED

4. PRESENTATION OF AUDITED FINANCIAL STATEMENTS

Adam Quesnel of KPMG Chartered Accountants provided an extensive presentation of the
Audited Financial Statements for the year ending December 31, 2013.

MOVED by Director Howe, **SECONDED** by Director Wergeland
That the Audited Financial Statements be approved as presented.

CARRIED

5. APPOINTMENT OF AUDITORS 2014 / 2015

MOVED by Director Howe, **SECONDED** by Director Wergeland
That KPMG Chartered Accountants be appointed as auditors for the year 2014 – 2015.

CARRIED

Capital Regional District Board Chair Alastair Bryson acknowledged the work of the
Housing Corporation Board of Directors, in particular the community representatives, and
noted the thoroughness of Board's discussions. The Board's service is very much
appreciated by the Capital Regional District.

6. ADJOURNMENT

The meeting was adjourned at 10:48 am

Mike Miller, Chair

Colleen English, Recorder


**CAPITAL REGION HOUSING CORPORATION
ADMINISTRATION DIVISION
YEAR-TO-DATE (YTD) REVENUE AND EXPENDITURES
JANUARY to MARCH, 2014**

<u>Administration</u>	<u>Budget 2014</u>	<u>Budget Jan-Mar</u>	<u>Actual Jan-Mar</u>	<u>Variance Jan-Mar</u>
Revenues				
Management Fees - UOA, ILBC2, NOA and Others	997,334	249,334	249,334	0
Interest Income	100,000	25,000	25,000	0
Service Fees - Dockside Covenant	2,000	500	0	(500)
Misc - service charges	2,006	502	580	79
Transfer from Corporation Stabilization Reserve	0	0	4,935	4,935 (A)
Total Revenues	1,101,340	275,335	279,849	4,514
Expenditures				
Salaries and Benefits	800,000	200,000	187,038	12,962 (B)
Training	6,500	1,625	1,575	50
Travel and Conferences	4,300	1,075	578	497
Consultants and Legal Fees	15,000	3,750	22	3,728
CRD Administration and Audit Fees	132,340	33,085	33,085	0
Office Rental and Insurance	51,640	12,910	12,910	0
Telephone	15,490	3,873	2,148	1,725
Advertising	500	125	0	125
Stationery and Services	26,550	6,638	6,601	37
Equipment Replacement Reserve	2,500	625	625	0
Computer Support	46,520	11,630	9,225	2,405
Special Projects - Sec 95 CMHC Portfolio Analysis	0	0	4,935	(4,935) (A)
Total Expenditures	1,101,340	275,335	258,742	16,593
Total Administration Surplus/(Deficit)	0	0	21,107	21,107

Variance Notes:

(A) Special Projects: Section 95 (CMHC) Portfolio Analysis estimated 15,000.

(B) Salaries & Benefits: 12,962 surplus due to outstanding 2014 contract increases and staff increments.



Christine Culham, Senior Manager
Capital Region Housing Corporation



Diana E. Lokken, General Manager
Finance and Technology
Concurrence



Kevin Lorette, General Manager
Planning and Protective Services
Concurrence

**CAPITAL REGION HOUSING CORPORATION
 UMBRELLA AGREEMENT PORTFOLIO
 YEAR-TO-DATE REVENUE AND EXPENDITURES
 JANUARY TO MARCH, 2014**

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UMBRELLA AGREEMENT	UOA	UOA	UOA	UOA
42 Buildings - 1,209 Mixed Income Family/Seniors Housing Constructed between 1983-2002	Budget 2014	Budget Jan-Mar	Actual Jan-Mar	Variance Jan-Mar
Revenues				
BCHMC Fixed Payment	3,490,226	872,557	872,274	(283)
Tenant Rent	9,038,225	2,259,556	2,293,076	33,520 (A)
Misc Revenue - parking and laundry	42,252	10,563	13,214	2,651
Total Revenues	12,570,703	3,142,676	3,178,564	35,888
Expenditures				
Audit/Legal	29,373	7,343	7,559	(216)
Caretakers	957,794	239,449	232,504	6,945
Contingency & Vacancy	56,983	14,246	0	14,246
Garbage	170,138	42,535	32,862	9,673 (B)
Gas	138,554	34,639	34,652	(14)
Hydro	211,053	52,763	55,784	(3,021)
Insurance	257,562	64,391	64,317	74
Landscape Maintenance	278,783	69,696	69,006	690
Land Lease	63,000	15,750	15,750	0
Maintenance	583,032	145,758	75,923	69,836 (C)
Management Fee	844,248	211,062	211,062	0
Mortgage	6,246,694	1,561,674	1,562,329	(656)
Property Taxes	1,172,707	293,177	293,177	0
Replacement Reserve Contribution	820,691	205,173	205,173	0
Vehicle Operating	1,958	490	490	0
Water	630,149	157,537	154,631	2,906
Total Expenditures	12,462,719	3,115,680	3,015,218	100,462
Total Umbrella Agreement Surplus/(Deficit)	107,984	26,996	163,346	136,350

Variance Notes:

(A) Tenant Rent: 33,520 surplus due to less vacancies Jan-Mar than budgeted.

(B) Garbage: 9,673 surplus due to the Kitchen Scraps program monthly charge starting April based on participating buildings.

(C) Maintenance: 69,836 surplus due to annual unit inspections completed Jan-July and resulting maintenance work completed July-Dec.

**CAPITAL REGION HOUSING CORPORATION
INDEPENDENT LIVING BC 2 PORTFOLIO
YEAR-TO-DATE REVENUE AND EXPENDITURES
JANUARY TO MARCH, 2014**

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ILBC 2	ILBC 2	ILBC 2	ILBC 2	ILBC 2
1 Building - 21 Seniors Independent Living Housing Constructed 2008	Budget 2014	Budget Jan-Mar	Actual Jan-Mar	Variance Jan-Mar
Revenues				
BCHMC Subsidy	294,798	73,700	68,271	(5,429)
Tenant Rent	332,652	83,163	91,906	8,743 (A)
Misc Revenue	8,820	2,205	2,991	786
Total Revenues	636,270	159,068	163,168	4,101
Expenditures				
General Costs				
Audit/Legal	535	134	134	0
Cable - offset by Misc Revenue	0	0	1,689	(1,689)
Contingency & Vacancy	5,000	1,250	0	1,250
Contracted Services	285,300	71,325	71,277	48
Garbage	3,000	750	386	364
Hydro	29,665	7,416	8,063	(647)
Insurance	6,070	1,518	1,518	0
Memberships	500	125	263	(138)
Mortgage	207,342	51,836	51,836	0
Property Taxes	23,374	5,844	5,844	0
Replacement Reserve Contribution	16,600	4,150	4,150	0
Water	4,978	1,245	1,367	(123)
	582,364	145,591	146,526	(935)
Manageable Costs				
Caretaker	8,156	2,039	2,294	(255)
Landscape Maintenance	3,020	755	718	37
Maintenance	19,370	4,843	6,118	(1,275)
Management Fee	23,360	5,840	5,840	0
	53,906	13,477	14,970	(1,493)
Total Expenditures	636,270	159,068	161,495	(2,428)
Total ILBC 2 Surplus/(Deficit)	0	0	1,673	1,673

Variance Notes:

(A) Tenant Rent: 8,743 surplus due to only one vacancy Jan-Mar.

**CAPITAL REGION HOUSING CORPORATION
 CRHC NO OPERATING AGREEMENT
 YEAR-TO-DATE REVENUE AND EXPENDITURES
 JANUARY TO MARCH, 2014**

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VILLAGE ON THE GREEN

**1 Building - 38 Mixed Income Family Housing
 Constructed 1984**

	VOG Budget 2014	VOG Budget Jan-Mar	VOG Actual Jan-Mar	VOG Variance Jan-Mar
Revenues				
Tenant Rent	365,333	91,333	97,464	6,131
Misc Revenue	757	189	39	(150)
Total Revenues	366,090	91,523	97,503	5,981
Expenditures				
Audit/Legal	900	225	225	0
Caretaker	29,583	7,396	7,019	377
Garbage	4,219	1,055	834	221
Hydro	2,061	515	449	66
Insurance	7,595	1,899	1,862	37
Landscape Maintenance	6,947	1,737	1,737	0
Maintenance	18,650	4,663	744	3,919
Management Fee	26,448	6,612	6,612	0
Mortgage	154,976	38,744	38,790	(46)
Property Taxes	43,051	10,763	10,763	0
Replacement Reserve Contribution	34,900	8,725	8,725	0
Vehicle Operating	176	44	44	0
Water	15,514	3,879	3,516	363
Total Expenditures	345,020	86,255	81,319	4,936
Total Village on the Green Surplus/(Deficit)	21,070	5,268	16,184	10,917

Variance Notes:

**CAPITAL REGION HOUSING CORPORATION
CRHC NO OPERATING AGREEMENT
YEAR-TO-DATE REVENUE AND EXPENDITURES
JANUARY TO MARCH, 2014**

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VERGO	Vergo	Vergo	Vergo	Vergo
1 Building - 18 Affordable Family Housing	Budget	Budget	Actual	Variance
Constructed 2012	2014	Jan-Mar	Jan-Mar	Jan-Mar
Revenues				
Tenant Rent	249,480	62,370	63,000	630
Misc Revenue	0	0	0	0
Total Revenues	249,480	62,370	63,000	630
Expenditure				
Audit/Legal	426	107	107	0
Caretaker	8,172	2,043	1,971	72
Garbage	2,357	589	480	109
Hydro	615	154	149	5
Insurance	6,728	1,682	1,649	33
Landscape Maintenance	4,105	1,026	1,026	0
Maintenance	4,335	1,084	474	610
Management Fee	12,528	3,132	3,132	0
Mortgage	239,991	59,998	60,063	(65)
Property Taxes	18,163	4,541	4,541	0
Replacement Reserve Contribution	7,000	1,750	1,750	0
Water	5,780	1,445	789	656
Total Expenditures	310,200	77,550	76,130	1,420
Total Vergo Surplus/(Deficit) to be supplemented by	(60,720)	(15,180)	(13,130)	2,050
No Operating Agreement Portfolio Stabilization Reserve				

Variance Notes:



CRHC

The Capital Region's Housing Corporation

**REPORT TO CAPITAL REGION HOUSING CORPORATION BOARD OF DIRECTORS
MEETING OF APRIL 30, 2014**

SUBJECT **FORUM OF COUNCILS REPORT**

ISSUE

To provide the Capital Region Housing Corporation Board with a summary of the feedback from the Capital Regional District (CRD) Forum of Councils on Affordable Housing.

BACKGROUND

On November 23, 2013 a regional Forum of Councils was held on the topic of Affordable Housing. Attached is the summary report of the event which was prepared for the CRD Board meeting of February 12, 2014.

RECOMMENDATIONS

1. That the Capital Region Housing Corporation Board of Directors receives this report for information.

Christine Culham
Senior Manager
Capital Region Housing Corporation

Kevin Lorette, P.Eng., MBA
General Manager
Planning & Protective Services



Making a difference...together

Item 6.3

PPS/HS 2014-01

REPORT TO THE CAPITAL REGIONAL DISTRICT BOARD MEETING OF WEDNESDAY, FEBRUARY 12, 2014

SUBJECT FORUM OF COUNCILS ON REGIONAL HOUSING: SUMMARY OF PARTICIPANT FEEDBACK

PURPOSE

To provide participant feedback from the November 23, 2013 Forum of Councils on Regional Housing.

BACKGROUND

The Forum of Councils focused on Regional Housing; one of the CRD 2012-2014 Strategic Plan Priorities. The half-day session was attended by 50 local government elected officials. As well, several provincial and non-government organization representatives attended the session.

The forum provided an opportunity to dialogue on the three identified priorities of regional housing in the Regional Sustainability Strategy. The session was launched with opening remarks by the Board Chair and facilitator Mr. Gwyn Symmons of CitySpaces Consulting. As well a video was presented, titled *The Journey to Home*, which is now on the CRD website. The feature presentation was provided by Mr. Shayne Ramsay, CEO of BC Housing on behalf of Provincial Minister Rich Coleman.

The start of the forum focused on brief presentations that concentrated on three affordable housing issues in the region, related to goals from the CRD 2012-2014 Strategic Plan:

1. Regional leadership – What is the current and possible future role of the Capital Region Housing Corporation (CRHC).
2. Regional partnerships – What is the current and possible future role of the Regional Housing Trust Fund (RHTF).
3. Other regional housing opportunities - exploring possible future roles of the CRD in support of member municipality and community agency efforts to address local and regional housing issues.

Following the presentations six groups held facilitated sessions on the three noted issues.

Summary of Participant Feedback

The following provides a brief overview of the results: Appendix A - Session Comments and Suggested Directions (attached).

ISSUE 1: Results - Regional Leadership - Role of CRHC

A strong sentiment commonly expressed was that continued or increased federal and provincial funding is critical to the ongoing success of our non-profit municipal housing initiative under CRHC. Consideration should be given to municipalities providing an opportunity in the provision

of land to develop more affordable housing.

CRHC given its size, capacity and creation under the CRD should play a leadership role in developing additional housing in partnership with regional municipalities and the smaller non-profit housing societies. Additionally special effort should be made to develop affordable housing in each of the member municipalities. Special effort should be made to assess municipal land inventory to determine the capacity to sponsor additional housing. Having access to possible municipal lands and having the capability of refinancing, CRHC should be in a good position to promote new housing to address various identified needs.

An area of suggested focus is improved partnerships with municipalities, First Nations and the private sector. Through improved partnership relationships CRHC should position itself as a leader in the creation of additional affordable housing that is required and identified on the housing continuum.

ISSUE 2: Results - Regional Partnerships - Role of RHTF

Generally there was a strong sentiment that the RHTF has been a success and benefit to the region. Some attention should be given to ensuring that its funding be more evenly distributed to all areas of the region. This would be facilitated more readily should all of the municipalities and areas become members.

A common statement of direction was to consider increasing, possibly doubling or tripling the housing levy to improve its impact on affordable housing initiatives. A greater interest to increase the levy could be generated through an improved business case and showcasing of past projects. Thought should be given of the RHTF partnering with development on First Nations lands within the region. Special focus should also be given to improving the present excellent RHTF leveraging ratio by utilizing municipal, school board or other public lands as a means to secure partnerships of additional funding from government and private sectors.

