

5 Housing & Health



Residents have access to affordable housing and improved health facilities that enhances livability

01 Strategy

STRATEGIES & PLANS

- › [Regional Housing Affordability Strategy](#)
- › [Regional Growth Strategy](#)
- › [Southern Gulf Islands Housing Strategy](#)
- › [Future Housing Priorities & Partnerships White Paper](#)
- › [Capital Regional Hospital District 10-Year Capital Plan](#)

CORPORATE PLAN GOALS

- 5a Increase the supply of affordable housing across the region
- 5b Protect & maintain non-market & market rental housing stock
- 5c Regional response to homelessness
- 5d Better regional housing data to support evidence-based decision making & community understanding
- 5e Provide the local share of health capital infrastructure
- 5f Support health through public health bylaws & education
- 5g Facilitate knowledge mobilization & partnerships to support community health & healthy public policy

02 Contacts

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03 Operating Context

ACHIEVEMENTS IN 2023

1. Housing: Opening of Charters – February 2023 (M’akola Housing) under the Regional Housing First Program (RHFP) and the Regional Housing Trust Fund (RHTF).
2. Housing: Opening of Prosser Place – April 2023 under the RHFP and RHTF.
3. Housing: Opening of Aurora (Pacifica Housing) – June 2023 under the Rapid Housing Initiative (RHI).
4. Housing: Opening of Catherine Street (Aboriginal Coalition to End Homelessness) and Albina Street (Our Place Society) – March 2023 under the RHI.
5. Housing: Point in Time Count Report – August 2023.
6. Housing: Issued a Call for Proposals for additional sub-projects under the Reaching Home Program: Canada’s Homelessness Strategy – July 2023.
7. Housing: RHI Round 3 Announced November 2022, anticipate project announcement in 2023.
8. Health: The Capital Regional Hospital District (CRHD) has completed the demolition of Oak Bay Lodge and undertaken several rounds of community engagement toward the planning and redevelopment of Oak Bay Lodge. This is a high priority project in the capital region.
9. Health: A new Long Term Care project was announced in Royal Bay and represents a partnership between Island Health and the CRHD. CRHD will provide the land and cost share at 30 percent of capital costs. This is an exciting upcoming initiative, and the planning work is underway with Island Health.

