METRO VANCOUVER REGIONAL DISTRICT
HOUSING COMMITTEE

REGULAR MEETING

February 5, 2020
1:00 P.M.
28th Floor Committee Room, 4730 Kingsway, Burnaby, British Columbia

AGENDA

1. ADOPTION OF THE AGENDA

1.1 February 5, 2020 Regular Meeting Agenda
That the Housing Committee adopt the agenda for its regular meeting scheduled for February 5, 2020 as circulated.

2. ADOPTION OF THE MINUTES

2.1 January 8, 2020 Regular Meeting Minutes
That the Housing Committee adopt the minutes of its regular meeting held January 8, 2020 as circulated.

3. DELEGATIONS

3.1 Lisa Nissanov, Team Manager, Reaching Home, Vancity Community Foundation
Subject: 2020 Point in Time (PiT) Count – March 3 and 4, 2020

4. INVITED PRESENTATIONS

5. REPORTS FROM COMMITTEE OR STAFF

5.1 Metro Vancouver Housing Corporation Tenant Selection Policy Revision
Designated Speaker: Laurel Cowan, Program Manager, Housing Policy and Planning, Metro Vancouver Housing
That the MVHC Board approve the revised Tenant Selection Policy as presented in the report dated January 13, 2020, titled “Metro Vancouver Housing Corporation Tenant Selection Policy Revision”.

Note: Recommendation is shown under each item, where applicable.
January 31, 2020

Housing Committee
5.2 **Metro Vancouver Housing Redevelopment Plan**  
*Designated Speaker: Laurel Cowan, Program Manager, Housing Policy and Planning, Metro Vancouver Housing*  
That the MVHC Board approve the *Metro Vancouver Housing Redevelopment Plan* as presented in the report dated January 13, 2020, titled “Metro Vancouver Housing Redevelopment Plan.”

5.3 **Tenant Programs & Services Update 2019**  
*Verbal Update*  
*Designated Speaker: Mary Ricci, Supervisor, Tenant Programs and Services, Metro Vancouver Housing*

5.4 **Site Redevelopment Update**  
*Verbal Update*  
*Designated Speaker: Jade Hume, Division Manager, Maintenance and Capital Planning, Metro Vancouver Housing*

5.5 **Manager’s Report**  
*Designated Speaker: Heather McNell, General Manager, Regional Planning and Housing Services*  
That the Housing Committee receive for information the report dated January 22, 2020 titled “Manager’s Report”.

6. **INFORMATION ITEMS**

7. **OTHER BUSINESS**

8. **BUSINESS ARISING FROM DELEGATIONS**

9. **RESOLUTION TO CLOSE MEETING**  
That the Housing Committee close its regular meeting scheduled for February 5, 2020, pursuant to the *Community Charter* provisions, Section 90 (1) (e) as follows:  
“90 (1) A part of the meeting may be closed to the public if the subject matter being considered relates to or is one or more of the following:  
(e) the acquisition, disposition or expropriation of land or improvements, if the board or committee considers that disclosure could reasonably be expected to harm the interests of the regional district;

10. **ADJOURNMENT/CONCLUSION**  
That the Housing Committee adjourn/conclude its regular meeting of February 5, 2020.

Membership:
Hurley, Mike (C) - Burnaby  
Morden, Mike (VC) - Maple Ridge  
Bond, Mathew - North Vancouver District  
Buchanan, Linda - North Vancouver City  
Coté, Jonathan - New Westminster  
De Genova, Melissa - Vancouver  
Dingwall, Bill - Pitt Meadows  
Long, Bob - Langley Township  
McNulty, Bill - Richmond  
Pollock, Glen - Port Coquitlam  
Storteboom, Rudy - Langley City  
Walker, Darryl - White Rock  
Wilson, Chris - Coquitlam
METRO VANCOUVER REGIONAL DISTRICT
HOUSING COMMITTEE

Minutes of the Regular Meeting of the Metro Vancouver Regional District (MVRD) Housing Committee held at 1:01 p.m. on Wednesday, January 8, 2020 in the 28th Floor Committee Room, 4730 Kingsway, Burnaby, British Columbia.

MEMBERS PRESENT:
Chair, Mayor Mike Hurley, Burnaby
Councillor Mathew Bond, North Vancouver District (arrived at 1:08 p.m.)
Mayor Linda Buchanan, North Vancouver City
Mayor Jonathan Coté, New Westminster
Councillor Melissa De Genova, Vancouver (arrived at 1:11 p.m.)
Mayor Bill Dingwall, Pitt Meadows
Councillor Bob Long, Langley Township
Councillor Bill McNulty, Richmond
Councillor Glenn Pollock, Port Coquitlam
Mayor Darryl Walker, White Rock
Councillor Chris Wilson, Coquitlam

MEMBERS ABSENT:
Vice Chair, Mayor Mike Morden, Maple Ridge
Councillor Rudy Storteboom, Langley City

STAFF PRESENT:
Heather McNell, General Manager, Regional Planning and Housing Services
Genevieve Lanz, Legislative Services Coordinator, Board and Information Services

1. ADOPTION OF THE AGENDA

1.1 January 8, 2020 Regular Meeting Agenda

It was MOVED and SECONDED
That the Housing Committee adopt the agenda for its regular meeting scheduled for January 8, 2020 as circulated.

CARRIED
2. **ADOPTION OF THE MINUTES**

2.1 November 6, 2019 Regular Meeting Minutes

**It was MOVED and SECONDED**
That the Housing Committee adopt the minutes of its regular meeting held November 6, 2019 as circulated.

**CARRIED**

3. **DELEGATIONS**

No items presented.

4. **INVITED PRESENTATIONS**

No items presented.

5. **REPORTS FROM COMMITTEE OR STAFF**

5.1 **2020 Housing Committee Priorities and Draft Work Plan**

Report dated December 19, 2019 from Heather McNell, General Manager, Regional Planning and Housing Services, seeking endorsement of the Housing Committee 2020 Work Plan.

Members were provided with a presentation on the 2020 Housing Committee Work Plan, highlighting priority projects, unit demographics and tenancy terms, and Metro Vancouver Housing 10-Year Plan.

1:08 p.m. Councillor Bond arrived at the meeting.

Presentation material titled “2020 Work Plan Priorities & Committee Orientation” is retained with the January 8, 2020 Housing Committee agenda.

**It was MOVED and SECONDED**
That the Housing Committee:

a) endorse the work plan as presented in the report dated December 19, 2019 titled “2020 Housing Committee Priorities and Work Plan”; and

b) receive for information the Housing Committee 2020 Terms of Reference as attached to the report titled, “2020 Housing Committee Priorities and Work Plan”, dated December 19, 2019.

**CARRIED**

5.2 **Expression of Interest to Identify Potential Member Lands for Metro Vancouver Housing Development**

Report dated November 26, 2019 from Laurel Cowan, Program Manager, Affordable Housing Planning, Policy, and Projects, Regional Planning and Housing Services, presenting the Expression of Interest for MVHC member jurisdiction partnerships.
1:11 p.m. Councillor De Genova arrived at the meeting.

Members were provided with a presentation on the Expression of Interest process, highlighting submission timeline and requirements, key considerations and evaluation criteria, and next steps.

Discussion ensued on the regional equity of affordable housing, funding and partnership opportunities, and future development potential.

Members commented on the inclusion of additional fields in the Expression of Interest application form.

Presentation material titled “Expression of Interest – Member Jurisdiction Lands Overview” is retained with the January 8, 2020 Housing Committee agenda.

It was MOVED and SECONDED That the MVHC Board receive for information the report dated November 26, 2019 titled “Expression of Interest to Identify Potential Member Lands for Metro Vancouver Housing Development”.

CARRIED

5.3 Manager’s Report
Report dated December 6, 2019 from Heather McNell, General Manager, Regional Planning and Housing Services, providing information on the 2020 Housing Committee event representation.

It was MOVED and SECONDED That the Housing Committee receive for information the report dated December 6, 2019 titled “Manager’s Report”.