ISSUE 3: Results - Regional Support - Role of the Region in Stimulating Other Housing Opportunities

A suggested focus for special attention is the importance of aligning affordable housing in conjunction with access to good transportation and other community amenities. Affordable housing, transportation and community amenities have very important interrelationships for success. The framework to develop good local housing policy should be complemented by having strong provincial and national housing policies.

There was strong support for the development of a regional housing data book and having a good understanding of the regional housing continuum in order to address the affordable housing gaps in our community. Continued efforts should be made in the adoption of secondary suites, granny flats and other innovative housing options to improve affordability to the residents in each municipality.

Municipalities were encouraged to review its bylaws to help facilitate and be creative to initiate more affordable housing options. For example, the reduction of parking requirements has been a significant boost in providing more affordable housing in urban or village core areas that are not so dependent on vehicle travel.

There was a general consensus that a regional approach to resolving affordable housing issues be adopted to tackle a number of housing challenges such as homelessness, workforce housing or special needs housing. Our success in addressing homelessness should be expanded to other housing gaps as well.

Workbook - input results (see Appendix B attached)

The following provides a brief overview of the 20 workbooks completed by the session participants.

Session A: Regional Leadership - Role of CRHC

A common sentiment from the participants as evidenced by the workbook submissions suggest a much stronger leadership role for the CRHC to work with each of the member municipalities, assess landholdings and be more aggressive and innovative in affordable housing development. Many would like to see affordable housing being developed in each of the 13 municipalities. The non-profit developments should pay particular close attention to transportation services and amenities to encourage higher density development and more affordability with reduction on reliance to individual vehicles. Special focus should be made for CRHC to investigate innovative leveraging, refinancing, and redevelopment opportunities within their existing portfolio and work with innovative development opportunities with the private and non-profit housing sectors. These innovative housing opportunities should also consider working with DND and First Nations lands. To launch a more active and leadership role of CRHC consideration should be given to the creation of a more comprehensive housing strategy for each of the municipalities and the region.

Session B: Regional Partnerships - Role of RHTF

There was broad support to the queries of seeking full municipal participation and increasing the size of the fund, however there were expressed concerns regarding the ability to increase homeowner taxation. Alternately it was suggested that more innovative funding approaches be used and investigate the repurposing of existing CRD levies or funds. The CRD is encouraged to investigate the opportunities of using the RHTF on First Nations lands, DND or school board surplus properties. Generally, it was felt that the housing trust funds should continue to be targeted towards the development of rental housing versus homeownership.

Session C: Regional Support - Role of the Region in Stimulating Other Housing Opportunities

There was general support given to the suggested options for new directions and increasing the regional role in affordable housing development. Many expressed support for the need of a "regional housing data book and housing kit", whereby the region would assist municipalities in analyzing their respective housing gaps and developing housing policies to respond. There was a particular emphasis on the importance of working together to achieve good future transportation and housing policies and planning to increase housing affordability! There should be considerable more effort given to creating partnerships between municipalities, non-profit groups, First Nations and faith groups to develop significantly more affordable housing units through innovative and cooperative approaches.

Evaluations (see Appendix C attached)

The 26 submitted evaluations provided the following summarized comments:

- 100% of the participants indicated they would attend future forums and would recommend attendance at the forum to others.
- There was a strong sentiment that the forum was well organized, providing an excellent opportunity for quality dialogue within an excellent venue setting.
- Some participants did express that the housing issues should have outlined more clearly the challenges.
- Some feedback indicated support for a more formal consensus including a suggestion of adopting a process of voting.
- On the question of future session topics, there were a number of suggestions identifying that transportation be further explored, also included was the link between affordable housing and transportation, agriculture and food safety.

SUMMARY

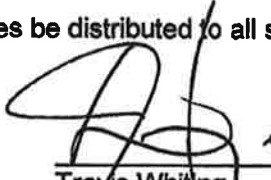
The Regional Housing Forum of Councils event on November 23, 2013 was deemed to have achieved an opportunity for quality dialogue on affordable housing. The CRHC should embrace more of a leadership role and expanding its affordable housing mandate throughout the region. As well the RHTF should seek to secure full municipal participation and consider expanding the size of its annual levy. A key initiative, as the CRD works to complete the Regional Sustainability Strategy, should be given to the development of a "regional housing data book and toolkit" in order for the municipalities to be in an improved position to address affordable housing gaps within our regional community.

RECOMMENDATIONS

That the Capital Regional District Board:

1. Receive this report for information; and
2. That a copy of this report and appendices be distributed to all session participants.


Henry Kamphof
Senior Manager
Housing Secretariat


Travis Whiting
Acting General Manager,
Planning and Protective Services


Robert Lapham, MCIP, RPP
Chief Administrative Officer
Concurrence

Attachments: 3

- Appendix A: Workshop Comments and Suggested Directions
- Appendix B: Workbook Comments
- Appendix C: Evaluation Comments

Appendix A: Workshop Comments and Suggested Directions

Forum of Councils – Saturday, November 23, 2013

WORKSHOP SESSION A: Regional Leadership – Role of Capital Region Housing Corporation (CRHC)

Profile and current role of CRHC

- CRHC is a subsidiary of the CRD, incorporated in 1983;
- Largest non-profit housing provider on Vancouver Island;
- Manages existing housing portfolio (1,286 units, 45 buildings/townhouse communities); funding from senior levels of government are expiring with many units; no new funding programs available now;
- Primarily family and seniors housing;
- Limited activity in developing new projects without senior government subsidy; and
- 2013 assessed value of CRHC assets is \$190.862M, with outstanding mortgages of \$74.071M.

Options for New Directions (to be put forward to the CRHC Board)

- Increasing the number of housing units owned or operated by CRHC (Regional Priority);
- Leveraging its existing housing assets by reinvesting equity, e.g., Vergo family housing? (Regional Priority);
- Seeking further federal and provincial funding for new CRHC projects (Regional Priority);
- Expanding the current CRHC mandate, e.g., to include housing for single persons; and
- Taking a more strategic, leadership role with municipalities and non-profit housing agencies, e.g., coordination and use of public lands for affordable housing, advocacy, addressing gaps in the continuum.

Workshop A Results (verbatim)

- seeking federal and provincial funding is critical
- FCM priorities include housing
- municipalities: opportunity to provide land
- municipalities provide taxation
- refinancing current properties
- provide statistics to confirm future, needs/current capacity
- municipalities - tools i.e., allowing more density
- increased taxation for CRHC funding-housing trust fund
- include housing for singles
- mandate for singles@CRHC = workforce housing?
- dated need - focus on single moms with kids
- we know 1500 single housing is needed
- support mandate that is dynamic
- flex housing units a possibility as redevelopments takes place
- driver is the cost of the land
- CRHC and Coalition working together/partnerships
- affordable housing/supportive housing capacity...allow continuum
- make portions of larger developments available
- strategic leadership role-lead municipalities - go to agency (CRD)
- container developments
- challenge with developer buy-in to accept need for subsidized units - right continuum
- CRHC-Oak Bay/municipal, no capacity to manage projects - CRD capacity

- bring price/unit down to less than \$250,000
- rent subsidies required to offset returned/construction costs
- reduce multi-agency overheads
- leverage housing revenue
- CRHC to be go to organization - fragmented through creation of multiple housing non-profits
- CRD/CRHC develop policies so confident approach and consistency of priority setting
- non-market sector-portion of rent contribution to down payment
- intermix of market/low market housing with CRHC working with CRD HAT Team
- focus on youth options (11-17) for supportive/affordable homes - leadership role
- no one-size-fits-all
- have building in all municipalities (currently 7)
- what are strengths/weaknesses of each model-operating versus advocacy
- sustainability plan of non-profit management
- expanding inventory versus oversight
- What are the targets?
- existing CRHC-low-density, mortgage is coming off, through refinancing
- nonprofit partnerships i.e. Kiwanis
- Where do people reside with reconstruction?
- Langford - lots of M'akola Housing
- building on septic-sewers, Langford tax holiday for 10 years
- land is key - need an inventory i.e., churches, what is CRHC role?
- Clubs/agencies "dying off" like Lions, Rotary and Kiwanis
- Langford church losing members partner of non-profits for seniors
- Oak Bay church – Abbeyfield - Easter Seals project now closed = opportunity
- CRD role = inventory = partners
- take discussion into political domain
- housing combined of traditional municipal infrastructure
- successes
- zoning - housing density - inclusive rezoning
- need to change traditional zoning
- OCP - should be housing focused
- limitations on developers - how to leverage traditional development to achieve housing opportunities
- we have inventory of public lands in Saanich and Victoria
- PCC bare land? Contribution?
- Native lands - treaty settlement - partnerships
- First Nations - 3% of population but 25% of homeless
- CRHC - get freeholds!
- new units to include emergency housing and support housing
- can't house everyone with mental health/drug issues
- review of portfolio for opportunities - condo partial conversion
- smaller units
- Vancity - \$ - structure for partnerships
- operating agreements restructure - 50% forever live there
- increased market rents?
- zoning - ask province?
- CRHC - concern about government operation (cost)
- align new senior government subsidies

- develop range of affordability
- greater private partnering
- home/operate units negotiated by municipalities
- other non-profits should be option
- refinance may pass costs to existing tenants when subsidy expires
- too many agencies chasing limited supports
- status quo is good
- some support for other strictly affordable for i.e., singles
- support initiatives initiated by municipalities
- standardized process/agreement optional to municipalities

WORKSHOP SESSION B: Regional Partnerships – Role of Regional Housing Trust Fund

Profile and current role of RHTF

- The RHTF is administered by CRD Housing Secretariat under direction from RHTF Commission;
- By-product of 2007 *Regional Housing Affordability Strategy* planning process;
- Since its inception in March 2005, the Fund has evolved from six to 11 participating municipalities and two electoral areas;
- Annual requisition is currently \$925,000 and with full participation this would increase to \$1M annually plus inflation;
- \$6M spent to date on 25 projects; over 500 affordable housing units throughout the Region; 14 projects (246 units) for homeless supportive housing; remainder for lower income rental workforce housing; also included are two homeownership units under the Habitat for Humanity program; and
- \$6M allocated to date has leveraged an additional \$85M from other partners (ROI). This 14-1 leveraging surpassed original assumption of 5-1 leveraging.

RHTF - Options for New Directions

- Seeking full participation in CRD RHTF (Regional Priority);
- Increasing trust fund leverage by participating in more housing projects to increase number of additional units developed by other agencies;
- Pursuing potential partnerships with other community groups, e.g., inter-faith community, DND lands, First Nations; and
- Increasing the annual RHTF from the current \$1 million.

Workshop B Results (verbatim)

- inequity with project/funding allocation
- make mandatory-full participation
- increase levy - double
- public buy-in - identify measurable
- leadership will attract partnership groups
- i.e., Legion - Sooke development - partnership with BC Housing - three-way partnership
- partners can't take on risk
- BC Housing - mortgage projects - interim financing
- two municipalities in 2014 - increase leverage
- orientation of council across the board = time to increase fund = report back to Council
- RSS - engagement/education
- buy a small number of units in a building

- good idea for full participation to support projects in all areas
- yes, but through redistribution of existing CRD requisition (Coalition, Parks Levy ...)
- adapt funding formula e.g., based on development opportunities
- strengthen business case
- identify potential projects by community
- demystify RHTF
- does RHTF partner with First Nations for on-reserve housing?
- Saskatchewan - housing going forward on surplus/DND lands
- showcase projects, central clearinghouse
- advocacy, provide support
- regional tours
- more challenging in the Westshore - not downtown
- 14:1 leveraging
- First Nations part of RHTF-they would need to be partners/participants
- examples of creative housing proposals like container housing at Carey Road
- all municipalities - mandated
- leveraging alternative asset contributions (surplus lands)
- increase per door contributions to ensure projects go ahead
- standardizing levy
- school district - lands
- potential partnerships - private
- inclusion through rezoning of units
- avoid gentrification - scattered approach
- double size of the fund (increase levy)
- supportive housing for hardest to house
- look to private - receiving funds to increase - encourage private donations
- municipalities to have ability to encourage more units

WORKSHOP SESSION C: Regional Support - Role of the Region In Stimulating Other Housing Opportunities

Municipal Profile and Current Regional Role

- All municipalities in the region are active in facilitating non-market and market affordable housing;
- Wide range of municipal policies and regulatory initiatives using their OCPs and zoning bylaws and fast tracking approvals;
- Municipal results include:
 - secondary suites
 - small lots
 - laneway housing
 - small housing for home ownership
 - new rental housing
 - lock-off suites
 - partnerships with the province on new housing for the homeless
- Region role includes:
 - funding and support to the Greater Victoria Coalition to End Homelessness
 - Regional Housing Affordability Strategy (2007)
 - housing element of planned Regional Sustainability Strategy
 - advocacy and bridging activities with other levels of government and the private sector

- partnerships with First Nations, e.g., building inspection service agreements, project development advisory services
- ownership and operation of CRHC
- Community Entity administration of the federal Homelessness Partnership Strategy
- RHTF grants

Options for New Directions (Regional Role)

- Providing advice on the development of locally relevant (municipal) housing policies and regulations
- The Region hosting a web-based 'information portal' to share with municipalities such things as:
 - centralized regional and local housing data
 - exemplary affordable housing practices employed locally and elsewhere
 - a housing "kit" with practical tools and current senior government housing program information to assist in increasing the supply of affordable housing e.g., developing new projects
- Producing a Housing Data book that, among other things, identifies gaps along the housing continuum by municipality and electoral areas
- Increased advocacy with the provincial and federal government on elements such as taxation policy in support of new market rental housing, rent-subsidies for individuals, one-time capital, and ongoing affordable housing project funding
- Encouraging integration of regional transportation planning and housing opportunities

Workshop C Results (verbatim)

- inclusionary zoning - i.e., mainland Richmond - provincial legislation allows for it
- remove roadblocks i.e., RGS to developing at industrial and transportation hubs
- place affordable housing in village centers – shopping - schools
- transportation land-use, housing/transportation
- leadership on a regional basis, uniform leadership
- housing strategy vis-à-vis growth strategy
- housing - transportation alignment, housing choices to transit/corridors
- constructive suggestion, update regional housing strategy
- better data on middle income or below
- density issues positive education municipal services issues
- how to help affordable housing in a non-affordable market
- different challenges opportunities for each municipality i.e., Central Saanich 60% ALR
- advocate for a national housing policy on equity/assets - co-ops housing as part of national housing strategy
- direct tie between transportation and cost-of-living
- role of transit in affordable housing (scheduling)
- proximity to transit impacts land value (seen in Metro coming here?)
- Looking at environmental costs
- grants for secondary suites
- no parking requirements for suites/garden homes
- investment in transit
- redirection of DCCs to transit for affordable housing
- support for GVC to end homelessness
- need average of 100 units/municipality

- sharing of what works - proven best practices - #'s, portal-needs to be two-way to allow feedback
- identify Coalition as a best practice
- work with Feds - hold accountable
- as provincial policy changes 14:1 leverage ratio - what is the region's role?
- FCM campaign on housing - new
- property transfer tax put into housing - no way! Why?
- tax alcohol and cigarettes - transfer into housing
- rezoning alone doesn't create non-market housing
- workforce housing and daycare where the work is i.e., North Saanich
- zoning to municipalities - yes
- research versus advocacy - separate these activities, income ladder - recognize this = "wellness of community" is outcome
- yes to housing data book - we get enough info from building permits?
- VIHA and regulations on septic are too much for affordability of secondary suites
- Metchosin - senior resource Centre ("grants ending" - look to RD resource for support info - WEB
- different forms of development depending upon transportation
- as rural agricultural areas become more low density "urban" - transportation dictates
- private landlords need support to take tenants (rents paid and damages covered)
- look to rent subsidies as part of this (advocate partners)
- code issues? Re: subsidies - gave subsidies at Victoria
- bylaws make it harder to provide secondary suites from affordability perspective
- secondary suites symposium for CRD to hold in the future
- allow restriction - owner occupied only for secondary suites in homes
- ask UBCM to lobby BC government
- web portal may be a duplication
- are we doing that now e.g., stats, data sharing?
- advocacy: amend legislation to support local flexibility to waive fees, etc.
- density on transit - criteria strengthened to ensure supported housing
- severing parking requirements from development - whole communities
- Challenge - neighbours worried about parking on street
- CRDs role - providing the other pieces of services i.e., affordable transit - day care provision, the last two items being provincial responsibilities
- school districts - opportunity? - Provincial policy on fair market value on school sales
- Can't plunk and "partnered" project somewhere where there are no services i.e., transit and sewers

Appendix B: Workbook Comments

WORKSHOP SESSION A: Regional Leadership – Role of Capital Region Housing Corporation (CRHC)

Options for New Directions (to be put forward to the CRHC Board)

- Increasing the number of housing units owned or operated by CRHC (Regional Priority);
- Leveraging its existing housing assets by reinvesting equity, e.g., Vergo family housing? (Regional Priority);
- Seeking further federal and provincial funding for new CRHC projects (Regional Priority);
- Expanding the current CRHC mandate, e.g., to include housing for single persons; and
- Taking a more strategic, leadership role with municipalities and non-profit housing agencies, e.g., coordination and use of public lands for affordable housing, advocacy, addressing gaps in the continuum.

Workbook comments provided by participants (verbatim)

- There appears to be a gap in the “market” section of the continuum provided. I would like to suggest a bit of a hybrid that primarily fits into the market area. Often municipalities and the City have large projects of 50 or more units come forward. It might be valuable to look at “assisting” the market price of 10-25% of the units in such projects. You could, for example, take units that marketed at \$350,000 and use the existing housing trust funds and other partners to reduce the purchase price of these units by 50-\$75,000. Purchasers would have these simple ownership of these units but would also sign a “housing agreement” that determined allotment of increased equity value when a home was sold.
- Yes answer to the first four bullet questions above. Suggest presentations to local councils and community meetings to promote the housing work to be a support partner in this area.
- Selling density as a pro. Putting units on the ground in all 13 municipalities. Supporting the growth of non-profit sector. Focus on singles. Participation by all municipalities. Municipalities need leadership beyond existing climate. Public education = RSS as a larger tool.
- Review portfolios with an eye to greater leverage from assets. Some older properties may have too large of a footprint and could possibly be rescaled for greater community usage or sold to reinvest funds in a more up-to-date model.
- Attract youth workers - housing options - senior rental/boarding houses - micro rentals. Take equity for future rental building development. Equity is key to project investment/provide future flexibility. Need to examine long-term “exit strategy”. Subsidies may be necessary but are a poor long-term solution for any housing outside of “transitional” support to move people from supported assisted living. How do we wind down this model long-term?
- Reinvestment would be key, if there is room to remortgage and reinvest in capital. Reinvest the equity partnerships with the private sector. Non-profits have been doing a great job with low income housing for years. If there is so much room in the equity and its worked thus far, to pay down the mortgage, why won't it work again to reinvest?? Avoid downloading or duplication of services.
- Need CRHC buildings in more than seven municipalities.
- Focus on youth - big problem in West Shore. Supportive housing 11 year upwards CRH should not be involved in youth housing? CRH should provide leadership. Not for profit should play a bigger role.
- #1 is that CRHC take a more strategic leadership role with municipalities and non-profit housing agencies. #2 role is to seek further federal and provincial funding to build new projects.

- Municipalities especially those in the core, should encourage property owners to bequeath their holdings to the district/municipalities with the goal of creating affordable housing. An example would be a single individual or couple without children. An agreement could be created that the property would either be used for new housing construction with greater density where possible or sold and the value recovered used elsewhere in the district. The property owner should be asked if they would like their gift to be used for seniors, family or other types of housing. CRHC should be as central figure in said program.
- Leverage more units if possible. Help rid the province of the ALR board and its mandate this would allow property to be available and more affordable. Read the Fraser Institute paper on this topic.
- Advocacy for federal/provincial funding. Oversight of non-profits running building, long-term plans for maintenance/renewal. Federal provincial savings \$ as a result. Need to have returned to go to those who provide the service.
- Need a comprehensive housing strategy for all municipalities. Providing input to a CRD housing initiative. Transportation especially public transit needs to be integrated with housing strategy. Housing should not be considered in isolation of transportation. CRD could also consider assistance with public info, re: benefits of density, economy, increase business transportation. Suggest placing emphasis on family housing.
- Leverage the equity in the current portfolio to reinvest providing there is no negative impact on the residents in the existing projects. This would make use of current bank of Canada rates with federal and provincial backing. Short-term rates may be lower than 2% rate provided under the old programs.
- Housing and transportation need to go together. Expand current mandate to include seniors. Need education messaging around affordable housing. The general public has a fear of renters. Cost a lot for seniors to move out of family home.
- Co-op housing "coming due" an opportunity to rebuild with higher density. Also with the "Legion lands" and church properties and from aging service clubs i.e., Lions. Need to do an inventory and develop the policy ready when/if land becomes available. PCC lands - any way for the region to secure these properties for affordable housing? What about DND and First Nations lands? With reserve and treaty settlement lands (plan for future). Yes the mandate for CRHC should be expanded to include housing for single persons.
- Redevelopment of properties owned by CRHC (i.e., more density). Increase RHTF Levy (double it) - so from \$0.50 per household to \$1 per household per month would increase funding by \$1 million. Be much more aggressive as a developer, working with non-profits, local governments and other partners (become a "go to" agency). Assist non-profits with administration overhead services. Needs assessment and data collection supply and a band of various types of affordable housing.
- How do we get all 13 municipalities to have CRHC buildings?

WORKSHOP SESSION B: Regional Partnerships – Role of Regional Housing Trust Fund (RHTF)

RHTF - Options for New Directions

- Seeking full participation in CRD Housing Trust Fund (Regional Priority);
- Increasing trust fund leverage by participating in more housing projects to increase number of additional units developed by other agencies;
- Pursuing potential partnerships with other community groups, e.g., inter-faith community, DND lands, First Nations; and
- Increasing the annual RHTF from the current \$1 million.

Workbook comments provided by participants (verbatim)

- There could also be a provision in the agreement that would allow the funding partners to continue leveraging the price of the unit. In the absence of such an agreement, the funding partners could expect at least the return of their investment plus a potential share of profit upon sale. This would be invested in another project. This type of approach involves a moderate assist to market units that would allow those sitting just below the affordability line to move over that bar. It could be a cost-effective way to address fee simple ownership. An added plus would be the ability to create projects that housed a broader spectrum of social economic status.
- Yes answered to all the questions with added notes of, yes keep trying to seek full participation. Adding more partnership opportunities and offering leadership/support is key and securing more community partners including First Nations.
- Advertise “charitable donation” status for trust fund.
- Support conversion of houses to multi-units. Developments on First Nations’ lands? Focus on rental units not subsidized ownership.
- If we add \$\$ from municipalities would we hinder the amount from the province or feds. Social housing is highly subsidized by the province and the feds and if we pick up the download will we in turn lose provincial and federal funding? Maybe reallocate funds rather than add more and avoid further downloading.
- Mandate all municipalities to contribute either through cash or land. Increased contribution/door. School properties need to be put as part of the discussion. Yes at least for a certain time. Partnerships with private businesses or public buildings.
- Mandate that all municipalities contribute. Leveraging? Accessory land, school district lands?
- Mandate full participation in RHTF and increase the Levy - DOUBLE IT? Yes, continue and this very important, partnerships with churches, legions who have often larger land base then they might need today - could be put to other use. Legions and churches should not be put at risk.
- Do not increase payments by taxpayers. Try to utilize the monies already collected by the CRD “parks acquisition fund”. This fund has already run its course and needs to be reallocated.
- Leverage municipal assets (land) to be recognized. Are you asking for more money? Do not mandate membership in the fund - negotiate and recognize other assets contributed to ensure a desire to participate. Increase leverage to ensure projects go ahead (non-profits turning away due to cost/benefit analysis). To funds in Victoria (almost double dip). High incentive - sometimes + land + tax exempt. Add private sector as partner may purchase 20 strata units out of 50 may need to purchase airspace, Richmond - scattered units for disabilities.

- **Need orientation for CRD to individual municipalities participating on RHTF. Yes to the first three questions and no to the last question. Municipalities may not be able to increase funds and should be able to consider other options. Increase funding should be optional only not required!**
- **Change the funding structures for all municipalities.**
- **Payments should be based on market growth in each community combined with per capita, assessments value, and population.**
- **CRD/RHTF needs to let individual municipalities know what they already have in the way of affordable housing. Many new municipal councillors won't know this information. Partnerships are key, work on strengths of each group to offer success. Municipalities have limited funds to pay more than the current \$1 million - need other options.**
- **If Langford and Colwood don't pay into the fund, are housing projects planned in the areas qualify for RHTF funds? No, cannot access the funds. The same then would apply to FN.... cannot use funds for projects on reserve lands? Workforce housing for low income workers so that they can live near the work and yet not far from their families and daycare needs.**
- **Double RHTF Levy to one dollar/month/household or \$12/household/year compared to \$20 per household for CRD parks, \$130/household/year for transit.**
- **Continue to focus on rental housing with housing agreements to ensure affordability. Part of CRHC "taking leadership" is ensuring that partners don't take undue risk and don't play a role that fits their capacity. Include legions and churches as partners in future development. Conversion of existing housing to affordable housing.**
- **Time to increase amount of \$\$ per door as land has increased but our dollars per door has not increased. Need CRD Levy to increase effectiveness. Need all municipalities to contribute.**
- **Work with municipalities to increase housing diversity. Work with municipalities to show off amenity packages. Need proposals for councils to consider increasing RHTF funding.**

WORKSHOP SESSION C: Regional Support - Role of the Region in Stimulating Other Housing Opportunities

Options for New Directions (Regional Role)

- Providing advice on the development of locally relevant (municipal) housing policies and regulations;
- Hosting a web-based 'information portal' to share with municipalities such things as:
 - centralized regional and local housing data
 - exemplary affordable housing practices employed locally and elsewhere
 - a housing "Kit" with practical tools and current senior government housing program information to assist in increasing the supply of affordable housing, e.g., developing new projects";
- Producing a Housing Data book that, among other things, identifies gaps along the housing continuum by municipality and electoral areas;
- Increasing advocacy with the provincial and federal government on elements such as taxation policy in support of new market rental housing, rent-subsidies for individuals, one-time capital, and ongoing affordable housing project funding; and
- Encouraging integration of regional transportation planning and housing opportunities.

Workbook comments provided by participants (verbatim)

- Affordability is a legitimate and important concern for the region. However, provision of affordability needs to take place in a broader framework of sustainability. Decisions about where to put housing and density must respect broader concerns about compact land use and transportation needs. It may be foolish, for example, to put secondary suites in more remote locations if this results in further sprawl or simply puts a new layer of sprawl on top of existing sprawl. Patterns without adhering to the level of density needed for effective transit. Similarly, projects must be fit into goals to create attractive livable communities that preserve or enhance the best of quality of life and place. The last thing we need is to see affordability housing initiatives create ghettoized or degraded neighbourhoods. Vancouver has provided a very interesting approach in its False Creek Northward and Coal Harbour neighborhood. It is an approach worth looking very closely at.
- Yes to all of the above noted discussion points and stressing a very strong yes to increasing a regional role in the development of municipal housing policies and regulations.
- VIHA regulations make secondary suites too expensive to consider in some areas i.e., septic fields.
- CRD as host of data (statistic trends, etc.) and links to comparing municipalities.
- No need and overlap of service the province has best practices guidelines with numerous examples.
- I support the role of Homelessness Coalition for the region. Has shown success. Need a national housing strategy, need to lobby. Transportation is important, if every municipality set a minimum goal of providing affordable or supportive housing, it could be achieved. Surplus school board land should be offered to municipalities first.
- Yes we need web-based information. We need the statistics data book. This is vital, along with the "housing kit". Municipalities do not have enough information at the moment. Yes consensus at table for an augmented role to increase advocacy with federal and provincial governments on taxation policy. Encourage integration of transportation and planning and housing opportunities.
- What is the cost of this service to provide a web-based information portal?