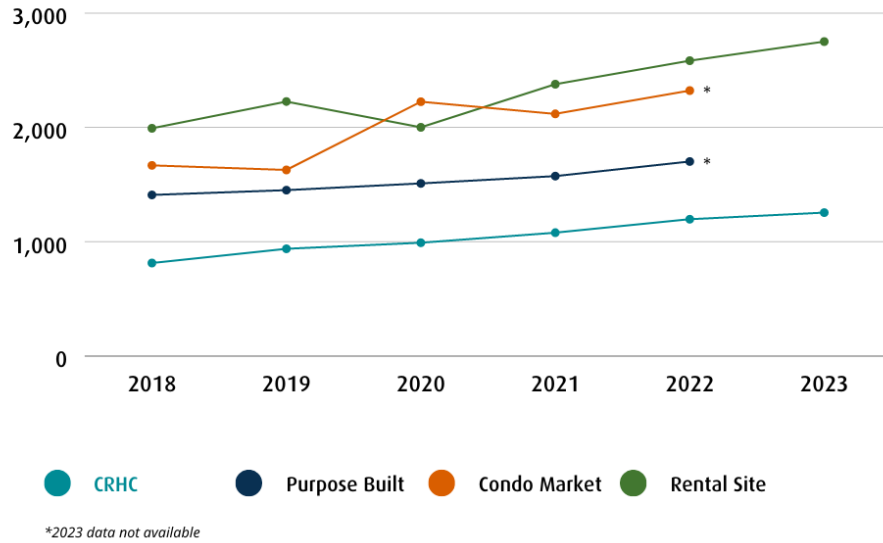
FACTORS THAT WILL AFFECT OUR OPERATIONS IN 2024 AND BEYOND

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

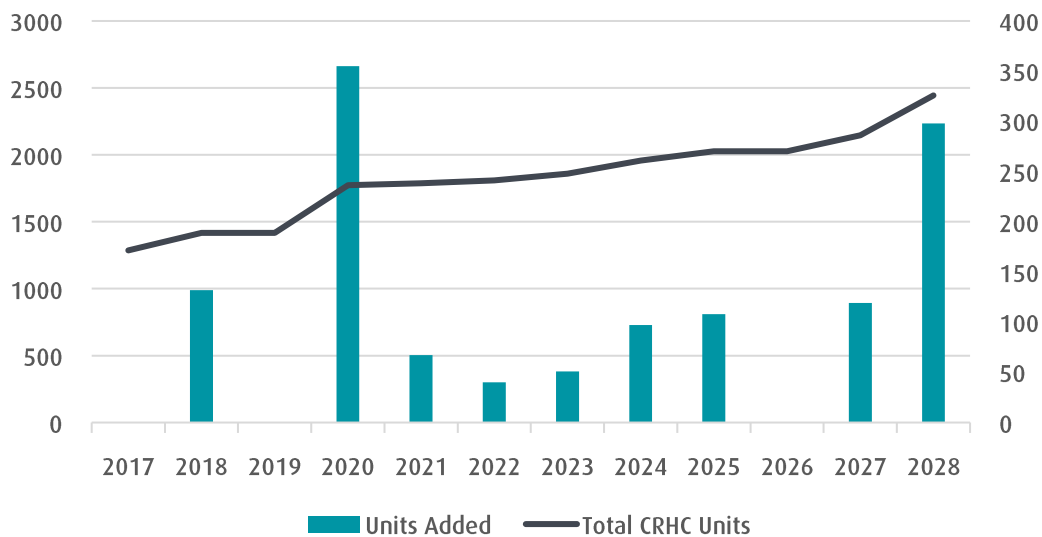
- Housing: This service area is also heavily impacted by the availability and nature of provincial and federal programs as senior-level governments play a key role in funding and shaping the non-profit housing sector (e.g., [National Housing Strategy](#), [Homes for B.C.: A 30-Point Plan for Housing Affordability in British Columbia](#)).
- Health: There are continued investments needed for health facility upgrades, replacement and/or expansion projects, as well as medical equipment throughout the capital region.
- Health: Island Health has identified primary, community, and long-term care as priorities and a major focus. This includes both replacement and new beds in long-term care.
- Health: The division needs to be able to respond to emerging opportunities, such as developing existing land holdings and new strategic land acquisition, for future health-related facilities to meet future demands across the region.
- Health: Island Health continues to balance priorities that are broader than the Capital Regional District (CRD) which can delay the implementation of local priorities and resulting projects.

OPERATIONAL STATISTICS

Up to the end of Q3 2023, the average cost of a CRHC 2-bedroom unit was \$1,251/month, which is \$1,499/month less than the average at the end of Q3 2023 for those posted on a rental site.



The CRD/CRHC delivered 645 units between 2018 and 2023. The CRHC is forecasting a minimum of 622 units from 2024 to 2028. Considerable additional staffing resources will be required to support the delivery and operation of these units over the coming years. Additionally, efforts to ensure a scalability of corporate infrastructure and processes will be a key focus in coming years.



04 Services

The services listed below rely on the support of several corporate and support divisions to operate effectively on a daily basis. More information about these services is available in the Corporate Services and Government Relations Community Need Summaries.

Housing and the Capital Region Housing Corporation

SERVICE BUDGET REFERENCES¹

- › 1.30 Land Banking & Housing (Regional Housing)
- › 1.311 Regional Housing Trust Fund

1. CAPITAL REGION HOUSING CORPORATION (CRHC)

Description

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 1,860 units of housing across 52 properties and has 255 new units under construction and 559 units in pre-construction and development. In addition, the CRHC manages 65 units in three buildings on behalf of third parties.

What you can expect from us

- ▶ Operational management of units, adjusting service delivery needs as required.
- ▶ Property management of 65 units for third party owners.
- ▶ Asset management: ongoing delivery of Routine Capital Plan and building envelope remediation of Carey Lane.
- ▶ Contract management of Umbrella Operating Agreement with BC Housing.

Staffing Complement

Regional Housing Division: **51 FTE (includes Managers and Administrative Support) + leadership support**

2. PLANNING & DEVELOPMENT AND CAPITAL CONSTRUCTION

Description

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 supervises the construction of RHFP projects that will be acquired by the CRD/CRHC for operations.

¹ Service budget(s) listed may fund other services.

What you can expect from us

- ▶ Fulfill 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.
- ▶ 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.
- ▶ Supporting the ongoing delivery of 255 units under construction and 559 units in pre-construction and planning.

Staffing Complement

Regional Housing: **10 FTE (includes Managers and Administrative Support) + leadership support**

3. HOUSING PLANNING, POLICY & PROGRAMS (HP3)

Description

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). HP3 acts as the Community Entity for the Government of Canada on the Reaching Home Program (RHP), administers funds under the Rapid Housing Initiative (RHI), Regional Housing First Program (RHFP), and the Regional Housing Trust Fund (RHTF), stewards applications to the Canada Mortgage and Housing Corporation (CMHC) Affordable Housing Innovation Fund (Innovation Fund), and manages/supports the region's Housing Agreement Program (HAP) and Service Agreements with non-profit societies.

What you can expect from us

- ▶ Support continued implementation of the RHAS and Southern Gulf Island Affordable Housing Strategy.
- ▶ Supports efforts to advance the Future Housing Priorities and Partnership work.
- ▶ Review and process required Letters of Intent and proposals for the RHFP and RHTF.
- ▶ Administer the RHI as required.
- ▶ Support applications to the Innovation Fund where and when required.
- ▶ Renew and manage the Alliance to End Homelessness (AEH) and Aboriginal Coalition to End Homelessness Service Agreements.
- ▶ Administer Housing Agreements.

- ▶ Issuing quarterly Request for Proposals to non-profit and private developers for the RHFP.
- ▶ Acquiring, developing and building housing in accordance with the RHFP Framework and, where appropriate, transitioning CRD owned housing to the CRHC for operations.
- ▶ Manage and administer the RHP – Designated Communities Funding Stream to support efforts to respond to and prevent homelessness in the region.
- ▶ Advance efforts to implement a Coordinated Access and Assessment Process (CAA) and a Homeless Management Information System (HMIS).

Staffing Complement

Regional Housing: **7 FTE (includes Manager and Administrative Support) + leadership support**

Health and the Capital Regional Hospital District

SERVICE BUDGET REFERENCES²

- › 1.018 Health and Capital Planning Strategies
- › 1.224 Community Health

4. CAPITAL REGIONAL HOSPITAL DISTRICT (CRHD)

Description

Provides the local taxpayers' share of capital infrastructure to expand, improve and maintain health care facilities in the region. Island Health is responsible for the delivery of health care services in the region.

What you can expect from us

- ▶ Health facilities planning.
- ▶ Strategic property acquisition and planning of property development to increase health facility capacity within the capital region.
- ▶ Property management of health facilities and land holdings.
- ▶ Research, analyze and coordinate with Island Health in preparation of the CRHD's 10-Year Capital Plan and minor capital and equipment funding requests.
- ▶ Monitor expenditures and administration of payments to Island Health and other partners annually, including oversight of expenditure patterns of multiple capital and equipment projects to ensure CRHD funds are spent according to approved project scope, schedule and budget.

Staffing Complement

Health & Capital Planning Strategies: **2.0 FTE (includes 1 Senior Manager, 1 Administrative Support)**

² Service budget(s) listed may fund other services.

5. COMMUNITY HEALTH

Responsible for public health bylaws and enforcement contracts with Island Health (IH), and healthy community planning and service coordination.

What you can expect from us

Public Health

- ▶ Enact and enforce public health bylaws
- ▶ Contract with Island Health to conduct research, education and enforcement in support of existing or planned health-related bylaws and provide oversight of public health bylaws enforcement

Community Health

- ▶ Coordinating the Community Health Network to support healthy communities planning through research and partnership development
- ▶ Filling community health and wellness gaps through consultation, coordination, hosting of forums, action planning and collective implementation of programs and services

Staffing Complement

Health & Capital Planning Strategies: **1.0 FTE**

05 Initiatives

Below are the initiatives listed in the [Capital Regional District 2023-2026 Corporate Plan](#) and the related initiative business cases (IBCs), including financial and staffing impacts, proposed for 2024. The financial impacts reflect full program costs, including cost of staffing.

Initiative	Implementation year(s)	Impacts in 2024	
<p>5a-1 Increase supply of affordable, inclusive and adequate housing across the region</p> <ul style="list-style-type: none"> ▶ NEW IBC 5a-1.1 Capital Project Delivery ▶ NEW IBC 5a-1.2 Maintaining CRHC Operations 	<p>2023-2028</p> <p>2024-ongoing</p>	<p>\$551K capital + requisition</p> <p>\$560K fee-for-service + other</p>	<p>1 Term Converted 2.5 New Term³</p> <p>2 New Ongoing 1 Term Extended</p>
<p>5a-2 Pursue funding opportunities and matching funds to deliver more housing</p> <ul style="list-style-type: none"> ▶ NEW IBC 5a-2.1 Housing Opportunity Innovation & Outcomes Analysis 	<p>Ongoing</p> <p>2024-ongoing</p>	<p>\$352K requisition + other</p>	<p>1.5 New Ongoing 1 New Term</p>
<p>5b-1 Support continued investment into existing housing stock to preserve and enhance the quality of the buildings and units</p> <ul style="list-style-type: none"> ▶ NEW IBC 5b-1.1 Improving Existing Housing Stock 	<p>Ongoing</p> <p>2023-2028</p>	<p>\$297K reserve + requisition</p>	<p>1 Term Extended 1 New Term</p>
<p>5b-2 Protect existing market rental housing to preserve affordability</p>	<p>2024-ongoing</p>		<p>-</p>

³ Includes 0.5 FTE in Financial Services Division as support service.

Initiative	Implementation year(s)	Impacts in 2024	
<p>5c-1 Support a coordinated, regional and collaborative response to homelessness</p> <ul style="list-style-type: none"> ▶ NEW IBC 5c-1.2 Reaching Home Term Extensions ▶ BOARD DIRECTED 5c-1.1 Aboriginal Coalition to End Homelessness Core Funding ▶ BOARD DIRECTED 5c-1.3 Alliance to End Homelessness in the Capital Region Funding 	<p>Ongoing</p> <p>2024-2029</p> <p>2024-2026</p> <p>2024</p>	<p>\$319K grant</p> <p>\$155K requisition</p> <p>\$120K requisition</p>	<p>4 Term Extended</p>
<p>5d-1 Data collection and research analysis capacity dedicated to housing data</p>	<p><i>Advanced through 5a-2.1</i></p>		<p>-</p>
<p>5e-1 Provide major and minor capital investment, equipment, land holdings, property management, and development</p>	<p>Ongoing</p>		<p>-</p>
<p>5f-1 Work with Island Health to ensure public health bylaws are responsive to changing needs and legislation</p> <ul style="list-style-type: none"> ▶ NEW IBC 5f-1.1 Health Communities Planner 	<p>Ongoing</p> <p>2024-2027</p>	<p>\$138K requisition + grant</p>	<p>1 Term Extended</p>
<p>5g-1 Through the Community Health Network, support knowledge and partnership development to fill identified gaps in community health initiatives</p>	<p>Ongoing</p>		<p>-</p>



06 Performance

GOAL 5A: INCREASE THE SUPPLY OF AFFORDABLE HOUSING ACROSS THE REGION

Targets & Benchmarks

Ensuring that residents have access to affordable housing and enhancing community well-being requires a multi-pronged approach. Increasing supply and maintaining affordable housing broadly is a critical measure of effort 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.

Measuring Progress

Ref	Performance Measure(s)	Type	2022 Actual	2023 Forecast	2024 Target	Desired trend
1	Increase directly managed affordable housing for low to moderate income households to 2,000 ¹	Quantity	1,809	1,860	1,957	↗
2	Meet the terms of the RHFP Definitive Agreement by December 31, 2022 of having 400 shelter rate units under construction or completed ²	Quantity	180	238	363	↗

¹ Total number of affordable units directly owned and managed by the CRHC; data from Regional Housing Division

² Total number of approved RHFP units that are under construction or completed; data from Regional Housing Division

Discussion

- At the end of 2022, the CRHC owned and operated a total of 1,809 units of affordable rental housing. Through 2023, the CRD opened an additional 51 units in Central Saanich bringing the total of units owned and operated to 1,860 at the end of 2023. Though it was initially anticipated that 97 units at Michigan Square would be open in late 2023, these units will now be operational in Q2 2024. The CRHC expects to own and operate a total of 1,957 units by the end of 2024.
- A total of 238 units of shelter-rate housing had been approved through the RHFP at end of 2023. It is anticipated that the CRD will close out 2024 with an additional 125 units approved for a total of 363 shelter-rate units. This will see the full allocation of the CRD, CMHC and BC Housing program.

GOAL 5B: PROTECT & MAINTAIN NON-MARKET & MARKET RENTAL HOUSING STOCK

Targets & Benchmarks

- TBC

Measuring Progress

Ref	Performance Measure(s)	Type	2022 Actual	2023 Forecast	2024 Target	Desired trend
1	Invest \$11M from 2020-2024 to improving existing CRHC housing stock under Umbrella Operating Agreement (UOA) ¹	Quantity	4.6M	7.7M	11M	↗
2	Ensure turnover of CRHC units is no greater than 30 days ²	Quantity	78	65	30	↘

¹ Total cumulative investment (\$M) 2020-2024; data from CRHC Routine Capital Budget for the UOA properties

² Average number of days to turnover a unit after is has been vacated; data from CRHC Operations

Discussion

- At the end of 2022 the CRHC budgeted a total of \$4.6M, expecting to close out 2023 with an accumulated total of \$7.7M. The Corporation will continue to work towards achieving a budget target of \$11M in 2024.
- Unit turnover times suffered in 2021 and 2022 due to a range of issues associated with COVID-19. Impacts continued into 2023 but staff are working on returning to the 30-day target in 2024.

GOAL 5C: REGIONAL RESPONSE TO HOMELESSNESS

Targets & Benchmarks

As the Community Entity responsible for Reaching Home: Canada’s Homelessness Strategy, CRD Regional Housing is working collaboratively with the Province, the Government of Canada and local service providers and agencies, to expand the use of the Homeless Individuals and Families Information System (HIFIS). The system tracks information about vulnerable individuals experiencing chronic homelessness and allows for the coordination of housing and supports to address these individuals’ needs.

Measuring Chronic Homelessness

Ref	Performance Measure(s)	Type	2018	2020	2023	Desired trend
1	Decrease number of people experiencing homelessness ¹	Quantitative	1,525	1,523	1,665	↘

¹ Data from Point in Time (PiT) count. No inference or suggestion of a trend should be drawn due to changing PiT Count methodology.

Discussion

- A Point-in-Time (PiT) count was conducted in March 2023, finding that at least 1,665 people were experiencing homelessness in Greater Victoria. While this number is higher than the count completed in 2020 (1,523), it is noteworthy that trends should not be inferred due to the changing methodology of the PiT counts themselves.
- The 2023 Greater Victoria PiT Count found that 67% of respondents had been homeless for six months or longer, a decrease from 2020 which reported 82%. Due to changes in PiT methodology, connecting chronic homeless numbers to a one-day PiT count are speculative and not consistently supported.
- The CRD continues to work closely with the Government of Canada and the Province of British Columbia to expand the use of HIFIS which will better determine community-level trends and occurrences of homelessness. This is expected to be available in late 2023 or early 2024.

GOAL 5D: BETTER REGIONAL HOUSING DATA TO SUPPORT EVIDENCE-BASED DECISION MAKING & COMMUNITY UNDERSTANDING

Targets & Benchmarks

Work to develop the scope of this goal anticipated to start in 2024, with action for implementation to begin in 2025.

GOAL 5E: PROVIDE THE LOCAL SHARE OF HEALTH CAPITAL INFRASTRUCTURE

Targets & Benchmarks

New, improved or upgraded health facilities contribute to better health and well-being outcomes for the region. The ongoing investments made in major and minor capital projects are an indicator of improved health facilities offering.

Measuring Progress

Ref	Performance Measure(s)	Type	2022 Actual	2023 Forecast	2024 Target	Desired trend
1	Meet the annual contribution of health infrastructure to minor capital projects and equipment ¹	Quantity	\$6.7M	\$6.7M	\$6.7M	→
2	Meet the annual contribution of health infrastructure to major capital projects ²	Quantity	\$14.7M	\$23.5M	\$15.5M	→

¹ Projects with total value 100K<\$2.0M (breakdown: Projects \$3.8M; Equipment \$2.9M). Data from Schedule B of 2022 Capital Expenditures (approved by Board March 18, 2022)

² Projects with total value >\$2.0M. Data from Schedule B of 2022 Capital Expenditures (approved by Board March 18, 2022) and 2021 Amended Capital Plan (approved by Board March 24, 2022)

Discussion

The CRHD provides the local share of health capital infrastructure through major and minor capital, equipment, and land holdings. Major capital projects are cost shared at 30 percent with Island Health and minor capital is cost shared at 40 percent. Equipment is supported through grants with an annual contribution of \$2.9 million.

GOAL 5F: SUPPORT HEALTH THROUGH PUBLIC HEALTH BYLAWS & EDUCATION

Targets & Benchmarks

- Annual report from Island Health to the Board providing updates on:
 - Number of students who participated in educational programs
 - Number of complaints responded to
 - Number of Clean Air Bylaw patrols conducted
 - Number of tattoo and tanning facility inspections conducted

Measuring Progress

Ref	Performance Measure(s)	Type	2022 Actual	2023 Forecast	2024 Target	Desired trend
1	Compliance and enforcement	Quantity	-Number of people engaged: >800 -Complaint and inspections > 80 -Proactive patrols > 30	Number of people engaged: >800 -Complaint and inspections > 80 -Proactive patrols > 30	Number of people engaged: >800 -Complaint and inspections > 80 -Proactive patrols > 30	→

Discussion

- The CRD has an annual Service Agreement with Island Health to enforce the Public Health Bylaws. Island Health takes a progressive enforcement approach and responds largely on a complaint basis.
- Island Health partners with local sports clubs and events to inform youth about the health impacts of smoking and provide information about the Public Health Bylaws. The Healthy Communities Planner works closely with Island Health to provide information to the public about the Public Health Bylaws when requested.

GOAL 5G: FACILITATE KNOWLEDGE MOBILIZATION & PARTNERSHIPS TO SUPPORT COMMUNITY HEALTH & HEALTHY PUBLIC POLICY

Targets & Benchmarks

- Host community engagement sessions throughout the year to share health and wellness information and facilitate partnership development.
- Respond to health and wellness gaps identified by the community through subgroup activities such as research projects and community programs delivered through partnerships.
- Support a contract to conduct a feasibility study that identifies the potential role the CRD can play in regional violence prevention and wellness promotion work.

Measuring Progress

Ref	Performance Measure(s)	Type	2022 Actual	2023 Forecast	2024 Target	Desired trend
1	Community engagement sessions held to share health and wellness information and facilitate partnership development ¹	Quantity	12	14	16	↗
2	Research projects and community programs delivered through partnerships ²	Quantity	0	1	2	↗
3	Complete feasibility study to identify potential role the CRD can play in regional violence prevention and wellness promotion work ³	Quality	Future measure to be determined upon completion of feasibility study			N/A

¹ Community engagement sessions hosted by CRD. Data from Health & Capital Planning Strategies Division.

² Total number of research projects and community programs completed. Data from Health & Capital Planning Strategies Division.

³ Feasibility study on potential CRD role in violence and prevention will be completed in 2024, as directed by CRD Board.

Discussion

- Through the Community Health Network’s (CHN) nine meetings per year, we invite service providers, municipalities, Island Health and the University of Victoria to come together to discuss pressing topics related to health and wellness in our region and determine potential solutions that can be conducted collectively. Recent topics include: the impact of climate change on mental health, supporting service providers to adjust to the changing demographics of the CRD, and creating decolonized health policy and planning in our region.
- The gaps and potential solutions identified by the larger CHN lead to subgroups that align with the CHN’s 10 goal areas. In these subgroups, we conduct research projects and collective programs to respond to the gaps. Two recent examples include a research project on the health impacts of extreme heat and a climate anxiety program for youth.
- In spring 2023, the Board directed staff to invest \$50,000 to support research into the potential role the CRD could play in violence prevention and wellness promotion in our region. These funds will be contracted out in 2024.

07 Business Model

Housing

PARTICIPANTS	<p>All municipalities and electoral areas participate in some aspect of these services</p> <p>All local First Nations</p> <p>Non-profit housing and private housing providers</p> <p>BC Housing, CMHC, Employment and Social Development Canada</p>
FUNDING SOURCES	<p>Requisitions, operating agreements subsidies, fee-for-service (tenant rent and housing agreements) and grants</p>
GOVERNANCE	<p>Capital Regional District Board</p> <p>Capital Region Housing Corporation Board</p> <p>Hospitals and Housing Committee Board</p> <p>Regional Housing Trust Fund Commission</p> <p>BC Housing Executive Committee</p> <p>Canadian Mortgage and Housing Corporation</p> <p>Employment and Social Development Canada</p> <p>Tenant Advisory Committee</p> <p>Regional Housing Advisory Committee</p> <p>Development Planners Advisory Committee</p>

Health

PARTICIPANTS	<p>CRHD: All municipalities, electoral areas, First Nations, non-profit providers, community, Island Health, school districts, and other community planning and funding partners and numerous community foundations.</p> <p>Community Health Service: All municipalities, electoral areas, First Nations, non-profit, community, Island Health, school districts, and other community planning and funding partners, such as the United Way, and numerous community foundations.</p>
FUNDING SOURCES	<p>Capital projects, requisition (CRHD and CRD)</p>
GOVERNANCE	<p>Capital Regional Hospital District Board</p> <p>Capital Regional District Board</p> <p>Hospital & Housing Committee</p>