CARRIED

6. INFORMATION ITEMS

It was MOVED and SECONDED That the Housing Committee receive for information the following Information Item:
6.1 Metro 2040 Housing Policy Review – Scope of Work

CARRIED

7. OTHER BUSINESS
No items presented.

8. BUSINESS ARISING FROM DELEGATIONS
No items presented.
9. RESOLUTION TO CLOSE MEETING

It was MOVED and SECONDED That the Housing Committee close its regular meeting scheduled for January 8, 2020, pursuant to the Community Charter provisions, Section 90 (1) (e) as follows:
“90 (1) A part of the meeting may be closed to the public if the subject matter being considered relates to or is one or more of the following:
(e) the acquisition, disposition or expropriation of land or improvements, if the board or committee considers that disclosure could reasonably be expected to harm the interests of the regional district.”

CARRIED

10. ADJOURNMENT/CONCLUSION

It was MOVED and SECONDED That the Housing Committee adjourn its regular meeting of January 8, 2020.

CARRIED
(Time: 1:46 p.m.)

______________________________  ____________________________
Genevieve Lanz, Mike Hurley, Chair
Legislative Services Coordinator
SUMMARY OF PRESENTATION TO HOUSING COMMITTEE FEBRUARY 5, 2020

The Federally funded Point in Time Count takes place over 24-hour period every 3 years across Canada. This year’s count will take place the evening of March 3rd and throughout the day March 4th. The data provides a snapshot on homelessness across the region. Governments, funders and community agencies rely on data from homeless counts to help make informed policy and program decisions. As in previous years, the goals of the 2020 Homeless Count are to obtain a reliable estimate on the number of people experiencing homelessness, to obtain a demographic profile of those individuals through the count survey, and to identify long-term data trends of homelessness in the region. For previous count results please go to http://www.metrovancouver.org/services/regional-planning/homelessness/HomelessnessPublications/2017MetroVancouverHomelessCount.pdf

This year (2020), the count coincides with other provincial counts (same year, different communities and dates). As such, the Reaching Home count project team and provincial project team as well as City of Vancouver have been coordinating as much as possible on the survey questions themselves.

The count relies on over 1200 volunteers across Metro Vancouver to be successful. We are currently recruiting volunteers and ask that you please spread the word across your communities for volunteer sign up. https://www.vancitycommunityfoundation.ca/initiatives/2020-homeless-count

Further, once the Count results become available, we would welcome the opportunity to present the findings to this committee.

More information on volunteering:

2020 Homeless Count in Metro Vancouver (March 3-4, 2020): Call for Volunteers

The 2020 Homeless Count team is recruiting qualified volunteers for the 2020 Homeless Count in Metro Vancouver. The Count will take place throughout the region inside shelters during the evening of Tuesday, March 3, 2020 and on streets throughout the day and evening of Wednesday, March 4, 2020.

By volunteering for the Count, you are helping to gather valuable information used by governments, service providers, community groups, and funders so they can plan for appropriate programs to address homelessness and measure progress in reducing homelessness.

To complete the online application form and for more information, please go to: https://www.vancitycommunityfoundation.ca/initiatives/2020-homeless-count

What’s involved

The Homeless Count involves identifying and conducting a brief anonymous survey with people experiencing homelessness. The street survey typically involves walking, biking or driving around a
neighbourhood looking for individuals to survey. The shelter survey is conducted in various shelters across the region. Shifts will be 2 to 3 hours and volunteers will be required to attend a 2-hour training session sometime between February 10 and March 2, 2020. Volunteers will work in teams of 2 and must be 19 years of age or older.

**Ideal volunteers**

While everyone is welcome to apply, to ensure the scientific integrity and a proper implementation of the Count we are looking for volunteers with specific skills and experience, such as:

- experience with previous homeless counts or professional/volunteer experience working with people experiencing homelessness;
- compassion, acceptance, and comfort with one-on-one conversations with people on the street;
- a non-judgmental attitude and a good sense of humour.

**Background**

Homeless counts have taken place in Metro Vancouver every three years since 2002 and every year in the City of Vancouver since 2010. They provide critical information on the number and characteristics of our region’s homeless population and how this population has changed over time.

The 2020 Homeless Count in Metro Vancouver is an initiative of the Reaching Home Interim Community Entity, Vancity Community Foundation and Community Advisory Board (CAB). The Homeless Count is delivered in partnership with the Indigenous Reaching Home Community Entity, the Indigenous Homelessness Steering Committee, the Council of Community Homelessness Tables, and is conducted by BC Non-Profit Housing Association.

This project is funded in part by the Government of Canada’s Reaching Home: Canada’s Homelessness Strategy.
To: Housing Committee

From: Laurel Cowan, Program Manager, Housing Policy and Planning, Metro Vancouver Housing

Date: January 13, 2020

Meeting Date: February 5, 2020

Subject: Metro Vancouver Housing Corporation Tenant Selection Policy Revision

RECOMMENDATION

That the MVHC Board approve the revised Tenant Selection Policy as presented in the report dated January 13, 2020, titled “Metro Vancouver Housing Corporation Tenant Selection Policy Revision”.

EXECUTIVE SUMMARY

Metro Vancouver Housing is undertaking a review of all its policies to ensure clarity and consistency. The Tenant Selection Policy has been updated to consolidate a number of individual policies, update income and asset limits to further align with BC Housing, and provide greater clarity for staff and tenants. It establishes consistent criteria to ensure Metro Vancouver Housing tenants are matched with housing that is equitable and appropriate, prioritizing very low to moderate income households to align with the vision in the Metro Vancouver Housing 10-Year Plan. As it relates to key financial procedures and tenant eligibility, the Tenant Selection Policy has brought forward MVHC Board review and approval.

PURPOSE

To seek Housing Committee and MVHC Board approval of the revised Tenant Selection Policy (Attachment) for Metro Vancouver Housing.

BACKGROUND

The Metro Vancouver Housing 10-Year Plan sets key actions for the organization, including action 1.3, to “complete a full review of all tenant policies and tenancy agreements to ensure alignment with industry standards and best practices.” Additionally, one of the key actions for the Housing Committee in the 2020 work plan is to oversee the review and update of MVHC policies to guide direction on the performance, operations, and management of MVHC assets. To complete this action, Metro Vancouver Housing is undertaking a review of all policies and tenancy agreements. The aim is to reduce redundancy, remove internal staff procedures from tenant-facing policies, provide greater clarity and consistency for staff and tenant interpretation, and ensure alignment with industry standards and legislation.

Policies are divided into two categories:

- **Corporate**: a set of rules, criteria or principles that are applied to internal organizational practices such as workplace behaviours, financial or administrative operating procedures; and
- **Board**: a set of rules, criteria or principles that are applied to broader organizational or regional practices such as capital projects, significant financial procedures, and governance.
The **Tenant Selection Policy** identifies applicant income and asset thresholds to specify the target populations who MVHC houses as a regional service; therefore, it has been brought forward for MVHC Board review and approval.

**TENANT SELECTION POLICY**

The *Metro Vancouver Housing 10-Year Plan* outlines a vision for Metro Vancouver Housing to support affordable, mixed income rental housing for very low, low, and moderate income households. This is achieved through a mix of Rent-Geared-to-Income (RGI) and Low-End-of-Market (LEM) households. By integrating a range of housing types, incomes, ages, abilities, and families, Metro Vancouver Housing supports healthy, inclusive communities and allows flexibility to meet a variety of needs.

The **Tenant Selection Policy** establishes consistent criteria to ensure tenants in Metro Vancouver Housing managed complexes are matched with housing that is equitable and appropriate. It outlines income and asset limits for both RGI and LEM applicants to prioritize very low to moderate income households and to further align with BC Housing’s tenant policies and procedures. It also stipulates that tenants must submit income and asset information as part of their application process, and thereafter for annual or periodic reviews to verify continued eligibility.

The revised **Tenant Selection Policy** combines and updates a number of existing policies to provide greater clarity and alignment with industry standards. Additionally, staff procedures will be removed from all tenant-facing policies and integrated into internal documentation.

<table>
<thead>
<tr>
<th>Original Policy</th>
<th>Revisions / Integration with revised Tenant Selection Policy</th>
<th>Rationale</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Market Tenant Selection</strong>: a policy that outlined the process and requirements for selecting tenants for LEM units offered by Metro Vancouver Housing. <em>Last revised March 31, 2015.</em></td>
<td>- Expanded to include both RGI and LEM tenant applications. &lt;br&gt;- References BC Housing – <em>Housing Income Limits</em> as an income threshold for RGI and <em>BC Housing – Low and Moderate Income Limits</em> as a threshold for LEM. &lt;br&gt;- Removed staff procedures.</td>
<td>Combining this policy will help to reduce redundancy and provide clarity of requirements for RGI vs. LEM applicants. &lt;br&gt;Referencing BC Housing income guidelines allows MVHC to align with Provincial standards to avoid the need to revise MVHC policy annually.</td>
</tr>
<tr>
<td><strong>Asset Ceiling</strong>: a policy that defined the asset limit for tenants to qualify for additional rental assistance programs offered by Metro Vancouver Housing. <em>Last revised October 3, 2013.</em></td>
<td>- Integrated into the Tenant Selection Policy. &lt;br&gt;- Updated the maximum asset ceiling from $25,000 to $100,000 for RGI and LEM applicants. This includes annual testing for RGI tenants and periodic testing for LEM tenants. Priority will be given to applicants with lower household assets.</td>
<td>Policy updated to align with BC Housing’s asset limit and provide greater clarity about what is considered an asset. &lt;br&gt;Increasing the asset limit will better support tenants to save money, encouraging those who are able to transition towards market housing, while regular asset and income testing will ensure that rental subsidy goes to those who need it most.</td>
</tr>
</tbody>
</table>
Metro Vancouver Housing Corporation Tenant Selection Policy Revision
Housing Committee Regular Meeting Date: February 5, 2020
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• Updated definitions of assets for greater clarity, particularly around Discretionary Trusts.
• Removed staff procedures.

**Occupancy Guidelines:** a policy that outlined the National Occupancy Standards set by the Canada Mortgage and Housing Corporation (CMHC).

*Last revised April 23, 2008.*

• Integrated into the Tenant Selection Policy as a reference, rather than listing the specific guidelines.
• Removed staff procedures.

CMHC’s guidelines may be updated from time to time. This avoids the need to update MVHC policy that references specific guidelines, instead only referencing the title of the national standard.

**Units for People with Disabilities:** a policy that outlined the procedure to process housing applications for units to accommodate people with disabilities.

*Last revised April 21, 2015.*

• Integrated into the Tenant Selection Policy.
• Updated to clarify prioritization and consideration of tenants with disabilities.
• Removed staff procedures.

Updated to ensure alignment with provincial and federal legislation and avoid the need for staff discretion.

**ALTERNATIVES**

1. That the MVHC Board approve the revised *Tenant Selection Policy* as presented in the report dated January 13, 2020, titled “Metro Vancouver Housing Corporation Tenant Selection Policy Revision”.
2. That the Housing Committee receive for information the report dated January 13, 2020, titled “Metro Vancouver Housing Corporation Tenant Selection Policy” and provide alternate direction to staff.

**FINANCIAL IMPLICATIONS**

The policy was updated by staff and reviewed with BC Housing and legal consultants, Alexander Holburn Beaudin + Lang LLP, to ensure alignment with BC Housing Operating/Housing Agreements as well as current legislation. Legal fees were nominal and included as part of a larger, ongoing review and update of MVHC policies. Staff time and consultant fees are included in the Board approved 2019 and 2020 Affordable Housing and MVHC budgets.

**CONCLUSION**

Metro Vancouver Housing is undertaking a review of all policies to ensure clarity and consistency with industry standards. The *Tenant Selection Policy* has been updated to consolidate a number of individual policies, update income and asset limits to further align with BC Housing, and provide greater clarity for staff and tenants. It establishes consistent criteria to ensure Metro Vancouver Housing tenants are matched with housing that is equitable and appropriate, prioritizing very low to moderate income households to align with the vision in the *Metro Vancouver Housing 10-Year Plan*. As it relates to key financial procedures, the *Tenant Selection Policy* has been brought forward MVHC Board review and endorsement. Staff recommend Alternative 1, to approve the policy.

**Attachment**

Revised *Tenant Selection Policy* (Doc #1672656)

34432573

Housing Committee
PURPOSE
To ensure that Metro Vancouver Housing Corporation (MVHC), referred to as Metro Vancouver Housing, is providing housing that prioritizes very low to moderate income applicants and also furthers BC Housing’s tenant selection policies and procedures as governed by applicable operating agreements. This Policy establishes consistent criteria to ensure tenants in Metro Vancouver Housing managed housing complexes are matched with housing that is equitable and appropriate.

This Policy applies to tenant selection in all Metro Vancouver Housing complexes.

DEFINITIONS
“Assets” refers to financial investments or items of economic value that could be converted into cash;

“Housing Income Limits” refers to BC Housing’s maximum gross household income limits, established annually by the Canada Mortgage and Housing Corporation (CMHC). For Metro Vancouver Housing, these income limits represent the maximum annual household income threshold, before taxes, for Rent-Geared-to-Income tenants;

“Low and Moderate Income Limits” refers to gross household income limits that do not exceed the median income in BC, as determined by BC Housing from time to time. Income limits are distinguished for households with and without children. For Metro Vancouver Housing, these income limits represent the maximum annual household income threshold, before taxes, for Low-End-of-Market applicants;

“Low-End-of-Market (LEM)” refers to a type of subsidized housing where rent is calculated based on rental market conditions. For Metro Vancouver Housing, LEM rates are generally set between 10% - 20% below true market rental rates for comparable buildings (e.g. similar area, building age, and amenities);

“National Occupancy Standards” refers to guidelines established by CMHC that determines what size housing unit a single person, couple or family qualifies for; and

“Rent-Geared-to-Income (RGI)” refers to a type of subsidized housing where rent is calculated based on the tenant’s income, also referred to as subsidy and/or rental assistance. For Metro Vancouver Housing, RGI rates are set to 30% of a tenant’s gross annual household income, before taxes.
POLICY
Metro Vancouver Housing will seek to match applicants needs with available housing units to ensure that the process is transparent and fair. Staff will use tools, such as income and asset testing, interviews, and reference checks to ensure the match is appropriate, equitable, and serves those that need it most.

Metro Vancouver Housing will consider the following to match tenants needs to available housing units:
- Household size in accordance with National Occupancy Standards
- Accessibility needs

LEVELS OF AFFORDABILITY
Metro Vancouver Housing prioritizes very low to moderate income households across the region.

Low-End-Of-Market (LEM) Tenants
LEM units are intended for moderate income households who exceed the income thresholds for Rent-Geared-to-Income housing but do not exceed the asset limit or income limit for LEM housing.

The upper income limit for LEM tenants is based on BC Housing’s definition of “Low and Moderate Income Limits” which are updated from time to time. The rental amount will be established at the time of signing the Tenancy Agreement and thereafter may be increased annually based on the allowable rental increase in accordance with the Residential Tenancy Act and its regulations, as amended.

LEM tenant applicants must submit income and asset information as part of their application process, and thereafter for periodic income and asset reviews to verify continued eligibility during their tenancy.

Rent-Geared-To-Income (RGI) Tenants
RGI units are intended for very low and low income households who do not exceed the asset limit or income limit for RGI housing. RGI tenants apply through The Housing Registry administered by BC Housing and are then contacted by Metro Vancouver Housing.

The upper income limit for RGI tenants is based on BC Housing’s definition of “Housing Income Limits” which are updated from time to time. Per the Residential Tenancy Act, RGI units are exempt from the Residential Tenancy Act sections governing assignment and subletting requirements, and requirements governing rent increases. Rent for RGI units may be adjusted annually or at any time to match changes in the tenant’s gross household income.

RGI tenant applicants must submit income and asset information as part of their application process, and thereafter for annual or periodic income and asset reviews to verify continued eligibility during their tenancy.
UNITS FOR PEOPLE WITH DISABILITIES
Metro Vancouver Housing strives to provide housing for people of all abilities who can live independently. Accessible units will be prioritized for RGI tenants with disabilities, or those with progressive conditions where the applicant may not be immediately disabled but will require an accessible unit in the near future.

Tenants who require support or suite modification to live independently will be considered providing they are able to demonstrate that the required supports are available in the community.

ASSET LIMITS
To be eligible for RGI or LEM units with Metro Vancouver Housing, total household assets must be less than $100,000. Priority will be given to applicants with lower household assets.

Assets include but are not limited to:
- Funds held in a financial institution, including banks, trust companies, etc.
- Stocks, bonds, and exchange-traded funds.
- Cash and other items of a potential income earning nature.
- Equity in real property.
- Equity in a business, including cash, GICs, bonds, stocks, equity in real estate, or equity in any other tangible asset.
- Items of personal property valued over $10,000.

Assets that are excluded include:
- Bursaries or scholarships from educational institutions for any household member that is a current student.
- Registered Education Savings Plans (RESPs), Registered Retirement Savings Plans (RRSPs), and Registered Disability Savings Plans (RDSPs).
- Trade and business tools essential to continue currently active employment, such as equipment, tools, and business use vehicles.
- Assets derived from compensatory packages from government, for example, Indian Residential Schools Settlements and Japanese Canadian Redress.
- Interest in Discretionary Trusts.
To: Housing Committee

From: Laurel Cowan, Program Manager, Housing Policy and Planning, Metro Vancouver Housing

Date: January 13, 2020

Subject: Metro Vancouver Housing Redevelopment Plan

RECOMMENDATION
That the MVHC Board approve the Metro Vancouver Housing Redevelopment Plan as presented in the report dated January 13, 2020, titled “Metro Vancouver Housing Redevelopment Plan.”

EXECUTIVE SUMMARY
The Metro Vancouver Housing 10-Year Plan sets key targets for Metro Vancouver Housing over the next decade, including targets for redevelopment and maintenance of its existing housing sites. The Metro Vancouver Housing Redevelopment Plan represents a critical next step in implementing the 10-Year Plan by outlining a process to assess and prioritize existing housing sites for redevelopment or renewal over time. Each property is assessed against key criteria, including: building condition; development potential; operational cash flow; and factors related to livability, such as proximity to transit and amenities. Properties are identified as candidates for redevelopment, rehabilitation, or ongoing capital maintenance and assigned a priority ranking. While the results of the assessment will remain confidential, the Redevelopment Plan provides an objective approach for how the organization will consider complex trade-offs and guide investment decisions.

PURPOSE
To seek Housing Committee and MVHC Board approval of the Metro Vancouver Housing Redevelopment Plan.

BACKGROUND
The Metro Vancouver Housing 10-Year Plan sets a vision for how Metro Vancouver Housing will provide, preserve, and expand its portfolio of affordable housing, including a target of at least 500 new and redeveloped units through the redevelopment of existing housing sites. To guide how the organization will achieve this target, Action 3.2 states Metro Vancouver Housing will “create and implement a Redevelopment Plan to assess and prioritize existing housing sites for renewal or redevelopment over time.” This critical next step in implementing the 10-Year Plan will provide a strategic approach to redevelopment and help guide decision-making and investment over the next decade.

On January 31, 2020, the MVHC Board endorsed a methodology to develop the Metro Vancouver Housing Redevelopment Plan. Staff were directed staff to use this methodology to draft the Plan and to bring it to a future meeting of the Housing Committee for consideration. This report introduces the Metro Vancouver Housing Redevelopment Plan for Committee and Board review and approval.
METRO VANCOUVER HOUSING REDEVELOPMENT PLAN

Context
The region is facing an affordable housing crisis. As one of the largest affordable housing providers in the region, there is a strong need and desire for Metro Vancouver Housing to provide more housing – through expansion and through redevelopment of existing properties.

The majority of Metro Vancouver Housing’s portfolio was developed in the late 1970s and 1980s through a variety of Federal and Provincial funding programs. This allowed Metro Vancouver Housing to develop its portfolio of affordable rental housing, providing a major public asset valued at over $923 million today. At the same time, many buildings are now aging and in need of ongoing capital investment.

Two-thirds of all MVHC housing is currently townhouses with the remainder as low-rise apartment buildings. The majority of existing housing sites are well located, near transit, schools, and community amenities. Given these strategic locations, there is potential for additional density on many sites.

While there are significant opportunities to densify existing housing sites to provide more housing, the amount of redevelopment that can take place at any given time is limited by funding as well as the need to relocate tenants within Metro Vancouver Housing’s portfolio. To better understand opportunities for redevelopment and how they will align with ongoing capital maintenance needs and investment, it is critical to take a strategic approach. The Redevelopment Plan will provide this strategic approach to assess and prioritize existing housing sites for renewal and redevelopment over time.

Approach
Due to the sensitive nature of redeveloping housing sites with existing tenants, the Redevelopment Plan describes the approach that will be used to assess properties to provide accountability for how the organization will consider complex trade-offs and guide decision-making and investment over time. Results of the assessment will remain confidential until specific projects are confirmed and ready to proceed with close consultation and communication with existing tenants.

The Redevelopment Plan provides a methodology to assess properties owned or managed by MVHC against a consistent set of objective criteria, identify the most appropriate opportunities for each site, and set priorities for investment.

Assessment Criteria and Prioritization
Criteria are guided by key directions for redevelopment and renewal from the Metro Vancouver Housing 10-Year Plan including: development potential; building condition; financial sustainability; and tenant livability. The redevelopment assessment criteria directly reflect these key directions by exploring potential for additional density, building condition, operational cash flow, and social and financial factors related to livability, such as proximity to transit and amenities.

Each housing site will be ranked and prioritized based on these criteria and identified as a candidate for ongoing maintenance, major rehabilitation (i.e., building envelope upgrade), or redevelopment. This, in turn, will support asset management planning and investment; properties identified as
priorities for redevelopment would continue to receive targeted maintenance to support safe and healthy homes but would not be targeted for major capital investment.

NEXT STEPS
The Redevelopment Plan will be used to assess existing properties to identify potential priority projects for further analysis. Additional study and consultation with municipal staff will help to confirm development potential and feasibility. Using this information, select projects will be identified for moving forward over the next decade. Once a redevelopment project is confirmed, tenants will be engaged early on to advise and involve them in the process.

ALTERNATIVES
1. That the MVHC Board approve the Metro Vancouver Redevelopment Plan as presented in the report dated January 13, 2020, titled “Metro Vancouver Housing Redevelopment Plan.”
2. That the Housing Committee receive the report dated January 13, 2020, titled “Metro Vancouver Housing Redevelopment Plan” and provide alternate direction to staff.

FINANCIAL IMPLICATIONS
The methodology for the Redevelopment Plan was developed by staff and a strategic real estate planning consultant, Colliers Project Leaders. The cost of the consultant totaled $57,305 and was included in the 2019 and 2020 Board-approved Affordable Housing budgets. Further financial implications of redevelopment site planning will be provided on a project by project basis and incorporated into Metro Vancouver Housing’s long-term budget.

CONCLUSION
The Metro Vancouver Housing 10-Year Plan sets key targets for Metro Vancouver Housing over the next decade, including targets for redevelopment and maintenance of existing housing sites. There are significant opportunities to densify existing properties, as well as a need to invest in aging buildings; however, the amount of redevelopment that can take place is limited by funding as well as the need to relocate tenants. To better understand opportunities for redevelopment and how they align with ongoing needs to renew existing housing through capital maintenance, a strategic approach is needed.

The Metro Vancouver Housing Redevelopment Plan provides a methodology to describe how Metro Vancouver Housing will assess and prioritize investment in renewal and redevelopment over time. This objective approach provides accountability for how the organization will consider complex trade-offs and help guide decision-making and investment over time. The Plan is based on the methodology that was approved by the MVHC Board on January 31, 2020. Staff recommend Alternative 1, to approve the Metro Vancouver Housing Redevelopment Plan.

Attachment

36388495
Metro Vancouver Housing Redevelopment Plan

January 2020
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1.0 CONTEXT

About Metro Vancouver Housing

Wholly owned by the Metro Vancouver Regional District, the Metro Vancouver Housing Corporation (Metro Vancouver Housing) is a non-profit organization that supports diverse, mixed-income communities, primarily for families, seniors, and people with special housing needs. Metro Vancouver Housing provides over 3,400 units to support over 9,400 tenants in 49 sites across the region.

The majority of Metro Vancouver Housing’s portfolio was developed in the late 1970s and 1980s through a variety of Federal and Provincial funding programs. This allowed Metro Vancouver Housing to develop and operate its portfolio of affordable rental housing, providing a major public asset valued at over $923 million today.

Our objective is to provide affordable rental housing for low to moderate income households. Around 30% of our housing consists of Rent-Geared-to-Income in which the rent is not greater than 30% of the tenant’s gross household income; the remainder is intended for Low-End-of-Market rents, which are approximately 10% to 20% below market rental rents. By integrating a range of housing types, incomes, ages, abilities, and families, we support healthy, inclusive communities and provide flexibility to meet a variety of needs.
Planning for the Future

This is a critical time for Metro Vancouver Housing. As one of the largest affordable housing providers in the region, Metro Vancouver Housing recognizes both the need and opportunity to increase and renew our supply of affordable rental housing. The Metro Vancouver Housing 10-Year Plan provides an overarching vision for how the organization will provide, preserve, and expand its housing portfolio over the next decade.

The Redevelopment Plan is a key step in implementing the 10-Year Plan, providing a framework for achieving the targets set for redevelopment and maintenance. The Redevelopment Plan outlines a methodology for assessing existing housing sites to identify priorities for investment over time. This, in turn, supports asset management planning. Properties identified as priorities for redevelopment would continue to receive targeted maintenance to support safe and healthy homes for tenants but would not be targeted for major rehabilitation (see page 9 for details).

Ten Year Targets

The Metro Vancouver Housing 10-Year Plan sets key targets for the next decade.

To support these targets, the 10-Year Plan outlines how Metro Vancouver Housing intends to invest $190 million over the next decade including:

- $60 million in redevelopment and expansion through partnerships
- $40 million in new development on municipal/regional lands
- $90 million in capital maintenance for existing housing
10-Year Targets for Redevelopment Plan

The following outlines how these targets will be used to guide redevelopment projects. Some targets, such as energy efficiency, are specific to an individual project. Other targets, such as greenhouse gas (GHG) emission reductions or accessibility, are for the entire housing portfolio; therefore, specific redevelopment projects may need to exceed these targets to support the overall portfolio housing.

<table>
<thead>
<tr>
<th>Target</th>
<th>Implications For Redevelopment</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Growth:</strong> Increase housing portfolio with 1,350 new and redeveloped units approved over the next 10 years.</td>
<td>500 units to come from redevelopment of existing housing sites.</td>
</tr>
<tr>
<td><strong>Mixed-Income:</strong> Maintain at least 30% of our portfolio as Rent-Geared-to-Income to support a range of affordability needs and ensure long-term financial sustainability.</td>
<td>Redeveloped units must support the affordability mix of the overall portfolio. However, specific buildings may have higher or lower proportions of Rent-Geared-to-Income.</td>
</tr>
<tr>
<td><strong>Diverse Housing Types:</strong> Maintain at least 70% of portfolio as 2-bedroom units or larger to support family-friendly housing and provide a mix of unit sizes to allow flexibility and suit a range of needs.</td>
<td>Redeveloped buildings will include a range of bedroom sizes to support the overall portfolio’s targets. However, specific buildings may have higher or lower proportions of family units.</td>
</tr>
<tr>
<td><strong>Energy Efficient:</strong> Reduce energy consumption by 25% for major rehabilitations. For new construction, achieve 25% greater efficiency from 2015 National Energy Code for Buildings.</td>
<td>Buildings undergoing major rehabilitation (i.e., building envelope upgrades) must achieve 25% reduction in energy consumption compared to previous performance. Redevelopment projects must achieve 25% greater efficiency than the 2015 National Energy Code for Buildings.</td>
</tr>
<tr>
<td><strong>Low Emission:</strong> Reduce GHG emissions in housing portfolio by 45% (from 2010 levels) over the next 10 years to work towards the region’s goal of being carbon neutral by 2050.</td>
<td>As the majority of older buildings have higher emissions, major rehabilitation and redevelopment projects must achieve low to no emissions to support the overall portfolio to reach this target.</td>
</tr>
<tr>
<td><strong>Well-Maintained:</strong> Maintain a portfolio-wide Facility Condition Index (FCI) at or below 20% over the next 10 years to support safe and healthy homes for existing tenants.</td>
<td>As existing housing is renewed or redeveloped, particularly buildings with higher FCI, this will help to lower the overall portfolio’s FCI to meet this target.</td>
</tr>
<tr>
<td><strong>Age-Friendly:</strong> Work towards 20% of units as adaptable or fully accessible to support people of all ages and abilities.</td>
<td>As the majority of older buildings tend to be less accessible, major rehabilitation and redevelopment projects must provide higher levels of accessibility to support the overall portfolio to reach this target.</td>
</tr>
</tbody>
</table>
Redevelopment Issues & Opportunities

When it comes to redevelopment, there are a number of issues and opportunities facing Metro Vancouver Housing:

- **Need for more housing**: With the region facing an affordable housing crisis, there is a strong need and desire for Metro Vancouver Housing to provide more housing, through expansion and through redevelopment of existing properties.

- **Aging buildings**: The majority of our buildings are aging and in need of ongoing capital investment, renewal, or redevelopment.

- **Well-located sites**: The majority of housing sites are well-located, with good access to transit, schools, and community amenities.

- **Potential for density**: Two-thirds of our housing sites are townhouses, with the remainder as low-rise apartments. As communities have grown over time, there is potential for additional density on many sites, particularly in areas near transit.

- **Larger sites**: A number of our housing sites are quite large. This can mean significant potential for density, but also more significant cost to renew or redevelop and more tenants to relocate, if redevelopment is needed.

- **Tenant relocation**: With extremely low vacancy rates, it is challenging to find homes to relocate tenants within Metro Vancouver Housing’s portfolio for buildings in need of redevelopment.

- **Limited equity**: While budgets are allocated to redevelopment and capital maintenance, there is a limited amount of equity available over the next decade and priorities will need to be made about how and where to invest over time.

To address these issues and opportunities in a strategic way, the Redevelopment Plan provides an objective approach to assessing and prioritizing existing housing sites to help guide decision-making and investment.
2.0 REDEVELOPMENT ASSESSMENT METHODOLOGY

Overview

Metro Vancouver Housing applies a strategic methodology to assess and prioritize sites for renewal or redevelopment over time.

Each property is assessed based on a series of criteria including development potential, building condition, social and financial criteria, and current cash flow. Each housing site is ranked based on these criteria, resulting in a prioritized list of housing sites.

In addition to ranking properties, each property is also assessed to determine the best opportunity for investment over time, based on its relative development potential and building condition. Each property is assigned one of three opportunities: maintain, rehabilitate, or redevelop.

Once sites have been ranked and assigned opportunities, sites are grouped into high, medium, and low priority. High priority sites are flagged for further analysis to confirm development potential and identify select projects for moving forward.

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Due to the sensitive nature of redeveloping housing sites with existing tenants, the following provides a description of the methodology to guide the assessment and prioritization of Metro Vancouver Housing sites for renewal and redevelopment over time. Results of the assessment will remain confidential until specific projects are confirmed and ready to proceed with close consultation and communication with existing tenants.
Site Prioritization

Housing sites are assessed and prioritized based on a series of criteria guided from key directions in the Metro Vancouver Housing 10-Year Plan. Key directions from the 10-Year Plan include:

- **Increasing density** to achieve a minimum of 500 units (redeveloped and new units) through redevelopment over the next 10 years.
- **Managing building condition** through capital maintenance and redevelopment to maintain the housing portfolio’s Facility Condition Index at or below 20% over the next 10 years.
- **Supporting tenant livability.** A guiding principle of the 10-Year Plan is to support tenant well-being. The Plan also highlights best practices for locating affordable housing near transit and amenities such as schools, parks, and shops to support complete communities and a high quality of life for tenants.
- **Ensuring financial sustainability.** Another guiding principle of the 10-Year Plan is to ensure financial sustainability. This is done by maintaining healthy cash flow (through operating surpluses) to support reserves which can be re-invested back into existing housing.

The redevelopment assessment criteria directly reflect these key directions by exploring potential for additional density, building condition, social and financial factors, and cash flow.


**Redevelopment Assessment Criteria**

The following criteria are applied to each housing property to rank and prioritize sites that best align with Metro Vancouver Housing’s objectives.

**Development Potential**

This criterion explores the potential for densification to identify sites that are candidates for redevelopment versus those that are more appropriate for renewal or rehabilitation. The number of additional units that can be achieved is estimated based on current land use policy (Official Community Plan or Neighbourhood Plan) which describes the vision for development in an area rather than the current zoning which may or may not align with this vision. This assumes that rezoning may be needed on specific sites to achieve the maximum density the municipality envisions for the future.

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Definition</th>
<th>Rationale</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Potential Additional Units</td>
<td>Considers existing land use designations and physical constraints to estimate the maximum number of units that could be achieved on a property versus what is there today.</td>
<td>The number of additional units is a central factor to determine if a site should be redeveloped (potential for additional density) or rehabilitated (no potential for additional density).</td>
</tr>
</tbody>
</table>

**Building Condition**

This criterion examines future building condition to identify priorities for renewal or redevelopment.

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Definition</th>
<th>Rationale</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facility Condition Index (FCI)</td>
<td>Represents the estimated condition of a building and the maintenance needed to extend its lifecycle (i.e., the percentage of the replacement value that is due for renewal).</td>
<td>The criterion estimates the future state of buildings (FCI at the year 2029) given no capital maintenance. This provides an equitable assessment of future need to better assess priorities for renewal or redevelopment today.</td>
</tr>
</tbody>
</table>

**Social and Financial Criteria**

To ensure that new affordable housing is provided in an equitable way and supports the needs of tenants, additional criteria assess social and financial aspects of each property.

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Definition</th>
<th>Rationale</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proximity to transit</td>
<td>Proximity to frequent transit stops and the rapid transit network.</td>
<td>These criteria identify sites near transit to support tenants with convenient access and reduce reliance on personal vehicle use.</td>
</tr>
<tr>
<td>Criteria</td>
<td>Definition</td>
<td>Rationale</td>
</tr>
<tr>
<td>----------------------------------</td>
<td>---------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>Proximity to amenities</strong></td>
<td>Proximity to amenities such as schools, park space, and amenities (e.g., shops, community or recreation centres, libraries, etc.)</td>
<td>These criteria identify sites close to amenities to support tenants with convenient access and support walkable, complete communities.</td>
</tr>
<tr>
<td><strong>Social housing demand</strong></td>
<td>Identifies the number of social housing applicants on The Housing Registry by community, expressed as a proportion of the community’s overall population.</td>
<td>This measure helps determine relative need in each community. By measuring need based on a proportion of overall population, this provides an equitable measure for communities of varying sizes.</td>
</tr>
<tr>
<td><strong>Location and income</strong></td>
<td>Identifies neighbourhoods with high real estate value (i.e., average rental rate by zone) and explores income disparity by comparing average rents to median incomes.</td>
<td>These criteria identify sites in neighbourhoods with high real estate values or high income disparity that may price out lower income households, thereby demonstrating a need for affordable housing.</td>
</tr>
<tr>
<td><strong>Potential for additional revenue</strong></td>
<td>Identifies opportunity for mixed-use developments to incorporate ground floor uses such as retail, restaurants, medical offices and social services.</td>
<td>Lease revenue from ground floor commercial uses can support the financial sustainability of redevelopment projects. These uses can also support tenants, providing convenient access to shops or services and supporting walkable, complete communities.</td>
</tr>
</tbody>
</table>

**Cash Flow**
To support Metro Vancouver Housing’s commitment to financial sustainability, current cash flow is also assessed.

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Definition</th>
<th>Rationale</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current operating cash flow</strong></td>
<td>Considers current operating cash flow and identifies existing surpluses or deficits for each housing site.</td>
<td>Sites that generate low or negative cash flows rank more highly for redevelopment over sites that currently generate surpluses. This will help to support overall financial sustainability and ensure reserve funds are sustained to be reinvested back into housing maintenance and development.</td>
</tr>
</tbody>
</table>
**Site Opportunities**

In addition to prioritizing sites for action, the assessment process applies the development potential and building condition criteria to identify the most appropriate opportunity for each site.

Housing sites with lower Facility Condition Index (FCI), that is newer buildings or those in better condition, will be maintained through regular capital maintenance. Sites with higher FCI and no to low development potential will be candidates for rehabilitation while sites with higher FCI and potential for additional density will be candidates for redevelopment.

<table>
<thead>
<tr>
<th>Site Opportunity</th>
<th>Proposed Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maintain</td>
<td>Continue to provide regular capital maintenance to maintain FCI and building lifecycle.</td>
</tr>
<tr>
<td>Rehabilitate</td>
<td>Major renovation (e.g., building envelope) to fully renew the building lifecycle and bring FCI close to 0%.</td>
</tr>
<tr>
<td>Redevelop</td>
<td>Deconstruct current buildings and redevelop the site to provide more units and bring FCI to 0%.</td>
</tr>
</tbody>
</table>
Project Phasing

Using the ranked list of properties and identified site opportunities, properties are grouped into high, medium, and low priority to determine project phasing over time. High priority sites are identified as potential projects for the next 10-years, and undergo further analysis.

<table>
<thead>
<tr>
<th>Priority Phase</th>
<th>Proposed Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>High Priority</td>
<td>Further analysis to assess specific opportunities and priorities. Targeted maintenance as needed until sites can be rehabilitated or redeveloped.</td>
</tr>
<tr>
<td>Medium Priority</td>
<td>Targeted maintenance to maintain the building until it is rehabilitated or redeveloped in the future.</td>
</tr>
<tr>
<td>Low Priority</td>
<td>Ongoing capital maintenance to maintain the building over time.</td>
</tr>
</tbody>
</table>

Once high priority sites are confirmed, equity requirements can be explored to develop a schedule for construction and estimate project costs. This includes considerations, such as:

- **Funding programs**: Exploring opportunities to access provincial and federal funding programs and the implications for Metro Vancouver Housing equity requirements.

- **Tenant relocation costs**: To help predict the full cost of development, tenant relocation costs must be considered. While tenant relocation policies vary by municipality, estimates can be made to capture the costs of moving and rental compensation, as well as the loss of rental revenue for buildings during deconstruction and redevelopment phases.

- **Type of development**: For properties with potential to develop above 6 stories, a premium must be applied to account for concrete construction. This gross up can also be applied in situations where development costs may be higher due to environmental or geographic constraints, such as areas with a high water table that require underground parking structures.

- **Escalation**: To more accurately assess the future costs of construction, annual escalation for construction costs must be considered as well as general inflation rates.
3.0 REDEVELOPMENT PROCESS

Overview

The redevelopment process includes four key stages. The Redevelopment Plan focuses on the first stage, assessing and prioritizing opportunities, while subsequent stages refine opportunities and progress select projects through the development process.

Assessing & Prioritizing Opportunities

The Redevelopment Plan uses a strategic methodology to assess existing properties and prioritize housing sites for renewal or redevelopment over time.

Refining Opportunities

For sites identified as high priority, additional analysis will be conducted, such as:

- **Feasibility studies**: Additional technical studies (e.g., geotechnical studies) to identify further information that could impact the feasibility of developing a site.
- **Consultation with municipal staff**: Early discussions with municipalities to confirm the development potential of specific sites.
- **Funding and Partnerships**: An assessment of the equity required, as well as potential funding and partnership opportunities.
- **Concept planning**: Architectural review and schematics to develop initial concept plans for further refinement.

Communications, Design, and Development Approvals

Once opportunities for priority sites have been identified and refined, and sites are selected for moving forward, this stage involves communications and engagement with tenants, neighbours, and municipal staff, refining initial concept plans to create a proposed building and landscape design, and preparing and submitting development and building permit applications for municipal approval.

One significant aspect of this stage is tenant relocation. This process often takes up to two years, and coincides with development planning and approvals processes.

*Tenants are our priority. Our goal is to limit disruption to our tenants lives and make sure that everyone has a safe and healthy home.*
Tenant Relocation

While no one wants to move, sometimes this is necessary for redevelopment to increase the amount of affordable rental housing in the region. The Provincial Tenancy Branch sets minimum requirements for tenant relocation and many municipalities also have their own specific requirements.

Metro Vancouver Housing uses a comprehensive tenant relocation process and works closely with tenants and municipalities to ensure that our tenants are fully supported in the event they need to relocate.

Some examples of the ways we support and engage tenants include:

- Early and ongoing communication, including tenant meetings and one-on-one support
- Multiple offers for comparable housing within Metro Vancouver Housing’s portfolio, preferably within the same property, neighbourhood, or community
- First right of refusal to the newly redeveloped building, providing that tenant’s income and assets don’t exceed Metro Vancouver Housing’s thresholds for affordable housing
- Refunding moving expenses (based on municipal requirements)
- Involving tenants in design elements of new buildings, such as community spaces

Construction

Once a project has development approval and tenant relocation is complete, deconstruction and redevelopment can begin.

Figure 4: Deconstruction at Heather Place
2019 Summary of Tenant Programs and Services
Tenant Programs & Services are a key delivery of Goal 1 of the recently adopted Metro Vancouver Housing 10 Year Plan, to Support healthy and engaged communities. We recognize that homes are more than just buildings, and we provide inclusive, family friendly housing and programming to support tenant needs and build health, engaged communities.

Tenant Associations
Metro Vancouver Housing has helped set up and helps run 29 Tenant Associations across the Metro Vancouver Housing portfolio. Each association has an Annual General Meeting where tenants discuss community building accomplishments of the previous year, decide on priorities for coming year and elect/confirm Tenant Association Representatives who will be involved in helping to coordinate the priorities with the assistance of other resident volunteers.

These groups are committed to organizing and implementing a whole range of social and environmental activities that Metro Vancouver Housing is happy to support. In 2019, Tenant Associations were actively involved in:
• Pumpkin Carving,
• Potlucks and Holiday gatherings
• Movie nights
• Mural painting
• Craft Workshops
• Swap Meet & Clean Up Days
• Painting Classes, and
• Garage Sales

Community Gardens
In 2019, Resident Gardeners enjoyed 307 Community garden plots at 27 MV housing sites, which included the reintroduction of Community Gardens at Kingston Gardens. MVH provides the initial installation of garden plots including soil and tops up soil in plots every few years as required as well as providing any maintenance of plots that is needed. Resident gardeners are responsible for the rest. As the need is identified, MVH also expands community gardens at housing sites.

Crime Prevention
There are two main Crime Prevention programs for residents. CFMH and Block Watch. Local police determine the crime prevention program(s) they will support in their municipality. Some municipalities have both programs in place. Crime prevention through Environmental Design (CPTED) principles are used in both programs. The principles include:
• target hardening (strengthening security)
• natural surveillance through landscaping and lighting
• appearance through proper maintenance and upkeep.

Crime Free Multi Housing Program (CFMH)
Designed to help owners/managers and residents of multi-unit rental property to work with police and other agencies to keep illegal and nuisance activity off the property. Once CPTED minimum security requirements are met through an on-site assessment, the property is certified in the

Housing Committee
Program. The CFMH Program is active in: Richmond, Surrey, New Westminster, Maple Ridge and Burnaby. One of the benefits of the program is the semi-annual safety social with residents.

Block Watch Program
Resident led program where residents take ownership of their community – Volunteer Captains. Co-captains and Participants are liaisons between their neighbours and the local police. Neighbourhood issues are brought directly to local police and local police keep block watch participants informed. Participants are responsible for communication with their neighbours.

Regardless of which program is in place in each municipality, we arrange meetings between residents and local police in response to residents’ concerns regarding personal safety and security.

Community Well-Being Program
In 2018, the Community Wellbeing program was launched at Cedarwood a seniors’ housing site in Richmond. The objectives of the program are to:

- Identify training and information opportunities for tenants
- Develop information sharing and partnership opportunities with local community organization and city services
- Create a knowledge database of referral information
- Implement community initiatives

By engaging our tenant population through a survey (41% participation), we identify important needs and interests of our tenants.

In 2019, Cedarwood held the following sessions:
- Arthritis info session was held with Vancouver Coastal Health and the OASIS program.
- Tour of the new Seniors Centre at Minoru Centre for Active Living was organized for residents
- Tenant Association Reps organized Games Day – now held every other Tuesday in the Community Room.

Because of the program, Cedarwood residents have requested additional sessions and we have plans to deliver the following in 2020:
- Maintaining Brain Health with Alzheimer’s Society of BC
- Pain Management with Vancouver Coastal Health
- Fire Safety/safe evacuation
- Fall Prevention, and
- Pharmacy session for managing multiple medications.

In 2019, the Community Wellbeing program was also rolled out to 2 Coquitlam sites – Park Court and Ozada Village. Residents were surveyed and program delivery included:
- Healthy eating - Food Skills (Apr/May) at Chateau de Ville
- Healthy gardens - Gardening workshop (Apr)
- Emergency preparedness (Mar) both sites
- Fire safety/safe evacuation (May)
- Personal safety with Coquitlam RCMP (June)
For 2020 – program is being rolled out to 2 Port Moody Sites - Inlet Centre and Moray Place. Residents were surveyed and program delivery will include:

- SHARE – discuss senior services in the community (Jan)
- Fire Safety with Port Moody Fire Dept (Feb)
- Maintaining Brain Health with Alzheimer Society BC (Mar)
- Arthritis Knowledge, prevention with Arthritis society (Apr)
- Fall Prevention Clinic with Fraser Health (May)
- Emergency preparedness with Port Moody Fire Dept. (June)
- Food Skills through Centre for Disease Control (Fall)

As a result of meeting with residents regarding the survey results, we were also asked to arrange a Personal Safety session with Port Moody Police, Financial Planning workshops (through Vancity) and Planning for Assisted Living Care.

**Tenant Incentive Programs**

We continue to provide two tenant incentive programs that were introduced in 2016. The idea is to provide incentives to reward good tenant behaviour that also save staff time and improve financial management.

**PAD (Pre Authorized Debit) Incentive Program**

Tenants who paid their rent by pre-authorized debit for an entire calendar year (without NSF’s) and are in good standing are entered into the random draw. MVH provides 4 prizes (one for each area) of a $250 grocery gift card. In 2019, there was an increase of 105 participants (5.9%) from previous year. Randomly drawn prizes for 2019 program went to resident households in January.

**Rental Assistance Incentive Program**

Tenants who receive rental assistance are eligible to be entered into the random draw if they submit a complete package of rental assistance documentation for their annual review where no follow up is required for additional information. Metro Vancouver Housing provides 10 prizes (5 for SE/SW and 5 for NE/NW) of a $10 coffee gift card. In 2019, 41.2% of tenants receiving rental assistance provided a complete package of information.

**Free Food Program**

The Free Food Program began in 2018. The *Immigrant Link Centre Society* charity collects perishable food that is being disposed of from grocery stores prior to its best before date and delivers the food to housing sites. The perishable food includes meat, dairy, fruit, vegetables, bread and other baked goods. At the housing site, resident volunteers work with the charity’s volunteer coordinator to separate the food into boxes that have been prepared for participants. These boxes identify household composition and any dietary requirements. The food is delivered once every two weeks to each housing site participating in the program. Residents collect their food at a specific time in the community room.

In 2018, 2 housing sites participated. In 2019, the program expanded and currently 5 housing sites are enjoying the program. The sites are located in Coquitlam, Port Moody and Surrey.
Metro Vancouver Housing introduces the program to residents, pays for food safe training for at least one volunteer at each housing site (if none have had food safe training), provides an honorarium to the charity to help compensate for gas to transport the food to the location and purchases storage boxes that are used to separate the food for each household participating in the program.

Currently there are over 85 households that are benefitting from this program. The plan for 2020 is to expand this program to 3 more housing sites. A senior resident commented recently that she received $75 worth of food through the program on that delivery day. This is a valuable program to assist low income households with their grocery bill.

Other Initiatives

**Fortis Energy Competition**
In partnership with Fortis BC, Metro Vancouver Housing has undertaken an annual energy competition. The property that shows the greatest reduction in consumption over the year from the previous year wins. The program is to create awareness around consumption and encourage residents to consume less natural gas. Each household in the winning property will receive a $25 food gift card.

**Spring Flower Program**
Metro Vancouver Housing continues to deliver the Spring Flower Program to tenants at housing sites so they may beautify their space. Tenant involvement through the Tenant Association is key to providing this program as the bedding plants are separated for distribution to interested residents.

**Tenant Newsletter** – 2 seasonal newsletters are produced per year to provide information about tenant community events, MVH expectations along with contact information for operations as well as tips and newsworthy items, the newsletter also includes information on Metro Vancouver wide campaigns.
To: Housing Committee

From: Heather McNell, General Manager, Regional Planning and Housing Services

Date: January 22, 2020

Meeting Date: February 5, 2020

Subject: Manager’s Report

RECOMMENDATION

That the Housing Committee receive for information the report dated January 22, 2020 titled “Manager’s Report”.

HOUSING COMMITTEE 2020 WORKPLAN

Attachment 1 to this report sets out the Committee’s Work Plan for 2020. The status of work program elements is indicated as pending, in progress, ongoing or complete. The listing is updated as needed to include new issues that arise, items requested by the Committee, and changes to the schedule.

SUBSIDY UPDATE

Metro Vancouver Housing’s affordable rental units include a mix of Low End of Market (LEM) rents and Rent Geared to Income (RGI). LEM unit rents for MVHC are 10-20% below the average rent for a comparable unit in the municipality. RGI rents do not exceed 30% of the gross monthly household income to accommodate those with low or fixed incomes.

Metro Vancouver Housing provided rental assistance to 1,109 households in January 2020, this represents 33.5% of Metro Vancouver Housing’s portfolio.

<table>
<thead>
<tr>
<th>Units</th>
<th>RGI Units</th>
<th>% RGI</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Rentable Units</td>
<td>3,304</td>
<td>1,109</td>
</tr>
<tr>
<td>Units Unavailable due to Redevelopment &amp; Renovation (*includes 46 at Heather Place Phase 1, 25 units at Kingston Gardens, 12 units at Tivoli Gardens and 2 commercial units)</td>
<td>85</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>3,389</td>
<td></td>
</tr>
</tbody>
</table>

VACANCY REPORT

The vacancy rate remained at 0.0% through the fourth quarter of 2019. This compares to 0.2% in the same quarter for 2018. Please see attachments one through three for details of the Q4 2019 vacancy trends.

Attachments

1. 2020 Housing Committee Workplan
2. Vacancy Report
## Priorities

<table>
<thead>
<tr>
<th>1&lt;sup&gt;st&lt;/sup&gt; Quarter</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Site Redevelopment Update</td>
<td>In Progress</td>
</tr>
<tr>
<td>New Site Development - <em>Expression of Interest (EOI) for Member Jurisdiction Lands</em></td>
<td>Complete</td>
</tr>
<tr>
<td>MVHC Policy Review – <em>Tenant Selection Policy</em></td>
<td>In Progress</td>
</tr>
<tr>
<td>Affordable Housing Policy Review</td>
<td>Pending</td>
</tr>
<tr>
<td>Metro Vancouver Housing 10-Year Plan - Update</td>
<td>Pending</td>
</tr>
<tr>
<td>Redevelopment Plan Update</td>
<td>In Progress</td>
</tr>
<tr>
<td>Long Range Financial Plan</td>
<td>In Progress</td>
</tr>
<tr>
<td>Tenant Programs and Services Update</td>
<td>In Progress</td>
</tr>
<tr>
<td>MVHC Subsidy Program</td>
<td>Pending</td>
</tr>
<tr>
<td>Vacancy Report</td>
<td>In Progress</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>2&lt;sup&gt;nd&lt;/sup&gt; Quarter</th>
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<tbody>
<tr>
<td>Site Redevelopment Update</td>
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</tr>
<tr>
<td>New Site Development - Review and Prioritize Potential Sites from EOI Submissions</td>
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</tr>
<tr>
<td>MVHC Policy Review</td>
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</tr>
<tr>
<td>Affordable Housing Policy Review</td>
<td>Pending</td>
</tr>
<tr>
<td>Metro Vancouver Housing 10-Year Plan - Update</td>
<td>Pending</td>
</tr>
<tr>
<td>Regional Planning - Transit Oriented Affordable Housing (TOAH) Update</td>
<td>Pending</td>
</tr>
<tr>
<td>MVHC Subsidy Program</td>
<td>Pending</td>
</tr>
<tr>
<td>Vacancy Report</td>
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<th>3&lt;sup&gt;rd&lt;/sup&gt; Quarter</th>
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<tr>
<td>New Site Development Update</td>
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<tr>
<td>MVHC Policy Review</td>
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<tr>
<td>Affordable Housing Policy Review</td>
<td>Pending</td>
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<tr>
<td>Metro Vancouver Housing 10-Year Plan - Update</td>
<td>Pending</td>
</tr>
<tr>
<td>Annual Budget and 5-Year Financial Plan</td>
<td>Pending</td>
</tr>
<tr>
<td>MVHC 30-Year Financial Plan Scenarios</td>
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<tr>
<td>MVHC Subsidy Program</td>
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<td>Vacancy Report</td>
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<tr>
<th>4&lt;sup&gt;th&lt;/sup&gt; Quarter</th>
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<tbody>
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<td>Site Redevelopment Update</td>
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<tr>
<td>New Site Development Update</td>
<td>Pending</td>
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<tr>
<td>MVHC Policy Review</td>
<td>Pending</td>
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<td>Affordable Housing Policy Review</td>
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<td>Vacancy Report</td>
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</table>
# Vacancies by Portfolio Q4 2019

## METRO VANCOUVER HOUSING

<table>
<thead>
<tr>
<th>MVHC Portfolio Summary</th>
<th>All MVHC Units</th>
<th>Average Vacant Units</th>
<th>Average Vacancy Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>#</td>
<td>#</td>
<td>%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>3190</td>
<td>1.0</td>
<td>0.0%</td>
</tr>
</tbody>
</table>

*Included in table above*

- *Units Held for Renovation*: 22
- *Units Held for Redevelopment Activity*: 20
- *Total Units Held for Reno & Redevelopment*: 42

*Not Included:*

- Downtown Eastside Vancouver Units excluded (Contract Managed):
  - Claude Douglas: 39
  - Hugh Bird: 64
  - Regal Place: 40
- *Total Units Contract Managed*: 143

- Heather Place Phase 1 Redevelopment (Deconstructed Units): 32
- Kingston Gardens (Deconstructed Units): 24
- *Total Units Excluded*: 199

**TOTAL ALL MVHC UNITS**: 3389

---

**Availability**: A rental unit is considered available if the existing tenant has given, or has received, notice to move, and a new tenant has not signed a lease; or the unit is vacant (see definition of vacancy)

**Vacancy**: A unit is considered vacant if, at the time of the survey, it is physically unoccupied and available for immediate rental (i.e., not held for unit renovation or other)

*Not Included*: Vacancies are not tracked for the Downtown Eastside Single Room Occupancy (SRO) buildings
## Vacancies by Municipality Q4 2019

**M E T R O  V A N C O U V E R  H O U S I N G**

<table>
<thead>
<tr>
<th>Municipality</th>
<th>MVHC Total Units #</th>
<th>MVHC Average Available Units Q4 2019 #</th>
<th>MVHC Average Available Units Q4 2019 %</th>
<th>CMHC Average 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maple Ridge</td>
<td>48</td>
<td>0.0</td>
<td>0.0%</td>
<td>1.6%</td>
</tr>
<tr>
<td>North Vancouver City</td>
<td>141</td>
<td>0.0</td>
<td>0.0%</td>
<td>0.9%</td>
</tr>
<tr>
<td>Burnaby</td>
<td>254</td>
<td>0.3</td>
<td>0.1%</td>
<td>2.0%</td>
</tr>
<tr>
<td>Port Moody</td>
<td>148</td>
<td>0.0</td>
<td>0.0%</td>
<td>1.4%</td>
</tr>
<tr>
<td>Port Coquitlam</td>
<td>204</td>
<td>1.3</td>
<td>0.7%</td>
<td>1.4%</td>
</tr>
<tr>
<td>Surrey</td>
<td>628</td>
<td>1.3</td>
<td>0.2%</td>
<td>0.4%</td>
</tr>
<tr>
<td>Richmond</td>
<td>636</td>
<td>0.0</td>
<td>0.0%</td>
<td>0.6%</td>
</tr>
<tr>
<td>Coquitlam</td>
<td>268</td>
<td>0.3</td>
<td>0.1%</td>
<td>1.4%</td>
</tr>
<tr>
<td>Vancouver</td>
<td>627</td>
<td>0.0</td>
<td>0.0%</td>
<td>0.8%</td>
</tr>
<tr>
<td>New Westminster</td>
<td>171</td>
<td>0.0</td>
<td>0.0%</td>
<td>1.6%</td>
</tr>
<tr>
<td>Delta / Ladner</td>
<td>89</td>
<td>0.0</td>
<td>0.0%</td>
<td>1.3%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>3214</strong></td>
<td><strong>1.0</strong></td>
<td><strong>0.0%</strong></td>
<td></td>
</tr>
</tbody>
</table>

*CMHC Average per Rental Market Report - Vancouver CMA, 2018

*CMHC averages Port Moody, Port Coquitlam and Coquitlam together as Tri-Cities

* Excluding Contract Managed Units in the Downtown Eastside (Regal Place, Claude Douglas, Hugh Bird Residence)