- **Transport (transit) costs need to be included in the housing costs. Availability of buses for workers. Information portal - neighborhood input must be obtained (two-way portal). Festivals work best for getting feedback.**
- **Yes to advise on development on relevant municipal housing policies, but use caution in advising municipalities. Yes to hosting a web-based information portal. Yes to a housing kit if it can be done at minimal cost "borrow information from others". Need for transparent and open information including financials, such as how is the tax money being spent, is it well spent, what are the benefits? Use uncomplicated language - reduce jargon.**
- **No need for duplication and at no extra cost.**
- **Should be a provincial suite policy attached to all new non-market housing units built. If communities don't want suites in residential units payment into a fund for rental housing would be required.**
- **Municipal - individual updates per municipal term to clarify advice on housing policies and regulations. CRD needs to be a help mentor on local housing data. Need to educate the public on what affordable housing means, dispel some myths. Need other options beyond increasing advocacy with federal and provincial governments, possibly big business partnerships. Cannot work in silos between transportation and housing.**
- **Municipalities collectively agreed to reduce parking standards 2.5 - .75/unit... even less on regional transit corridors. Yes to providing centralized regional and local housing data. Reduce parking requirements. More PR on creative housing options - shipping container units and or modular housing. Build on transit corridors! That means the trails as well!**
- **Assist communities in undertaking needs assessment. Insist on housing locations in or near villages and service centers to reduce auto reliance (which enhances affordability). Consider industrial and shopping centers as housing locations.**
- **If every municipality did approximately 100 units of affordable housing and supportive housing per municipality we would have a significant impact on affordable housing.**
- **Partnerships with non-profit housing groups like Kiwanis seniors complex-built in the 1970s, small one-storey to increase to 2-3 storey buildings, with improvements. Do inventory of nonprofit groups that may not be able to maintain their own properties. Local municipalities need to look into opportunities, change in zoning, improve timelines for development, work with developers and provide incentives to include non-participating municipalities to step up to the plate and do their share.**

Appendix C: Evaluation Comments

Note: one bullet point denotes comments from one person

What did you like best about this forum? (All comments are verbatim)

- good overview of issues
- speakers and movie
- good quality information - a bit positive, wasn't sure of the context for successes
- The presenters were very good and covered a lot of ground. Emphasis on affordable housing practices region-wide.
- A good learning session as I know very little of the housing situation.
- More discussion of issues. Very important and great participation.
- Excellent as usual, good format and content.
- The venue - the view is spectacular! And the topic!
- Very helpful forum on the topic with lots of "lateral thinking".
- all good
- Conversations with other municipalities.
- Good preparation of materials (I knew what to expect).
- organization, process and preparation
- organization, process and preparation
- The dialogue was very good; it seemed that we all suffer the same issues.
- Information presented
- Learning what others are doing.
- Presenters were great, liked working @ the table. Intimate table work enabled informed discussion and exchange of innovative ideas.
- The conversation in the breakdown sessions.
- The topic. I have wanted to have this discussion by the CRD for a long time.
- Good chance for feedback.
- Meeting with colleagues and sharing information. Location and meeting room.
- Great location - relaxed discussion.
- Combination of presentations and interactivity.

What changes, if any, would you make to the format of this forum?

- Provide pre-materials, need a less biased overview of facts, provide examples of "straw people" on what services are available and how to access them.
- More attention/acknowledgment of real challenges - I didn't get a good sense of the barriers.
- Format was fine and facilities were good, kept us on topic.
- We need to see a listing where social housing is located to include church housing.
- None. Good forum and lots of opportunity to discuss the issues and brainstorm solutions.
- Break up the lecture part started off a bit dry.
- I would like some type of voting and consensus.
- None, more emphasis on public outreach to bring public view to the table (takes a long time I know).
- Format was good, liked chat all tables covered all topics.
- Workbook needs specific questions to direct discussion (it was unfocused).
- No, but disappointed by the turnout today for this important topic. Vital Signs identified that the cost of living was priority #1 by the citizens of the region.
- Shorter intro speeches, links to more background info prior to meeting.
- More opportunities to interact in small group settings around focused topics.

- Thought it all worked out well.

Based on your experience today, will you attend future forums?

Yes: 26 No: 0

If no, what might encourage you to attend?

- Always attend as part of my learning process

Would you recommend the forum to others?

Yes: 26 No: 0

If no, why not?

- Every councillor/mayor should also attend.
- These are necessary to provide feedback.

What kind of session and/or topics would you like to see included in future events?

- Links to transportation to housing. How to reduce costs.
- A session on farming/agriculture, possible farmland trust acquisition for CRD, Agricultural Area Plan or lobbying of province to enhance/improve ALR
- Transportation, Social Well-Being, Food Security, Environment
- More on managing social issues.
- Regional water supply - awareness and update on emergency/critical event preparedness. Refresher update on regional transit, rapid bus, achieving short-term targets for long-term foundation.
- Have federal government presence.
- CRD parks
- Transportation - we have to address this to make life more affordable in CRD and safer!
- McKenzie overpass
- Transportation - not amalgamation!
- Parks - how to get to Native Needs Day.
- Environmental forum, 1. Protection issues plus liquid waste, solid waste, and kitchen scraps, 2. Portable water and CRD and new proposed BC Water Act statutes
- Foreshore Protection
- Regional Decision Making and how it impacts on local governments, Environmental Protection for regional marine habitats - planning for oil spill response. The Results of Partnerships - CRD and municipalities plan for the future.
- Secondary suites

Forum Logistics	Very good	Good	Acceptable	Poor	Very poor
Notification and invitation	14	7			
Registration process	14	7			
Location	13	8			
Meeting room	11	10	1		1*

Meeting length	11	9	1		
Audio/visual	9	11	3		
Food and beverage	10	8	2	1**	
Handouts/display materials	9	8	3		

*Chairs are awful!!

**Hot water for tea was not hot enough.

Additional comments:

- Only challenge is early time. Some need to get up @ 5 a.m. to get to meeting.
- Chairs are uncomfortable, great job by CRD staff! THANK YOU.
- We had a terrific moderator!!
- As mentioned each time, gluten-free, dairy free options greatly appreciated.
- Very timely and informative forum. At our table we thought that the CRHC should 1. Take a very strategic role - policy, leadership, etc. and should 2. Seek further federal/provincial funding on critical priorities. 3. We think the Levy should be increased and that it should be a priority, along with pursuing more varied partnerships. 4. CRHC should take the lead role. Information - provision of a portal statistics and other data such as housing kit.
- Too many conversations going on making it very hard to hear a main conversation, when you have hearing aids.
- The attendance this time was less than half of the elected council members from the CRD (roughly). This is troublesome, given that housing affordability in the region remains a major barrier. This topic should bring more attendees - it touches all of us. How do we improve attendance at these forums? A question for discussion.



REPORT TO CAPITAL REGION HOUSING CORPORATION BOARD OF DIRECTORS MEETING OF APRIL 30, 2014

SUBJECT BOARD STRATEGIC PLANNING 2014 - 2015

ISSUE

The landscape for social housing is continuously changing. With the refreshed provincial policy statement "Housing Matters"; aging infrastructure, reduction in federal and provincial funding and the federal operating agreements expiring over the next six years, the Capital Region Housing Corporation (CRHC) must strategically position itself to be able to respond to the changing environment.

BACKGROUND

The CRHC Board of Directors carried out annual strategic planning from 1994 to 2006. The undertaking would usually be guided by a facilitator and would take place over the course of a half day. The agenda included a presentation/discussion of current internal and external opportunities and challenges, a review of mission and vision statements and the development of annual strategic priorities. In 2008, staff presented strategic priorities as part of the Budget Report. This has continued to be the practice since that time.

As a wholly owned Corporation of the Capital Regional District (CRD), the CRHC strategic priorities are guided by the strategic plan. The CRD strategic planning process is conducted to align with the election cycle (currently three years) and will begin its planning with the newly elected Board of Directors in 2015. The 2012-2014 CRD Corporate goals for Housing are:

1. Increase leverage of the CRHC
2. Increase Effectiveness of the CRD housing trust fund
3. Increase regional housing opportunities.

The success indicators directly related to the CRHC are:

- Increase in number of units owned or operated by CRHC
- Increase in CRHC housing equity dollar amount re-invested to create additional housing and/or renew existing stock

To ensure accountability with the CRD strategic plan, the CRHC staff generate divisional goals that are aligned with the Board approved goals. The goals and results are presented annually.

ALTERNATIVES

1. That the Board of Directors direct staff to organize a strategic planning session to develop the Capital Region Housing Strategic Priorities for 2014 – 2015 to align with the current Capital Regional District Strategic Plan 2012-2014.
2. That the Board of Directors direct staff to continue to develop strategic priorities as part of the annual budget process.

IMPLICATIONS

1. Strategic planning is an organizational management activity that is used to set priorities, focus energy and resources, strengthen operations, ensure that employees and other stakeholders are working toward common goals, establish agreement around intended outcomes/results, and assess and adjust the organization's direction in response to a changing environment. It is a disciplined effort that produces fundamental decisions and actions that shape and guide what an organization is, who it serves, what it does, and why it does it, with a focus on the future. Effective strategic planning articulates not only where an organization is going and the actions needed to make progress, but also how it will know if it is successful.

Source: <http://balancedscorecard.org/BSCResources/StrategicPlanningBasics/tabid/459/Default.aspx>

As the landscape of housing is changing it is important to refresh the mandate and vision of the organization to ensure it remains relevant. The business of the CRHC is guided by a Board of Directors that is accountable to the CRD Board of Directors. The CRHC is responsible to the CRD Board to ensure that it incorporates the principles of the CRD strategic plan into its business plan to ensure that the CRHC is successful in meeting these broader corporate goals. This is currently accomplished through the development of divisional goals that have been recommended by staff and are approved by the CRHC Board of Directors during the budget process.

As the CRHC Board of Directors is responsible for the oversight of the operations of the CRHC and are most closely linked and have the greatest understanding of the internal and external factors that are impacting the CRHC, it is important for the CRHC Board of Directors guide the long term planning needed to achieve the goals as identified by the CRD Board of Directors. These goals would then be turned into a business plan that would guide the work of staff.

As the CRD is currently in a mid-cycle and will be creating a new strategic plan in 2015 with a newly elected Board of Directors, the proposed cycle of strategic planning for CRHC would only be for a two year term, ending 2015. Strategic planning would occur again in 2016 to align with the new CRD Housing corporate goals *2015-2017. (see graphic on p.3)

*Dependent on municipal election term



2. The CRHC can continue to provide accountability to the CRD Board of Directors through the presentation of divisional goals that are aligned with the annual strategic priorities as presented to the Board of Directors through the budget process.

CONCLUSION

The environment in the housing sector in British Columbia is changing dramatically. Board strategic planning that regularly reviews the mandate and vision of the organization, that measures progress through annual monitoring and reporting; ensures inter-departmental collaboration and staff input; municipal and stakeholder engagement; and linkages to business planning is considered a business best practice. The development of a strategic plan will optimize staffs ability to meet the goals as defined by the CHRC Board of Directors in alignment with the broader CRD strategic plan.

RECOMMENDATION

That the Board of Directors direct staff to organize a strategic planning session to develop the Capital Region Housing Strategic Priorities for 2014 – 2015 to align with the current Capital Regional District Strategic Plan 2012-2014.

Christine Culham
Senior Manager
Capital Region Housing Corporation

Kevin Lorette, P.Eng., MBA
General Manager
Planning & Protective Services

**Property Management Report – April 30, 2014
Capital Region Housing Corporation Board of Directors**

This Property Management Report provides an update since the last report of March 25, 2014

REGISTRY WAITLIST STATISTICS

Category	April 2014	March 2014	April 2013
Total Registry Units	3,203	3,203	3,206
Family	382	373	414
Seniors	455	444	464
Persons with disabilities	354	350	356
Wheelchair Modified	63	69	70
Singles	16	20	16
Total	1,270	1,256	1,320

RESIDENTIAL TENANCY BRANCH (RTB) ARBITRATIONS

Two Orders of Possession were received from the RTB; both were regarding nonpayment of rent. In one case the tenants vacated and have not provided a forwarding address. In the second case staff worked closely with the tenants to receive payment prior to the possession date, averting the eviction and keeping the tenants in place.

BUILDING ENVELOPE REMEDIATION & RELATED CAPITAL IMPROVEMENTS

Exterior paint carryover from 2013 at Firgrove and Harbour Lane is underway starting with Firgrove.

A gutter replacement contract for Olympic View has been awarded to Victoria Gutter as the lowest of four bidders at \$48,776.98 including GST. The other three bids were Irwin Industries at \$51,009.00, Blue Line Gutters at \$52,791.90 and Acme Gutters at \$84,581.70. The work will start in early May.

Tender documents have been prepared for the upper section of Heathers roof, and exterior painting at Greenlea, Rosewood and Viewmont. Staff anticipates seeking Board approval at the June Board meeting for contracts over \$50,000.00.

AMERESCO

Staff continues to work with BC Housing and Ameresco on the review and correction of the information presented in this report. We are anticipating information corrections by mid-May. Training on operating the system is now anticipated to be available for staff in June.

INITIATIVES – ENERGY SAVINGS, GREEN AND CONSERVATION PRACTICES

Kitchen Scraps – By April 30, 32 sites will have been introduced to the program.

City of Victoria, Storm Water Management – The City of Victoria is changing the way property owners pay for storm water management. Traditionally this cost has been part of the property tax bill. In the future, a portion of the cost will remain in the property taxes to support municipal property, however individual property owners will be moved to a user-pay model in the form of a utility charge. The calculation for the user-pay portion is based on the amount of hard surface on the property; typically this is roofs and driveway/parking areas.

The City wishes to slow the rate at which rain water enters the storm drain system and eliminate the rain-water from entering the system where practical. Slowing the water entering the system during a rain may be accomplished by directing water through rain gardens, landscape swales. Eliminating the water entering the system may be accomplished by the use of cisterns/rain barrels and infiltration chambers. A credit program is planned that may reduce the utility charge to an individual property owner by up to 40%, to encourage the use of the options noted.

This summer the City is undertaking case studies to determine the practicality of the suggested rain water control options. CRHC has offered Rotary House and Gladstone as properties to participate in Victoria's Storm Water case studies. Our goal is to support other local government activities and gain knowledge as to how we may mitigate any new user fees that arise in the future.

FINANCIAL REPORTING: CHEQUES OVER \$50,000

- None to report



Don Metcalf
Manager of Operations