



## Notice of Meeting and Meeting Agenda Hospitals and Housing Committee

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Wednesday, June 13, 2018

11:00 AM

6th Floor Boardroom  
625 Fisgard St.  
Victoria, BC V8W 1R7

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### Special Meeting

G. Young (Chair), D. Howe (Vice Chair), M. Alto, L. Helps, W. McIntyre, J. Ranns, D. Screech, K. Williams, S. Price (Board Chair, ex officio)

#### 1. Approval of Agenda

#### 2. Presentations/Delegations

#### 3. Special Meeting Matters

##### 3.1. [18-377](#) Regional Housing First Program Staffing Requirements

**Recommendation:** That the Hospitals and Housing Committee recommends to the Capital Regional District Board:

That two additional regular full-time equivalency positions for a Regional Housing First Project Manager and Administrative Coordinator be approved.

**Attachments:** [Staff Report: RHFP Staffing Requirements](#)

#### 4. Motion to Close the Meeting

##### 4.1. 18-374 Motion to Close the Meeting

**Recommendation:** That the meeting be closed in accordance with the Community Charter Part 4, Division 3, 90(1)(e) the acquisition, disposition or expropriation of land or improvements, if the council considers that disclosure could reasonably be expected to harm the interest of the municipality.

#### 5. Adjournment

Next Meeting: June 27, 2018



**REPORT TO HOSPITALS AND HOUSING COMMITTEE  
MEETING OF WEDNESDAY, JUNE 13, 2018**

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**SUBJECT**     **Regional Housing First Program Staffing Requirements**

**ISSUE**

To amend the Capital Regional District (CRD) staff establishment to ensure implementation of the Regional Housing First Program (RHFP).

**BACKGROUND**

In December 2015, the CRD approved a resolution supporting the borrowing of up to \$30 million to establish the RHFP to meet the needs of chronically homeless individuals. The CRD contribution of \$30 million is shared by the CRD Land Banking and Housing service (\$15.5 million), the Capital Regional Hospital District (CRHD) (\$10 million), and the Capital Region Housing Corporation (CRHC) (\$4.5 million). CRD partnered with BC Housing Management Commission (BC Housing) to obtain a matching grant of \$30 million from the Province. In addition the CRD qualified for \$30 million under the Government of Canada's Affordable Housing Innovation Fund, administered by the Canada Mortgage and Housing Corporation (CMHC). The CMHC contribution will be granted to the CRD to purchase and maintain ownership of units. In total, the RHFP has \$90 million committed from three levels of government. The Vancouver Island Health Authority (Island Health) has agreed to provide health supports to tenants as required. Under the mixed-market model, the combined \$90 million could leverage up to 2,000 units of housing, with a value of over \$400 million. Within these projects, up to 400 units will be available at a rental rate equal to the Province's income assistance shelter rate, for residents of the region experiencing chronic homelessness.

Prior to receiving CMHC funding, the CRD and its partners were issuing annual Expressions of Interest (EOI) providing non-profit and private developers the opportunity to propose viable projects that met the criteria of the RHFP. There was no additional program staff identified at that time and the Senior Manager, Regional Housing and the Manager, Housing Planning and Programs integrated these RHFP responsibilities into their day-to-day activities.

As per CMHC's Definitive Agreement for the allocation of the Affordable Rental Innovation Fund, all projects under the RHFP are required to be under construction by December 31, 2021.

Due to the scale and pace of development required to deliver this many units, the CRD and BC Housing adjusted the current program delivery model. In order to ensure the commencement of construction of this many units prior to December 31, 2021, the CRD and BC Housing are taking a more proactive approach to ensure the success of the program by identifying properties where projects could potentially be built, and approaching developers and builders to explore opportunities to procure developments currently underway in different parts of the region.

The CRD is pursuing three different options to support the creation of housing projects.

**Expression of Interest**

The CRD and its partners issued EOIs in 2016 and 2018, and is currently establishing an open, rolling EOI system where proposals will be reviewed on a quarterly basis. The EOI process provides non-profit and private developers the opportunity to propose viable projects that meet the criteria of the RHFP.

Partnerships and In-house Development

In order to provide opportunities for development partnerships or to allow for the direct development and construction of projects, BC Housing and CRD are pursuing land opportunities.

Once the land is acquired, it will be determined through the project selection committee made up of the partners, whether an EOI will be issued to non-profit and private developers or if the CRD will develop, construct and operate the property itself. Where an EOI is issued, the non-profit and/or private developer would be responsible for the operations of the project. Where the CRD acquires the land, the CRD and Capital Region Housing Corporation (CRHC) would be the developer/operator.

Purchasing Developments or Units Directly

The final strategy is that BC Housing and the CRD will work with developers to negotiate the purchase of developments or units ready for or under construction to be owned and operated by CRD/CRHC.

**Regional Housing Staffing Requirements**

In February 2017, the CRD Board directed staff to return with an updated plan regarding the RHFP staffing requirements once the CMHC Rental Innovation Fund contribution of \$30 million to the program had been publicly announced.

Each year with the financial plan, the CRD Board approves the CRD's staff establishment chart as recommended by the Chief Administrative Officer. The staff establishment chart details the number of regular staff full-time equivalency (FTEs) positions. Staff are requesting two additional FTEs in 2018.

*Regional Housing First Project Manager*

Responsible for operational management of the CRD's RHFP and related RHFP team members. Member of CRD senior management group responsible for achieving CRD strategic priorities in the planning and project management for the development of new and affordable housing.

*Administrative Coordinator*

Responsible for coordination of the overall administrative strategies and functions of the RHFP and administrative support for the development of new and affordable housing.

Allocations are also required for CRD Corporate and Finance and Technology Departments for Real Estate, Human Resources and Legislative Services.

Staff will also be requesting additional FTEs (procurement, communication and financial services) through the 2019 service and budget planning process. At this time, it is estimated to be three FTEs but this will be confirmed as the implementation model is further refined.

**ALTERNATIVES**

*Alternative 1:*

That the Hospitals and Housing Committee recommends to the Capital Regional District Board:

That two additional regular full-time equivalency positions for a Regional Housing First Project Manager and Administrative Coordinator be approved.

*Alternative 2:*

Refer back to staff based on Hospital and Housing Committee direction.

**IMPLICATIONS**

**Intergovernmental Implications**

Additional staff resources are required in order to ensure the successful implementation of the RHFP Partnering Agreement and CMHC Definitive Agreement, specifically the condition that all projects must be under construction by December 31, 2021.

**Financial Implications**

In order to adequately support a high volume of projects from land acquisition through development approvals and construction, the CRD will be required to increase its current staffing capacity. This will include increased finance, communications, and project management staff. Regional Housing allocations for shared corporate services will also need to be increased (IT, Human Resources, Real Estate Services, Finance, Communications). A budget amendment was recommended to the CRD Board at the Finance Committee meeting held on June 6, 2018 to allocate resources from the reserve fund for these positions for 2018. For 2019, these positions will be funded through requisition for the CRD (52%) and CRHD (33%) and through the administrative budget of the CRHC (12%). The additional positions going forward will be funded in subsequent budget years and as defined in the 2019 service and budget planning process.

**CONCLUSION**

With the introduction of the Government of Canada through CMHC as a significant partner in the RHFP, the CRD and its partners are required to move projects forward to the construction phase by December 31, 2021. In response, CRD staff and BC Housing have been actively seeking opportunities to acquire properties and procure housing developments in order to advance toward the development goals of the program. With an open EOI process and continued action focused on acquisitions throughout the region, the CRD will be able to achieve its goal of adding 402 units of housing that rent at provincial social assistance rates and can be accessed by people experiencing homelessness. In order to accomplish this goal, an increased staff capacity is required to manage the additional workload.

**Recommendation**

That the Hospitals and Housing Committee recommends to the Capital Regional District Board:

That two additional regular full-time equivalency positions for a Regional Housing First Project Manager and Administrative Coordinator be approved.

Submitted by:	Christine Culham, Senior Manager Regional Housing
Submitted by:	Agnes Piotrowski, CPA, CA , Manager, Major Projects, Finance & Technology
Concurrence:	Kevin Lorette, P.Eng., MBA, General Manager Planning & Protective Services
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer