

Community Need

2022 Summary



Affordable Housing

Strategy

Target Outcome

We envision that residents have access to affordable housing that enhances community well-being.

Strategic Context

Strategies

- [Regional Housing Affordability Strategy](#)
- [Capital Regional Housing Corporation \(CRHC\) Strategic Plan](#)
- [Regional Growth Strategy](#)

Trends, risks and issues

- Changing rental housing market dynamics related to negative economic impacts of COVID (higher vacancy rates, rent increase freeze).
- Significant increases in the costs of acquiring property for affordable housing projects.
- Increased project administration and oversight.
- Increase in funding available through various streams with considerable administrative demands and pressing timelines.
- Increase in competition for available funds in support of development.
- More units coming online impact on future staffing requirements.
- Increased complexity and number of funding applications required to support increased development costs.
- Increasingly specialized roles in support of service delivery and tight employment market for specific roles.
- Difficulty in staff recruitment.

Community Need

2022 Summary

Services

Core Services Levels	
Service	Levels
<p>Housing Initiatives and Programs (HIP) Facilitates the development of affordable housing through collaboration with other levels of government, community and housing agencies, private development industry, and other funders in accordance with the Regional Housing Affordability Strategy (RHAS). HIP acts as the Community Entity for the Government of Canada on the Reaching Home Program (RHP).</p>	<ul style="list-style-type: none"> • Support continued implementation of the Regional Housing Affordability Strategy and Southern Gulf Island Affordable Housing Strategy. • Review and process required Letters of Intent and proposals for the Regional Housing Trust Fund. • Renew and manage Greater Victoria Coalition to End Homelessness (GVCEH) and Aboriginal Coalition to End Homelessness Service Agreements. • Continue to manage the Reaching Home Program – Designated Funding Stream, Indigenous Funding Stream and COVID streams (if necessary) to support efforts to respond to homelessness in the region. ↳ Service level adjusted, see IBC 1a-10 • Support the Government of Canada in its implementation of a sustained agreement to support the RHP Indigenous Communities stream. • Administer Housing Agreements.
<p>Capital Region Housing Corporation (CRHC) Wholly owned subsidiary of the CRD, develops, manages and promotes affordable housing for low and moderate income families, seniors and persons living with disabilities. The CRHC currently owns and operates 1,773 units of housing/49 properties and has three projects in varying stages of development.</p>	<ul style="list-style-type: none"> • Operational management of units, adjusting service delivery needs as required. • Property management of 114 units for third party owners. • Asset management: building envelope remediation of Carey Lane. • Contract management of Umbrella Operating Agreement with BC Housing. • Development: progressing with construction of 2 CHF-funded redevelopment projects (Michigan and Caledonia), new CHF projects (2782 Spencer, Pandora) and RHFP projects (Hockley, Prosser).
<p>Regional Housing First Program (RHFP) A \$120m equity partnership the CRD, BC Housing Management Commission (BC Housing), Canada Mortgage and Housing Corporation (CMHC) and</p>	<ul style="list-style-type: none"> • Issuing quarterly Request for Proposals to non-profit and private developers. • Acquiring, developing and building housing in accordance with the Regional Housing First

Community Need



2022 Summary

<p>Island Health in delivering the RHFP. There are currently ten projects totaling 1,011 units that have been approved under the RHFP.</p>	<p>Program Framework and, where appropriate, transitioning CRD owned housing to the CRHC for operations.</p> <ul style="list-style-type: none"> ↳ Service level adjusted, see IBC 1a-2 • A CRD Alternative Approval Process has been approved to request authority for an additional \$10m CRD long-term borrowing for the RHFP.
<p>Planning & Development and Capital Construction</p> <p>Supports all planning and development processes related to achieving the approval of CRHC projects by municipal authorities and other approval bodies. Facilitates the capital construction of all CRHC projects and also supervises the construction of RHFP projects that will be acquired by the CRD/CRHC for operations.</p>	<ul style="list-style-type: none"> • Fulfills the CRHC mission to develop affordable housing within the capital region through review and analysis of existing residential assets to identify opportunities for redevelopment or renewal ↳ Service level adjusted, see IBC 1a-3 • Further the regional priorities of the CRD Board through collaboration and development of strategic partnerships to enable the planning, design and construction of new affordable housing units within the capital region in a manner that is environmentally, socially and financially responsible. • Responsible for early feasibility, site analysis, conceptual design development and coordination of municipal approvals required to progress new affordable housing developments to the construction stage. • Identifies and secures new and continued funding sources to allow for the continued development of new affordable housing units in the capital region. • Evaluates and recommends to the CRD/CRHC Board of Directors opportunities for new land acquisitions or air space parcel leases to further the vision and mission of the CRHC to provide additional affordable housing to low and moderate income residents of the capital region.
<p>Support Services</p> <p>The core services listed rely on the support of several corporate and support divisions to effectively operate on a daily basis. These services are reported on in the Accountability Community Need Summary.</p>	<ul style="list-style-type: none"> • Services include Asset Management, Facility Management, Financial Services, Information Technology & GIS, Information Services, Human Resources & Corporate Safety, Corporate Communications, Legislative Services, Legal Services, Risk & Insurance and Real Estate Services

Community Need

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Initiatives					
Ref	Initiative	Description	Year(s)	2022 impacts	
1a-2	Housing Planning & CRHC Operations	Increase staffing complement in Regional Housing in response to increase in operational units	2022	+6.3 FTE ongoing	\$633K fee-for-service + requisition
1a-3	Construction and Capital Project Term Extensions	Extension of two project-funded positions to support housing development project delivery	2022	2.0 FTE Term extensions	\$197K capital, requisition
1a-10	Reaching Home	Creation of term positions to support effective delivery and administration of increasing program funds	2021-2024	+2.0 FTE Term	\$360K grant + requisition

Business Model

Funding
<p>Who contributes</p> <ul style="list-style-type: none"> All municipalities and EAs participate in some aspect of these services All local First Nations Non-profit housing and private housing providers BC Housing, CMHC, Employment and Social Development Canada <p>Funding Sources</p> <ul style="list-style-type: none"> Requisitions, operating agreements subsidies, fee-for-service (tenant rent and housing agreements) and grants

Reporting Structure	
<ul style="list-style-type: none"> Capital Regional District Board Capital Region Housing Corporation Board Hospitals and Housing Committee Board Regional Housing Trust Fund Commission BC Housing Executive Committee 	<ul style="list-style-type: none"> Canadian Mortgage and Housing Corporation Employment and Social Development Canada Tenant Advisory Committee Regional Housing Advisory Committee District Planning Advisory Committee

Community Need

2022 Summary



Performance			
Definition and Source	2020 Actual	2021 Forecast	2022 Target
<p>Metric 1: Increase directly managed affordable housing for low to moderate income households to 2,000 units by 2022</p> <p>Total number of affordable units directly owned and managed by the CRHC; data from Regional Housing Division.</p>	1,773	1,893	2,002
<p>Metric 2: Meet the terms of the RHFP Definitive Agreement by December 31, 2022 of having 400 shelter rate units under construction or completed, with 300 of the 400 under construction or completed by December 31, 2021</p> <p>Total number of approved RHFP units that are under construction or completed; data from Regional Housing Division.</p>	144	229	350
<p>Metric 3: Invest 2020-2024 \$11m (\$2.5m annually) in improving the current existing CRHC housing stock</p> <p>Total annual investment (\$m); data from CRHC Capital Budget.</p>	\$1.2M	\$2M	\$3M
<p>Metric 4: Ensure turnover of CRHC units is no greater than 30 days</p> <p>Average number of days to turnover a unit after it has been vacated; data from CRHC operations.</p>	48	43	30
<p>Metric 5: Decrease chronic homelessness</p> <p>TBC Point in Time metric; data from Point in Time Count & Homeless Individuals and Families Information System (under development).</p>	TBC	TBC	TBC
Discussion			

Community Need

2022 Summary

Link to Target Outcome

- Ensuring that residents have access to affordable housing and enhancing community well-being require a multi-pronged approach. Increasing supply and maintaining existing affordable housing broadly is a critical measure of efforts made in support of this outcome. However, for those individuals potentially requiring additional support in increasing or maintaining their stability, ensuring there are enough units available to them that are affordable on income assistance while also being linked to available community-based support services is the foundation of their recovery from homelessness. Finally, working collaboratively to develop a Homelessness Management Information System (HMIS) is known as a best practice in reducing the numbers of individuals experiencing chronic homelessness though better being able to respond and mobilize housing and supports around their individuals needs and circumstances.

Discussion

- Metric 3: spending below target due to impacts of COVID-19 and the inability to undertake certain activities due to restrictions. This is anticipated to continue to impact 2022 operations.
- Metric 4: unit turnover increased due to impacts of COVID-19 and the inability to show units with existing tenancies, having to have contractors staggered, and the booking of move in times to allow for cleaning and elevator use.
- Metric 5: community-level work continued around a Homelessness Management Information System (HMIS) with a completion target of 2023 as per the Reaching Home Contribution Agreement.