



Notice of Meeting and Meeting Agenda Capital Region Housing Corporation Board

Wednesday, April 13, 2022

1:00 PM

6th Floor Boardroom
625 Fisgard Street
Victoria, BC

The Capital Regional District strives to be a place where inclusion is paramount and all people are treated with dignity. We pledge to make our meetings a place where all feel welcome and respected.

1. TERRITORIAL ACKNOWLEDGEMENT

2. APPROVAL OF THE AGENDA

3. ADOPTION OF MINUTES

3.1. [22-246](#) Minutes of the March 9, 2022 Capital Region Housing Corporation Board

Recommendation: That the minutes of the Capital Region Housing Corporation Board meeting of March 9, 2022 be adopted as circulated.

Attachments: [Minutes - March 9, 2022](#)

4. REPORT OF THE CHAIR

5. PRESENTATIONS/DELEGATIONS

The public are welcome to attend CRD Board meetings in-person.

Delegations will have the option to participate electronically. Please complete the online application for "Addressing the Board" on our website and staff will respond with details.

Alternatively, you may email your comments on an agenda item to the CRD Board at crdboard@crd.bc.ca.

5.1. Presentations

5.2. Delegations

6. CONSENT AGENDA

6.1. [22-206](#) Capital Region Housing Corporation Operational Update - First Quarter 2022

Recommendation: The Hospitals and Housing Committee recommends to the Capital Region Housing Corporation Board:
That the Capital Region Housing Corporation Operational Update - First Quarter, 2022 report be received for information.

Attachments: [Staff Report: CRHC Operational Update - First Quarter 2022](#)

6.2. [22-208](#) Major Capital Plan Status Report - First Quarter 2022

Recommendation: The Hospitals and Housing Committee recommends to the Capital Region Housing Corporation Board:
That the Capital Region Housing Corporation Major Capital Plan Status Report - First Quarter 2022 be received for information.

Attachments: [Staff Report: Major Cap'l Plan Status Rpt-First Quarter 2022](#)

7. ADMINISTRATION REPORTS

8. REPORTS OF COMMITTEES

9. NOTICE(S) OF MOTION

10. NEW BUSINESS

11. ADJOURNMENT

Meeting Minutes

Capital Region Housing Corporation Board

Wednesday, March 9, 2022

1:00 PM

6th Floor Boardroom
625 Fisgard Street
Victoria, BC

PRESENT:

Directors: J. Loveday (Chair), D. Screech (Vice Chair), J. Bateman (for M. Tait) (EP), D. Blackwell, D. Howe (EP), S. Brice, B. Desjardins, L. Helps, F. Haynes, G. Holman, B. Isitt, R. Martin, C. McNeil-Smith, R. Mersereau, K. Murdoch, G. Orr, C. Plant, J. Ranns, L. Seaton, N. Taylor, K. Williams (EP), R. Windsor (EP), G. Young

Staff: K. Lorette, Acting Chief Administrative Officer; N. Chan, Chief Financial Officer; L. Hutcheson, General Manager, Parks and Environmental Services; K. Morley, General Manager, Corporate Services; T. Robbins, General Manager, Integrated Water Services; D. Elliot, Senior Manager, Regional Housing; C. Nielson, Senior Manager, Human Resources; M. Lagoa, Deputy Corporate Officer; S. Orr, Senior Committee Clerk (Recorder)

EP - Electronic Participation

Regrets: Directors M. Hicks, M. Tait

The meeting was called to order at 1:00 pm.

1. TERRITORIAL ACKNOWLEDGEMENT

Director Brice provided a Territorial Acknowledgement.

2. APPROVAL OF THE AGENDA

MOVED by Director Mersereau, **SECONDED** by Director Plant,
That the agenda for the March 9, 2022 Session of the Capital Region Housing Corporation Board be approved.
CARRIED

3. ADOPTION OF MINUTES

3.1. [22-101](#) Minutes of the January 12, 2022 Capital Region Housing Corporation Board Meeting

MOVED by Director Mersereau, **SECONDED** by Director Plant,
That the minutes of the Capital Region Housing Corporation Board meeting of January 12, 2022 be adopted as circulated.
CARRIED

4. REPORT OF THE CHAIR

There were no Chair's remarks.

5. PRESENTATIONS/DELEGATIONS

There were no presentations or delegations.

6. CONSENT AGENDA

There were no Consent Agenda items.

7. ADMINISTRATION REPORTS

There were no Administration Reports.

8. REPORTS OF COMMITTEES

- 8.1. [22-087](#) Capital Region Housing Corporation Investment Portfolio Holdings and Annual Performance Update

**MOVED by Chair Loveday, SECONDED by Director Mersereau,
That the Capital Region Housing Corporation Investment Portfolio Holdings and
Annual Performance Update report be received for information.
CARRIED**

9. BYLAWS

There were no bylaws for consideration.

10. NOTICE(S) OF MOTION

There were no Notice(s) of Motion.

11. NEW BUSINESS

There was no new business.

12. MOTION TO CLOSE THE MEETING

There was no motion to close the meeting.

14. ADJOURNMENT

**MOVED by Director Plant, SECONDED by Director Blackwell,
That the March 9, 2022 Capital Region Housing Corporation Board meeting be
adjourned at 1:03 pm.
CARRIED**

CHAIR

CERTIFIED CORRECT:

CORPORATE OFFICER

**REPORT TO HOSPITALS AND HOUSING COMMITTEE
MEETING OF WEDNESDAY, APRIL 06, 2022**

SUBJECT **Capital Region Housing Corporation Operational Update – First Quarter 2022**

ISSUE SUMMARY

To provide the Capital Region Housing Corporation (CRHC) Board with a quarterly update on operations, Tenant Engagement (TE), the Routine Capital Plan 2020 – 2024 and performance in the areas of turnover, vacancy and move-ins up to and including March 10, 2022.

BACKGROUND

The CRHC is a wholly owned subsidiary of the Capital Regional District (CRD) with the mandate to develop and manage affordable housing to meet the needs of individuals and families residing within the capital region. In working to fulfill its mandate, the CRHC owns and operates 50 properties totalling 1,893 units of housing providing homes to more than 3,500 residents of the capital region with low to moderate incomes. In addition, CRHC manages a further four properties totalling 114 units on behalf of third parties.

ALTERNATIVES

Alternative 1

The Hospitals and Housing Committee recommends to the Capital Region Housing Corporation Board:

That the Capital Region Housing Corporation Operational Update – First Quarter, 2022 report be received for information.

Alternative 2

That the Capital Region Housing Corporation Operational Update – First Quarter, 2022 report be referred back to staff for additional information based on Hospitals and Housing Committee direction.

DISCUSSION

Operations Update

The 2,007 units of housing across 54 properties that are currently managed by CRHC are supported by the work of approximately 48 full-time equivalencies (FTE) and five auxiliary staff. Staffing continues to require attention due to unanticipated long and short-term absences. Beginning in the fourth quarter (Q4) of 2021 and carried into the first quarter (Q1) of 2022, caretaker shortages were addressed by contracting out common area cleaning as a way to have staff concentrate on work that interfaces directly with tenants. This was done in an effort to prevent fatigue among staff and ensure customer service standards are maintained.

Tenant Engagement (TE)

Inclement weather and the rise of the Omicron variant led the team to conduct more of their work over the phone or online. As the winter weather and isolation can impact the well-being of tenants, the team has been working to support tenants who struggle with mental health and have no family

or outside supports. The new Tenant Orientation videos are now live on YouTube and available to tenants with 50-60 views each. An in person presentation utilizing the videos and a selection of staff will occur starting in Q2.

During Q1 attention has been given to the tenant selection and onboarding process of new Regional Housing First Program (RHFP)/Coordinated Assessment and Access (CAA) tenants. This has allowed the onboarding of new tenants to be more successful, with fewer delays. TE has worked to streamline access to new supports which has led to many tenants receiving assistance to sustain tenancy beyond the initial transitional support.

Plans for Q2's spring seedling program are taking shape and new ideas are being discussed for how to create a greater sense of 'home' at the RHFP buildings. Tenants will be engaged in the process that may include the use of colour on feature walls, artwork and the addition of common area seating.

Housing Registry Waitlist Statistics

Table 1: BC Housing Registry Waitlist Statistics

Category	January 2022	February 2022	As at March 10, 2022
Total Registry Units	3,724	3,774	3,774
Applicants			
Family	816	828	817
Seniors	1,053	1,063	1,047
Persons with Disabilities	588	600	591
Wheelchair Modified	125	126	129
Singles	173	164	167
Total	2,755	2,781	2,751

The BC Housing managed Housing Registry (Registry), helps housing providers manage applicant lists and helps to eliminate duplication among providers that may otherwise receive and process applications from many of the same households. The October 2021 CRHC Operational Update reported a total of 2,634 households on the Registry and the data from March 2022 indicates a total increase of 117. The numbers through Q1 are relatively consistent starting the quarter at 2,755 and being reported in March at 2,751.

Vacancy

Table 2: Vacancy Rate – Units Operating More than 12 Months

Year	Period	# Units Vacant	# Days Vacant	Average Days Vacant
2021	October - December	42	1,857	44
2022	As of March 10	68	3,382	49

As of March 10, there are 68 units reported vacant across housing that is owned and operated by the CRHC that has been in operation for more than 12 months. These vacancies total 3,382 days for an average of 49 days vacant. The number of days vacant figure has increased after adding Spencer Close and West Park to the 'more than 12 month' category. Spencer is fully occupied and West Park is 92% occupied. Staff continue to prioritize renting units that have been vacant longer in an effort to reduce the days vacant. It should be noted that prior to the COVID-19 pandemic, CRHC staff worked to an Average Days Vacant target of 30 days. This was not possible to maintain through the pandemic due to additional contractor scheduling challenges and WorkSafe BC requirements. It is anticipated that should provincial restrictions continue to lift staff will be able to more actively work towards the 30-day average days vacant target.

Table 3: Vacancy Rate – Units Operating Less Than 12 Months

Year	Period	# Units	# Unit Vacant	% Units Vacant
2021	October - December	402	63	16%
2022	January 1 - March 10	120	3	3%

At the end of Q4 2021, the vacancy rate across Spencer, West Park and Hockley was 16%. As both Spencer and West Park have now been operational more than 12 months, the data pertaining to those buildings is now captured in Table 2. Hockley remains as operating for less than 12 months and is being reported as 97% rented.

Turnover

Table 4: Q1 Turnover Rate – All Units

Year	Period	# Turnovers Operating More Than 12 Months	# Turnovers Operating Less Than 12 Months	Total
2021	October - December	36	21	57
2022	January 1-March 10	24	1	25

Turnover typically slows through the winter months impacted by seasonal celebrations, closures and inclement weather. Unit readiness was somewhat impacted by supply chain issues following the atmospheric river in November and snow in December into early January. This has been an ongoing issue for appliance replacement and labour shortages. CRHC’s use of contracted cleaning services in common areas has allowed staff to focus on unit readiness to minimize revenue loss.

RHFP Unit Turnover and Rent-Up

Turnover at RHFP buildings tends to be higher than in our older stock despite the introduction of one year leases. Items that have improved the livability and stability of these buildings are neighbouring construction projects wrapping up or advancing to a stage where the work moves to the interior of the buildings. Staff continue to address some of the issues brought forward by tenant feedback and ongoing tenancy issues, such as: noise attenuation between suites at Millstream Ridge, highway nuisance at West Park and Spencer and deficiency items at Hockley House which will be addressed under warranty.

Non-shelter rate accessible units tend to be the units that remain unrented at the buildings, although a shift in marketing strategy has resulted in increased rentals with an expected full occupancy by April 30, 2022. As of March 10, 2022, West Park is 92% rented and Hockley House is 97% rented.

Turnover in some of the two bedroom RHFP units has highlighted a systems issue on how to fill those units when the Supported Housing Registry (SHR) doesn’t contain applications for couples or individuals with dependents. In order to comply with the program requirements, staff have been working with BC Housing (BCH) to find applicants on the Housing Registry with supplemental forms which would indicate that applicants are at risk or experiencing homelessness.

In Q2, staff will turn their attention to the marketing and applicant screening of those on the waitlist for the upcoming Community Housing Fund (CHF) building, 2782 *Spencer* which is expected to be handed over at the end of October 2022.

Routine Capital Plan

The updated Five-Year Routine Capital Plan has a budget of \$3.86 million (M) in 2022. As this staff report is being advanced for end of Q1, the actuals will not be available until the books close and all invoices can be processed. These numbers will be included in the Q2 operational update.

The pandemic continues to impact this work due to the capacity of contractors, their vaccination status and unexpected absences of staff as well as wait times for materials and products.

CONCLUSION

Through Q1 2022, CRHC has been creative working to ensure continued levels of service delivery despite ongoing staffing impacts tied to the pandemic. This included engaging contracted services to support common area cleaning and unit turnovers, thereby enabling caretakers to focus on those duties that involve interfacing with tenants.

A range of TE activities were underway through Q1 including continued use of the new Tenant Orientation Videos, onboarding of new tenants through the CAA process into RHFP buildings, and efforts to work with tenants to create a greater sense of “home” in CRHC-operated buildings.

Much of CRHC’s housing portfolios continue to show resiliency. Capacity for turnovers, rent increases and general day-to-day operations requires close oversight to ensure work continues despite the challenges. Staff continue to work efficiently and collaboratively to address the changing demand and availability of resources.

RECOMMENDATION

The Hospitals and Housing Committee recommends to the Capital Region Housing Corporation Board:

That the Capital Region Housing Corporation Operational Update – First Quarter, 2022 report be received for information.

Submitted by:	Don Elliott, MUP, Senior Manager, Regional Housing
Concurrence:	Kevin Lorette, P. Eng., MBA, General Manager, Planning & Protective Services
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

**REPORT TO HOSPITALS AND HOUSING COMMITTEE
MEETING OF WEDNESDAY, APRIL 06, 2022**

SUBJECT **Major Capital Plan Status Report – First Quarter 2022**

ISSUE SUMMARY

To provide a quarterly update to the Hospitals and Housing Committee on the Capital Region Housing Corporation (CRHC) Major Capital Plan (2022-2026). This report is to complement the Capital Variance Report presented quarterly to the Capital Regional District (CRD) Board by the Chief Administrative Officer (CAO).

BACKGROUND

The CRHC is a wholly owned subsidiary of the CRD with the mandate to develop and manage affordable housing to meet the needs of individuals and families residing within the capital region. In working to fulfill its mandate, the CRHC owns and operates 1,893 units of affordable housing, providing homes to more than 3,500 residents of the capital region with low to moderate incomes. In addition, CRHC currently has 206 new units under construction and 620 units in pre-construction and development. This report contains projects that will receive grant funding through the following programs: *Regional Housing First Program (RHFP)*, *Regional Housing Trust Fund (RHTF)*, *Building BC: Community Housing Fund (CHF)*, *Investment in Housing Initiative (IHI)*, *National Housing Co-Investment Fund (NHCF)*, *Green Municipal Fund (GMF)* and *Capital Replacement Fund (CRF)*.

ALTERNATIVES

Alternative 1

The Hospitals and Housing Committee recommends to the Capital Region Housing Corporation Board:

That the Capital Region Housing Corporation Major Capital Plan Status Report First Quarter, 2022 be received for information.

Alternative 2

That the Capital Region Housing Corporation Major Capital Plan Status Report First Quarter, 2022 be referred back to staff for additional information based on Hospitals and Housing Committee direction.

IMPLICATIONS

2782 Spencer (CHF)

2782 Spencer, a 58-unit development in Langford, will be completed through a fixed price design-build contract. Wood framing on the 5-storey structure was completed in February 2022. Mechanical rough-in and building envelope installations are currently underway on site. Construction will be completed in Q4 2022, as scheduled. The project budget of \$19,883,209 with a total of \$5,900,000 awarded through grants remains unchanged from the approved Major Capital Plan (2022-2026).

Michigan Square (RHFP, RHTF & CHF)

The Michigan Square project, a 97-unit redevelopment in James Bay, received the Alteration Permit in January 2021. Hazardous materials abatement and drywall removal was carried out in January and February 2022. As a condition of BC Housing's grant funding, a waste management plan was implemented by the Construction Manager to reduce the generation of demolition and construction waste as much as possible. The project must achieve a demolition and construction waste diversion target of 80% of the total waste generated. Demolition and foundation upgrades will continue into Q2 2022. The project budget of \$34,232,920 with a total of \$10,882,960 awarded through grants remains unchanged from the approved Major Capital Plan (2022-2026).

Caledonia (CHF)

The Caledonia project, a 158-unit redevelopment in the Fernwood neighbourhood, secured a pre-development loan from BC Housing in December 2021. The release of funds allowed design and pre-construction tasks to resume. The Design Team completed building permit drawings in March 2022. Concurrently, the Construction Manager commenced with hazardous material abatement and drywall removal in the existing Caledonia Townhouses. Complete demolition will be carried out from March to April 2022. The Caledonia project will also be carried out with a waste management plan with a waste diversion target of 80%. Trade contractors will be procured throughout April 2022. Once trade contractor pricing is confirmed, staff will seek final project approval from BC Housing in May 2022 and the CRHC Board in June 2022. The project budget of \$64,415,036 with a total of \$18,975,000 awarded through grants remains unchanged from the approved Major Capital Plan (2022-2026).

Carey Lane BER (CRF)

Carey Lane, a 22-unit townhouse complex that is owned and operated by CRHC, will undergo a full building envelope remediation (BER) throughout 2022 and 2023. Design work is under way with permit applications and contractor procurement scheduled for Q2 2022. The project budget of \$3,750,000 with a total of \$3,150,000 awarded through grants remains unchanged as reported in the CRHC Major Capital Plan (2022-2026). Staff will return to the Board at the end of Q2 2022 for final project approval.

Pandora (CHF)

Pandora is a partnership project between the City of Victoria, BC Housing and CRHC to build 220 new non-market rental homes and create a new neighbourhood community centre in the North Park neighbourhood. The CRHC would lease an air-space parcel from the City of Victoria to accommodate 170 affordable rental units that would be operated by CRHC. Included in the proposed development is an additional 50 supportive housing units leased by BC Housing, who would select an experienced non-profit operator. A further 19,000 square feet of community space owned by the City of Victoria is also included in the proposal. This space is anticipated to include a community centre with neighbourhood programs, a gymnasium as well as child care services. The Master Agreement between CRHC, BC Housing and City of Victoria is currently in draft form. Project partners are targeting execution of the Master Agreement in Q2 2022. Design work and space programming is currently in the schematic stage with a targeted rezoning submission anticipated for Q2-Q3 2022. The project budget of \$58,514,071 with a total of \$21,695,470 awarded through grants remains unchanged from the approved Major Capital Plan (2022-2026).

161 Drake Road

In January 2022, it was announced that BC Housing would be providing up to 28 new permanent homes with supports, as well as dedicated shelter and programming space at 161 Drake Road on Salt Spring Island. This partnership will see CRD lease a portion of the land to BC Housing to facilitate the development. The proposed development would utilize the available groundwater source that was proven in 2019. Staff are working alongside BC Housing to advance the subdivision, secure a water licence and execute a lease agreement. In Q3 2022, staff will advance an additional groundwater feasibility testing program in an effort to secure an adequate alternate water source to service future affordable housing at 161 Drake Road. The 2022 budget of \$80,000 with all funds coming from Community Works Funds remains unchanged from the CRHC Major Capital Plan (2022-2026).

Campus View (RHFP)

Campus View, an existing 12-unit CRHC townhouse complex located in the Gordon Head neighbourhood, has received provisional approval from the RHFP Selection Committee to obtain \$8,400,000 in grant funding. In December 2021, the conceptual design allowed for 104 units on the site. Recent due diligence has presented an opportunity to increase the proposed density to 119 units. The rezoning and development permit application for the 119-unit design was submitted to the District of Saanich (Saanich) in March 2022. Pending Saanich's review of the development permit drawings, staff will carry out a Class D estimate to reflect the updated design. In Q2 2022, staff will submit applications for additional grant funding through the *GMF, NHCF, RHTF* and *District of Saanich Housing Fund* which will be required in order to advance the redevelopment. At this time, the conceptual budget of \$39,263,000 remains unchanged from the CRHC Major Capital Plan (2022-2026).

CONCLUSION

As part of staff's commitment to providing updates to the CRHC Board, the CRHC Major Capital Plan Status Report provides a snapshot of issues and items that have a potential to impact the Major Capital Plan. Despite the impacts from the ongoing pandemic, the majority of CRHC major capital projects are within budget, on schedule and in alignment with the Major Capital Plan (2022-2026).

RECOMMENDATION

The Hospitals and Housing Committee recommends to the Capital Region Housing Corporation Board:

That the Capital Region Housing Corporation Major Capital Plan Status Report First Quarter 2022 be received for information.

Submitted by:	Don Elliott, MUP, Senior Manager, Regional Housing
Concurrence:	Kevin Lorette, P. Eng., MBA, General Manager, Planning & Protective Services
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer