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INTRODUCTION

Metro Vancouver is updating its 2007 Regional Affordable Housing Strategy. To facilitate consultation and feedback, Metro Vancouver prepared a discussion paper that identifies new priorities and proposes a set of updated goals and directions. CitySpaces Consulting was commissioned to assist Metro Vancouver with the preparation and implementation of a stakeholder engagement process to seek feedback on the goals and directions identified in the discussion paper.

Two stakeholder engagement workshops were held in September (2014) with 64 participants from across the region. Participants included staff and representatives from Translink, member municipalities, non-profit housing organizations, the development community, financial institutions, and other organizations. A complete list of participants is outlined in Appendix A.

The purpose of this report is to summarize the results of the two workshop events and to provide a descriptive overview of the comments and ideas. This report will inform the development of the draft Regional Affordable Housing Strategy as shown in the following graphic. Goal #3
WORKSHOP FORMAT

The 3.5-hour workshops included a combination of small group and plenary discussions. The eight goals of the Discussion Paper provided the structure and format for the consultation events. Participants were asked to share their level of agreement and support for each of the goals and directions as outlined in the Discussion Paper; identify if there were any issue areas or goals that are missing; and provide suggestions and strategies on how to achieve the goals identified.

The workshop began with introductions and a presentation on the status of the affordable housing strategy and identification of some of the key challenges facing the region today and issues anticipated in the future.

The eight goals of the Discussion Paper were consolidated into four small group discussion topics. Participants had a choice to participate in two out of four small group break-out discussions. A plenary discussion followed the two sets of small group discussions, giving participants an opportunity to comment and discuss each of the topics covered. In addition, comment forms were distributed and participants were encouraged to complete them before the workshop ended. In total, there were 37 completed comments forms, representing 58% of all participants.

THE SUMMARY REPORT

This report summarizes the results of the two workshop sessions, including the plenary and small group discussions as well as the comment form results. The comment form results are included in Appendix E of this report.

The eight goals that were outlined in the Discussion Paper provide the structure for this report. Each section of this report captures the key comments and ideas shared by participants that best reflect or represent that topic or goal. In many cases, the comments were relevant to more than one topic area. This was noted where relevant. No weighting or prioritization of the feedback has been provided.
FEEDBACK ON GOALS AND DIRECTIONS

Overall, workshop participants were highly supportive of the direction and emphasis of the eight proposed goals and directions from the Discussion Paper. There were a number of overarching suggestions and areas of clarification that were noted.

- Affordable homeownership is an important aspect of the housing continuum and should be considered a regional priority and included in the Regional Affordable Housing Strategy Update.

- There is a need for an overarching goal statement that clarifies the objective that each of the sub goals or directions are aiming to achieve. One participant suggested the following: “Ensure that all residents in the region have access to housing that is affordable, accessible, and meets their physical and social needs.”

- Each of the goal statements require definition(s) or some additional clarification. Shorter, more concise goals were suggested. This would result in less confusion.

- There is some duplication and, in some cases, inconsistency between the goals and directions #3, #4, and #5. It would be beneficial to clearly separate the market and non-market rental housing aspects of each of these goals.

- The goal to end homelessness is aspirational. Due to the parallel process to develop and implement a Regional Homelessness Plan, it might be more effective to include a principle statement at the outset of the Strategy noting that the Affordable Housing Strategy will dovetail or support the Regional Homelessness Plan.

- There were mixed reviews regarding goals #7 and #8 that addressed advocacy and data sources and measures. In both cases, these were seen to be implementation approaches that would support the objectives of the first six goals.
**TOP IDEAS**

The top ideas from the break-out groups were identified by participants, and shared during the plenary discussion. A full list of top ideas can be found on page 29 and include, but are not limited to, the following:

- Coordinate and increase research efforts on best practices and examples of housing success stories that can be shared with member municipalities, developers, and non-profit housing providers.

- Educate communities at-large on several housing-related topics to improve knowledge and awareness of housing needs in the region, and to transform opposition to affordable housing development and density increases towards a shared understanding of regional housing needs and goals.

- Designate areas at and near transit-oriented areas for purpose-built rental and affordable housing projects, coupled with developer incentives, cost-saving policies and regulations (i.e. fee waivers, parking relaxation), innovative financing models, and multi-level partnerships and contributions. Provide direction to municipalities on how to support non-profit, rental and affordable housing in transit locations.

- Identify underutilized sites throughout the region to be potentially intensified with a mix of housing, ranging from deep subsidy to low-end of market to purpose-built rental housing.

- Ensure tenant protection and preventing displacement through best practices research, establishing guidelines, and coordination of housing options for tenants during and post-redevelopment.

- Foster partnerships between the private sector, the non-profit sector, and municipalities to develop rental and affordable housing.

- Build the capacity of the non-profit housing sector to manage the expiring operating agreements and to develop housing projects.

- Identify innovative financing models and share with municipalities, the private sector, and non-profit organizations.

- Encourage housing development that is suitable for families.
### GOAL #1 – DIVERSIFYING HOUSING SUPPLY

#### GOAL #1:
Maximize housing diversity and affordability to meet a range of needs

#### DIRECTION #1:
Diversify the housing supply to meet a range of needs

97% agree with Proposed Goal & Direction #1
*(based on comment forms)*

### DEFINITIONS & UNDERSTANDING

There was overall agreement on the goal to diversify the housing supply, with suggested modifications:

- **The term “diversity” needs to be defined in the updated Affordable Housing Strategy.** The definition of housing diversity should allude to a broad selection of housing such as housing types, forms, tenures, and configurations (i.e. accessibility). Housing diversity needs to be defined as offering a range of housing types to meet the needs of various groups (i.e. women and children, housing for seniors, LGBT, etc.).

- **Secured market rental housing needs to be defined, and the baseline housing supply by type and by need should be identified in order to provide municipalities with a starting point to address shortfalls on housing diversity.**

- **Housing diversity and affordability are separate topics with different solutions.** “Affordability” should be removed from the goal, and addressed in a separate goal.

- **Beyond the definition, there is a need to educate the public on the dynamics and complexity of housing, density, culture, and community aspirations as they relate to housing diversity and affordability.**

### ALTERNATIVE FORMS & TENURES

The core element of housing diversity was described as encouraging and developing a variety of housing forms and tenures:

- **Encourage a variety of tenure options including rental, traditional ownership, co-housing, life-lease, partial equity, lease-to-own, and shared housing.**

- **Encourage a variety of housing forms and a range of densities including ground-oriented, mid-rise apartments, stacked townhomes, laneway housing, duplexes, and infill development that is appropriately scaled in mature neighbourhoods. Rooming houses and boarding houses for low-income singles and youth were also suggested.**

- **Encourage mixed-income housing.**

- **Acknowledge homeownership as an essential component to diversifying the housing supply. Support entry-level homeownership by encouraging affordable homeownership options.**

- **Support laneway homes as an affordable homeownership option (not just offered as rental housing).**

- **Encourage fee simple townhomes, including implementing party wall agreement frameworks and design controls.**
CULTURALLY-APPROPRIATE FAMILY-FRIENDLY HOUSING

There was considerable interest in accommodating families through larger units and alternative housing forms:

- New immigrant families and various cultural households may experience difficulty with finding suitable rental housing in the region that have enough bedrooms to accommodate their large families. Large families may include extended families and multi-generational families.

- Existing rental supply that are considered “family-friendly” may be three or four bedrooms, but are still too small to accommodate new immigrant families and may not be culturally appropriate. Further, rental units that have an adequate number of bedrooms to accommodate large families are unaffordable.

- The Affordable Housing Strategy should consider diversifying the housing supply with alternative unit layouts/design, and a new definition of family-friendly units that reflects the needs of new immigrant families, multi-generational households, and culturally-appropriate housing.

- Encourage flexible housing designs that can adapt smaller units into larger units for larger families.

- Family-friendly rental housing has typically been identified as being three or more bedrooms. It is difficult to quantify rental units that are four, five, or more bedrooms because CMHC does not report this level of data. Improving research methods to collect data on housing with more units was suggested.
ACCESSIBILITY & AGING POPULATION

Accessibility was identified as a component of housing diversity:

- New construction needs to reflect the changing needs of the population, particularly the aging population – accessible, adequate, and suitable.
- Encourage options and programs for seniors to age-in-place.

LAND USE, POLICY & COMMUNITY EDUCATION

Specific suggestions on encouraging housing diversity through land use planning, policy and community education were provided:

- Promote the development of complete communities.
- Encourage high-density, mixed-use development to achieve housing diversity, including developing housing within or in close proximity to community amenities such as social services.
- Develop affordable housing with green policies in-mind, including district energy systems and green building strategies.
- Identify underutilized land for the development of affordable housing, including decommissioned schools and municipal buildings.
- Create affordable housing in single-detached zones in suburban municipalities.
- Utilize municipal tools to encourage housing diversity, including Official Community Plans, Community Amenity Contributions, density bonusing, housing trust funds, 1-to-1 replacement of rental housing, inclusionary housing policy, density transfer policy, waiving fees, and housing agreements.
- Educate the public on the dynamics and complexity of housing, density, culture, and community aspirations as they relate to housing diversity, and as they relate to reducing community misconceptions and opposition of affordable housing projects (i.e., NIMBY).
- Ensure Metro Vancouver has a presence at municipal community consultation events to provide support to municipalities and offer residents regional context to housing policy and regional planning.
RESEARCH

Gaps in research and information were noted for housing diversity, with suggestions for further understanding to inform policies and planning:

- Offer municipalities a clear and consistent methodology for assessing their anticipated housing needs in terms of supply, demand, and diversity.
- Clarify if affordable housing unit targets are warranted, and offer clear targets and projections for communities to work towards.
- Research and share best practice examples, case studies, templates, and innovation in diversifying the housing supply with member municipalities.

PARTNERSHIPS

Various partnering strategies were suggested:

- Encourage cross-sectoral partnerships between BC Housing, faith-based organizations, community organizations, legions, private sector, public sector, and non-profit organizations to encourage and incentivize diversity in housing development.
- Support relationship building and inter-agency capacity-building.
- Create a role for Metro Vancouver to support non-profits with resources and expertise to redevelop land and build a mix of housing.
GOAL #2 – FOCUSING ON TRANSIT-ORIENTED LOCATIONS

GOAL #2:
Align housing initiatives with Metro 2040: Shaping Our Future, with a particular focus on rental and affordable housing near the frequent transit network

DIRECTION #2:
Capitalize on transit-oriented locations for rental and affordable housing locations before escalating land values eliminate affordability as an option

100% agree with Proposed Goal & Direction #2 (based on comment forms)

DEFINITIONS & UNDERSTANDING

Locating affordable housing in close proximity to the Frequent Transit Network, including both rapid transit (Skytrain) and buses, was supported, with the following suggestions:

• Homeownership plays a role in the availability and demand of rental housing. As such, the goal should be expanded to include locating both rental and ownership housing near the Frequent Transit Network. Affordable homeownership/low-end of market homeownership should be encouraged.

LOCATION, CORRIDORS & DENSITY

The core element of concentrating affordable housing at transit-oriented areas was defining the areas and corridors for development, and encouraging density:

• Identify specific locations and corridors for developing affordable housing that is located in close proximity to transit.

• Encourage co-location of housing and other community amenities, infrastructure, and services to transit stations. These amenities can include schools, grocery stores, and social services.

• Encourage high density development in transit corridors, at transit nodes and Skytrain stations, and encourage density transition zones (from high density at transit stations towards medium and low-density development with increasing distance from transit). A map of these transition zones would be useful.

• Utilize “space” around and above transit corridors for the development of affordable housing, particularly air space density along the Skytrain corridor.

• Intensify existing rental housing in and around transit stations.
• Adopt a “Green Line” area that offers affordable mortgages to households located in close proximity to transit, with other supportive infrastructure such as bike and car sharing. Mortgage packages could include transit passes, or transit passes could be included in rent within specified transit oriented areas.

• Suburban municipalities have limited transit infrastructure. Expand transit to suburban municipalities to access existing rental stock and connect with transportation linkages. Encourage affordable housing development in suburban municipalities while investing in transportation services.

PLANNING & TRANSIT DEVELOPMENT

Integrating land use planning with transit/transportation planning was identified as important to facilitate this goal:

• Shortfalls in transit infrastructure should be addressed and upgraded at the land use planning and development stage.

• Ensure rental and affordable housing is included in the policy and planning stages for emerging centres.

• Reduce parking requirements in transit-oriented areas to reduce cost of developing housing units.

• Support the creation of a Regional Transit Plan for the homeless.

• Identify tools to incentivize rental housing in close proximity to transit.

• Undertake research to better understand the highest and best use (HBU) of land at or near transit-oriented areas, and identify mechanisms to incentivize rental housing in these locations which may not necessarily reflect highest and best use.

• In areas within close proximity to transit, recapture land value from rezoning “lift” to go towards developing affordable housing, and other community amenities, and not solely towards funding the transit system.

• The Affordable Housing Strategy should include guidelines with minimum density requirements, supported by inclusionary housing policy, at transit stations.

COLLABORATION & INVESTMENT

Directly collaborate with authorities on transit planning to facilitate future investment in housing and transportation development:

• Coordinate with Translink to ensure their transportation plan reflects Metro Vancouver’s rental housing goals. Coordinate joint-mapping of transit oriented development.

• Clarify Translink’s role in transit oriented development, including the extent and expectation to participate in the preservation and development of rental housing within transit corridors.

• Major investments in public transportation is required to facilitate this initiative. Advocate and partner with other levels of government to acquire transportation funding.
GOAL 3: SUPPORTING THE NON-PROFIT SECTOR

GOAL #3:
Expand the rental housing supply, including mixed income housing for low and moderate income households

DIRECTION #3:
Support the non-profit sector to continue to operate and develop mixed income rental housing

SUPPORTED BY DIRECTION #4:
MVHC to work with municipalities to redevelop existing sites to expand the supply of mixed income rental housing

DEFINITIONS & UNDERSTANDING
This goal is closely related to goal #4 on expanding the rental housing supply, and goal #5, preserving the rental housing stock which includes mixed income housing typically developed and operated by non-profits. As a result, there was some misunderstanding regarding the intent behind goal #3 and whether this relates to all purpose-built rental housing or just the non-profit housing stock. Participants requested clarity:

- Does this goal refer primarily to supporting the non-profit housing sector or providing housing for low income households?
- What is the actual potential for redeveloping existing non-profit sites throughout the region? Can the BC Non-Profit Housing Association provide an assessment?

EXPIRING OPERATING AGREEMENTS

Concern was raised regarding the risk or potential impact on the non-profit and cooperative housing sector from the pending expiry of operating agreements:

- Assist non-profits in becoming better aware of the implications of this transition in order to assess their risks and preparedness for the transition.
- In some cases, non-profits will need to increase rents in their low end of market units to increase cash flows to support operating expenses and create funds for financing building upgrades or redevelopment. Support this transition to ensure there is no net loss of affordable housing units.
- The Province, Metro Vancouver, and municipalities can work with groups and support them in assessing their situation and planning for upgrades, redevelopment, or transfers as needed, in order to protect the stock, as well as increase it.
- Support tenants of non-profit housing projects to gain financial capacity and literacy. Build non-profit organizational capacity to better meet the socio-economic needs of low to moderate income tenants, while ensuring financial, organizational, and portfolio sustainability.
SECTOR CAPACITY BUILDING

It was noted that the non-profit sector is often under-equipped to effectively manage development projects. An important role for the region may be to build the sector’s capacity in this area:

- Many non-profits have land, but not the resources or expertise to re-develop their lands. Metro Vancouver can assist the sector by providing training and education to help build the capacity of the sector in this area. Other ways to build the capacity of the non-profit sector:
  - Identify potential opportunities for development and partnership.
  - Provide training through seminars, workshops, resource guides, and sharing of best practices.
  - Support the sector to use their equity and assets to expand the mixed income housing stock and manage market rental housing.
  - Improve governance structures and administrative capacities.
  - Share example approaches or projects where non-profits or cooperatives upgraded or redeveloped a building through infill or intensification of their property.
  - Share best practices where non-profit organizations have implemented approaches to address an aging tenant population, with increasing mobility challenges and other health needs.
  - Offer support to non-profit organizations that are experiencing change, and help them adapt to the evolving housing sector. Support can be in the form of “change management” – a structured approach to transitioning organizations from their current situation to a desired situation, including helping transition people (boards, executives, and staff) with the skills and knowledge required to adapt successfully.
  - Support the non-profit sector to provide services to low-income households and enable people to maintain their housing, e.g. food banks.
  - Encourage the Provincial government to facilitate the transfer of ownership of BC Housing buildings to non-profits or cooperatives as a way to support the sector to build its assets and equity.
  - Connect and support the non-profit, government, and private sector to share information and potentially partner on initiatives.
  - Address lease renewals for non-profit and cooperative properties on public land. Organizations cannot plan for redevelopment or expansion without clarifying the future status of expiring lease arrangements. This relates to goal #4 in terms of potential expansion and goal #5 in terms of the sector’s ability to preserve the existing stock.
THE ROLE OF MUNICIPALITIES

Non-profit housing societies have limited capacity to undertake development projects, including building new housing and repurposing or redeveloping existing properties. They often experience challenges navigating municipal and planning processes related to redevelopment and approvals. As such, an important role was identified for municipalities in terms of developing a clear policy and planning framework that can support the non-profit sector in developing non-market housing:

- Some municipalities may not be well informed on the situation facing non-profits in their community. Metro Vancouver can support the sector by sharing information and research with local governments to ensure they have a full understanding of the non-profit context.

- Municipalities can introduce policies and prepare a policy framework to facilitate the development of non-profit housing. This may include increasing density in exchange for the development of rental housing or, more specifically, non-profit rental housing. Other regulatory solutions and incentives may include easing of municipal requirements, waiving fees, reducing parking requirements, or increasing density allowances.

- Many municipalities have inclusionary policies that seek cash contributions or units from major developments. Senior government can support these efforts by coordinating municipal affordable housing reserve funds and also contribute to regional housing reserve funds. Municipal lands can be designated for non-market housing.

- Municipalities should support new ideas and innovation that facilitate non-profit housing development. For example, innovative financing such as “patient capital” where interest requirements or other financing fees are deferred; or provision of guarantees for financing.

PARTNERSHIPS

An important role identified for Metro Vancouver is facilitating partnerships between the non-profit sector, senior government, developers, and other groups:

- Metro Vancouver can consult with all levels of government and facilitate collaborative initiatives to support affordable housing development. This is particularly relevant when there is opportunity to pool funds and resources from multiple levels of government.

- In some cases, non-profits will achieve economies of scale if they work together. Strong partnerships could be facilitated between BC Housing, churches, the legion, and other key partners, coordinated by Metro Vancouver.

- Metro Vancouver can facilitate partnerships between the non-profit providers and private sector developers.

- Work closely with the Regional Steering Committee on Homelessness (RSCH) and the Aboriginal Steering Committee on Homelessness (ASCH) when updating the Affordable Housing Strategy as most groups that work with low income households and homeless people are represented by these committees.

- Collaborate with employment program providers to support employable tenants who are receiving income assistance to access jobs and potentially move to other forms of housing. This would facilitate turnover in the existing social housing stock, making units available for those who are most in need.
GOAL #4 – EXPANDING SUPPLY OF MIXED-INCOME RENTAL

GOAL #4:
Sustain, where possible, the existing purpose-built rental housing stock

DIRECTION #4:
MVHC to work with municipalities to redevelop existing sites to expand the supply of mixed income rental housing

SUPPORTED BY DIRECTION #5:
Investigate measures to preserve or sustain the existing purpose-built rental housing stock to extend its useful life while avoiding measures that lead to tenants losing their homes because of renovation activities

100% agree with Proposed Goal & Direction #4 (based on comment forms)

DEFINITIONS & UNDERSTANDING

There was widespread agreement for the need to address the issue of increasing the supply of rental housing in the region. However, there was some uncertainty regarding the definition of mixed income housing and the type of rental housing that should be prioritized:

- There was agreement by many participants that diverse communities were healthy communities and that the region should strive towards mixed income communities. That said, there were a number of comments regarding the mixing of very low income households or housing for the homeless and at-risk groups with market housing. A potential conflict with this type of integration was anticipated.

- This goal should include market rental and housing that is affordable or rent geared to income. It noted that higher density does not necessarily translate into affordability and that other measures would be required to ensure new rental housing is affordable.

- Mixed-income housing needs to be defined (Who is it affordable to? What income levels should be targeted? Does the term “mixed income” refer to a mix of incomes within a community or within a development?).

- Targeting low end income earners (<$20,000) requires a large subsidy and senior government support; this cannot be done through mixed income internal subsidy approach alone.

- Participants suggested that increasing the supply of rental housing, including market rentals, can lower the costs of rental over time. This includes laneway housing or other forms of housing which may be rented at a higher price point today. Metro Vancouver could support municipalities on communicating the concept of today’s purpose-built rental as tomorrow’s affordable rental housing.

- With the redevelopment of existing rental housing, there is a risk that the replacement units will be smaller and have higher rents.

- The Affordable Housing Strategy should include targets for net increase in affordable housing units by type and by municipality, including emergency shelter spaces, supportive housing, social housing, secured market rental, other market rental, affordable home ownership, and ownership housing.
INCLUSIONARY HOUSING APPROACHES

Suggestions were made regarding inclusionary housing approaches and how development contributions could facilitate the development of purpose-built rental housing:

- Most municipalities have an affordable strategy or housing action plan. These plans/strategies should include an inclusionary policy that uses density bonusing to incorporate affordable housing. The municipal policy framework should ensure that some benefits of growth get allocated towards housing.

- Contributions from density bonusing or inclusionary housing practices can be used for the purposes of rental housing development.

- Municipalities cannot oversee non-profit units created through these processes. Senior government can provide direction/support. Having a small number of units as part of a larger development can be a challenge for an operator as the building managers are not on site. Because of these challenges, municipalities need to look at other options for creating new non-market housing.

- When municipalities receive cash in-lieu funds, units are not always built. Municipalities should have clear policies on how to allocate the funds collected in their affordable housing reserves.

HOUSING RESERVE FUNDS

There was support for the establishment of housing reserve funds, but clear policy direction and coordination was suggested.

- Housing Reserve Funds can be leveraged for other investments in affordable housing, such as equity, for cash poor projects. In some municipalities, it is up to the non-profit to approach the municipality to see if housing reserve funds can be used towards their housing project. Not all non-profits are aware of these funds and could oversee an opportunity for financial assistance.

- Metro Vancouver should coordinate the allocation of municipal housing reserve funds where needed.
OTHER TOOLS & APPROACHES

A number of tools and practices were suggested:

- Identify under-utilized properties, low-density rental properties, church lands, school sites, or other lands that are suitable for redevelopment; and identify ways to facilitate intensification while protecting affordable rent levels, outlining a commitment to increasing the level of affordability on each site.

- Incentivize redevelopment for secured rental housing. Municipalities can offer extra density, relaxations, or other benefits, in exchange for secured rental housing. Housing agreements can be used to ensure housing is secured as rental in perpetuity or for a period of time, in exchange for specific incentives.

- Metro Vancouver could consider innovative financing options, such as providing security to finance/guarantee projects on behalf of providers or advocating to senior levels of government to offer innovative financing (e.g., long-term or patient capital).

- Support developers who offer rent-to-own hybrid options for new condominium developments as innovative financing alternatives.

- Metro Vancouver can facilitate partnerships between developers, municipalities, senior government, funders, and operators in order to manage complicated projects with multiple partners.

RESEARCH & CAPACITY BUILDING

A number of research and capacity building initiatives were suggested:

- Municipalities, with support from Metro Vancouver, should identify targets for rental housing for all income levels.

- More market information would be useful for private developers to respond to anticipated rental demand.

- Provide best practices research on effective architectural design and operational models, and examples of community integration models to support the development of mixed income housing projects.
GOAL #5 – PROTECTING EXISTING RENTAL & PREVENTING TENANT DISPLACEMENT

GOAL #5:
Meet the needs of low and moderate income renters

DIRECTION #5:
Investigate measures to preserve or sustain the existing purpose-built rental housing stock to extend its useful life while avoiding measures that lead to tenants losing their homes because of renovation activities

SUPPORTED BY DIRECTION #4:
MVHC to work with municipalities to redevelop existing sites to expand the supply of mixed income rental housing

97% agree with Proposed Goal & Direction #5 (based on comment forms)

DEFINITIONS & UNDERSTANDING

There was inconsistency in how this goal was understood by participants. A variety of suggestions were made:

- Preserving rental housing is not necessarily what is intended. Expanding the rental supply is more suitable. When buildings are at the end of their economic life, redevelopment may be the best option.
- While protecting the amount of exiting rental units, there is a need for flexibility so that older rental buildings can be replaced over time.
- A clear and consistent definition of low and moderate income is required for the region across all municipalities.
- To support goals 3 to 6, it is important to acknowledge that rental housing is an important aspect of a functioning economy and that it is a tenure option that, for some households, will be needed or preferred at all stages of life.
- Buildings that are retained should meet minimum safety standards and operators should have the capacity, or be offered assistance, to adequately maintain their housing over time.

RETENTION VS. REDEVELOPMENT

There is a need for retention and upgrading of the existing rental stock. In some cases, retention may not always be the best course of action and sale or redevelopment may be necessary:

- In some cases, the value of land can be much greater than that of the building, that redevelopment is the preferred route. However, it is difficult to maintain rent levels after a building is redeveloped.
- The existing affordable housing stock may be lower density than what could be achieved on a particular property. The density targets that are supported by the region may contradict the desire to preserve the older and more affordable rental stock.
- Many older rental buildings are low density and have high energy costs.
- It is not always efficient to preserve.
- The existing stock might not always meet the current or anticipated needs for rental housing in terms of location, size, building features, or access to amenities.
- The cost of redevelopment is often a major barrier. Even when land is free, the capital costs are often too high to finance and non-profits cannot afford to carry the capital debt on rent levels that are affordable to low-income households.
- Identify options for municipalities to “down zone” in order to alleviate redevelopment pressures.
- Confirm 1-to-1 replacement (on site or off site) as the minimum requirement in situations where
demolition of existing rental housing cannot be avoided. Recognizing that new rental units will be more expensive, do not include provisions for “pay-in-lieu”.

- Metro Vancouver should lead and provide guidance to rental housing providers on how to assess, retain, upgrade, and replace their housing portfolio as needed.

**TENANT DISPLACEMENT**

Tenant displacement is a major concern for this goal. The following practices were suggested:

- Support practices that allow existing tenants to return to the same building after it is redeveloped and maintain a reduced or below market rent level.

- Develop tenant relocation plans, where tenants receive some support and options in the case of rental housing redevelopment. For example, two months rent, right of first refusal, and moving costs. Metro Vancouver can identify good practices related to tenant protection measures from around the region and create a resource guide.

- Strategies and research is needed on how to facilitate the return of existing renters to the same development after it is redeveloped.

- Facilitate dialogue between small landlords to get their assistance in relocating tenants when rental housing sites are redeveloped and tenants displaced. Landlords can work together in order to find temporary suitable and affordable housing during and post-redevelopment.

**MUNICIPAL TOOLS & PRACTICES**

Some municipalities have policies that limit or prevent the loss of rental housing. However, there is inconsistency across the region in terms of policies and approaches that protect rental housing. Suggested tools and practices include:

- Lower development cost charges (DCCs) or density transfers can be used to facilitate the development of new rental housing.

- Allow property tax deferrals until buildings are demolished.

- Give penalties for rental loss, similar to heritage preservation measures.

- Additional requirements such as urban design elements or higher energy performance or green building features may be waived or reduced to reduce construction costs and facilitate the development of rental housing.

- Develop anti-conversion or demolition bylaws as a disincentive.

- Introduce 1-to-1 replacement policies and support them with incentives. Where suitable, higher levels of densification should be permitted.

- Instead of 1-to-1 replacement, suggest “no net loss of rental housing” as a policy and that the replacement is not site specific. Flexibility should be given on the type and location of replacement, as long as there are no fewer units.

- Ensure flexibility in regulations such that property owners can implement innovative infill and redevelopment options.
BUILDING STANDARDS

An important aspect of this goal should be to ensure that building standards are well maintained and tenants are living in units that meet a minimum basic standard:

- Not all municipalities have Standards of Maintenance Bylaws. Metro Vancouver could create a database of rental properties that meet certain standards as an incentive and example for municipalities and owners to upgrade/maintain their buildings.
- The health authorities should support municipalities with the enforcement of Standards of Maintenance Bylaws.

RESEARCH & COORDINATION

A number of suggestions were made that relate to research and coordination efforts that could be lead by Metro Vancouver:

- Metro Vancouver should work with local Councils and community groups to raise awareness of the need for rental housing, improve community understanding of the current rental housing situation, with a focus on protecting the rental stock.
- Metro Vancouver can identify the tools that are available to sustain rental housing affordability and disseminate the tools and related information to municipalities and housing providers.
- More data and data collection is needed on the number of new rental housing units that have been secured in recent years through municipal incentives and other initiatives. A 2014 baseline of secured rental housing should be established, while measuring “net change” annually thereafter.
- As part of major development projects, developer contributions can be pooled into funds that are used by the region to facilitate the development of affordable housing. Metro Vancouver can use the funds where it is most needed.
- An inventory should be undertaken of the building stock that should be replaced. Metro Vancouver can work with municipalities to identify which buildings should be preserved versus redeveloped/replaced.
- Research rental housing renovation techniques, including phased renovations to avoid eviction/temporary eviction of tenants. Coordinate and make recommendations to the Residential Tenancy Branch as appropriate.
- Metro Vancouver can share tips, strategies, and lessons learned about good housing redevelopment and retention practices.
GOAL #6 – SUPPORTING EFFORTS TO END HOMELESSNESS

GOAL #6:
End Homelessness

DIRECTION #6:
Support the Regional Steering Committee on Homelessness in its efforts to end homelessness through implementation of the Regional Homelessness Plan

97% agree with Proposed Goal & Direction #6 (based on comment forms)

DEFINITIONS & UNDERSTANDING
The goal to end homelessness was identified as being aspirational, difficult, but important:

- The Affordable Housing Strategy should clearly define homelessness, including hidden homelessness.
- Revise the goal to include responsibility of municipalities, not just the Regional Steering Committee on Homelessness (RSCH).
- The goal is vague, and needs to be more descriptive than “end homelessness”.
- Incorporate the concept of “Housing First” in the goal.

FOCUS ON PREVENTION
Connecting affordable rental units to people at-risk of homelessness was identified as a key component to preventing homelessness, as well as several other approaches:

- Support households at-risk of homelessness with programs such as rent banks.
- Prioritize addressing and preventing youth homelessness.
- Provide safe housing for women and children fleeing domestic violence.
- Acknowledge that affordable housing is more than a unit, it also requires support services to prevent homelessness.
- Facilitate programs to support tenants at-risk of homelessness on how to secure and maintain housing, such as independent living skills.
- Ensure housing security is provided to existing tenants in situations where redevelopment projects are proposed.
COORDINATE EFFORTS

There are other planning initiatives addressing homelessness in the region that should be coordinated with the Affordable Housing Strategy:

- Align homelessness goals and components of the Regional Affordable Housing Strategy with the Regional Homelessness Plan.
- The Affordable Housing Steering Committee and the Regional Steering Committee on Homelessness should establish a relationship and coordinate efforts.
- Cross-reference the Regional Homelessness Plan/Affordable Housing Strategy in both reports.
- Require municipalities to prepare Housing Action Plans, and to include addressing and preventing homelessness as part of those plans.
- Establish regional consistency for Standards of Maintenance Bylaws to ensure safe and healthy housing and to prevent homelessness.
- Collaborate with senior levels of government, BC Housing, non-profits, private developers, health authorities, business improvement associations, schools, and Ministries to address and prevent homelessness.

CLIENT-CENTRIC HOUSING & SERVICES

There are several population sub-groups in need of affordable housing and who are at-risk of homelessness, each having their own unique housing needs:

- Coordinate efforts with senior levels of government to house people with mental health and addictions issues.
- Coordinate responsibility to support and house youth aging out of care. Find ways to support youth obtain and secure housing, including establishing relationships/understanding with landlords.
- Establish discharge planning policy for people at-risk of homelessness leaving health institutions or detainment (i.e., community court agreements and protocols).
- Promote scattered site housing with support, rather than emergency shelters, which are expensive to operate.
- Prepare a Regional Transit Plan for the homeless and locate housing for the homeless in close proximity to transit.
- Integrate housing for homeless and people at-risk of homelessness in market/non-market development projects.
GOAL #7 – ADVOCATING FOR POLICIES & RESOURCES

GOAL #7:
Increase the supply, diversity, and affordability of housing through federal and provincial government measures

DIRECTION #7:
Advocate for provincial and federal housing policies and resources to achieve regional goals

87% agree with Proposed Goal & Direction #7 (based on comment forms)

DEFINITIONS & UNDERSTANDING

The response to this goal was generally in agreement of it as an action to support the other goals, rather than a stand-alone goal:

- This “goal” is inter-related with all of the other goals for the Affordable Housing Strategy update. It is an action that could support each goal, rather than being a goal itself.
- The goal should be revised to reflect Metro Vancouver’s role as one of delivering education and awareness, to and in-between, the general public, municipalities, non-profits, private sector/developers, and senior levels of government.

ADVOCATE FOR INVESTMENT IN HOUSING & TRANSPORTATION

Continued advocacy for the investment in the development of housing, and housing-related infrastructure, such as transportation, was the core response to this topic:

- Prepare a lobbying strategy to implement advocacy work, that involves industry, private developers, and stakeholders.
- Advocate for an increase in availability of rent subsidies, increase in income assistance/shelter rates, and for the creation of emergency shelter beds in all sub-regions of Metro Vancouver.
- Advocate for reinstating federal government programs for developing rental and affordable housing (even minor involvement), and funding for major transportation infrastructure.
- Support advocacy efforts of the Federation of Canadian Municipalities (FCM), Big City Mayors, and the Rental Housing Coalition.
**TAXATION & LEGISLATION**

Specific ideas related to changes to taxation and legislation were offered:

- Advocate to the province on reviewing housing regulations/legislation, such as rent control.
- Beyond the Low Income Housing Tax Credit, advocate to the provincial and federal government on addressing taxation measures to incentivize private developers to build rental and affordable housing, such as tax breaks and tax credits.
- Advocate for amending tax legislation to allow money from the sale of deteriorating buildings to be rolled over into next rental purchase. Support this effort by formulating policy on capital gains.

**LEVERAGING RESEARCH & KNOWLEDGE**

Suggestions on ways to leverage housing related studies were offered as a means to advocate and demonstrate needs to various levels of government:

- Several housing studies have already been prepared in the region, such as Housing Action Plans. Metro Vancouver could leverage off these studies for advocacy and educational purposes, demonstrating housing needs specific to member municipalities.
- Advocate housing affordability tools with respect to density, social mix, and integrating housing and infrastructure planning.
- Facilitate meetings between stakeholders, non-profits, and developers on how to incorporate affordable housing into development projects.

**FINANCIAL SUPPORT**

Opportunities to obtain financial support for investing in housing development were suggested:

- Through partnerships with municipal, regional, provincial, and federal governments, explore innovative financing options including patient capital and municipal guarantees.
- Advocate for the waiving of development cost charges (DCCs) on affordable housing and rental development projects.
- Direct financial support towards building new and innovative housing forms and tenure.
### GOAL #8 – DEVELOPING NEW DATA & RESOURCES

**GOAL #8:**
Understand the drivers of high housing costs and affordability challenges in Metro Vancouver

**DIRECTION #8:**
Develop new data sources and measures to improve housing policy and planning decisions

97% agree with Proposed Goal & Direction #8  
*based on comment forms*

### DEFINITIONS & UNDERSTANDING

Similar to Goal #8, the response to this goal was in general agreement of it as an action to support the other goals, rather than a stand-alone goal:

- This “goal” is inter-related with all of the other goals for the Affordable Housing Strategy update. It is an action that could support each goal, rather than being a goal itself.
- Data and measures needs to be clearly defined.

### COORDINATE RESEARCH

A core element to developing new data and resources is designating Metro Vancouver as the key coordinator and author of this research:

- Lead housing research that municipalities can reference when preparing evidence-based policy.
- Specific suggested research topics to be lead by Metro Vancouver include:
  - Legal options for municipalities to secure existing non-profit rental to prevent conversion of affordable housing units.
  - Impacts of foreign homeownership on the housing market.
  - Benefits to building purpose-built market rental housing.
  - Relationship between economic/employment development and housing needs.

### SHARE BEST PRACTICES

Examples of successful affordable housing development projects were requested:

- Share successful affordable housing projects that could be used as models, including policies and regulations implemented.
- Share best practice with the public, and support municipalities on their amendments and updates to policy and regulations that encourages affordable housing.
- Educate municipalities and stakeholders on how to access and interpret available data sources.
DATA, SPECIFICITY & CONSISTENCY

A clear understanding of targets was requested:

- Provide community-specific housing demand data, specifically identifying the number of housing units required per municipality per year. Support this with outlining the supply and demand factors of developable land.
- Clearly identify housing targets for each municipality, and monitor progress, including identifying targeted income levels.
- Create a regional database to track the development of affordable housing units and people in need, including monitoring people moving into housing from the streets.
- Prepare an inventory of sites that could potentially be developed as rental or affordable housing.
- Investigate the full implications of changes to the 2011 Census as they relate to our understanding of affordability challenges. Consider alternatives such as a regional census.
- Prepare and distribute resources to help non-profit housing providers transition post end of operating agreements (EOA).
- Coordinate regional consistency of housing-related policies and implementation, such as inclusionary policy.
- Prepare a guide or template of a Standards of Maintenance Bylaw that can municipalities can reference.

COLLABORATE WITH RESEARCH PARTNERS

Partnerships were identified as being essential to facilitating research development:

- Work with CMHC, Statistics Canada, Real Estate Boards, all levels of government, BCNPHA, CHFBC, Social Purpose Real Estate Table (SPRE), and others to identify existing data and determine data/information gaps to be addressed.
- Partner with BCNPHA and VanCity on the Rental Housing Index to offer data on households and needs (not just on rental stock).
- Focus on best practices research that is non-Vancouver based, as their charter powers are inapplicable to other municipalities.
SUMMARY OF TOP IDEAS

The final activity at each of the workshops involved a plenary discussion of the top ideas identified directly by the participants during the small group discussions. Participants provided additional comment and direction during this large group session. These top ideas are presented by workshop and topic area in the table below.

<table>
<thead>
<tr>
<th>WORKSHOP #1</th>
<th>WORKSHOP #2</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Supporting non-profits with resources and expertise to redevelop land and build a mix of housing</td>
<td>1. NIMBY – community consultation to understand housing, density, culture, aspirations</td>
</tr>
<tr>
<td>2. Municipalities to support innovation and be open to new ideas</td>
<td>2. Density and complete communities – hierarchy of density along corridors and stations</td>
</tr>
<tr>
<td>3. More sharing of what we’ve learned – best practices</td>
<td>3. Ownership – cannot support rental and affordable housing development without ownership housing at TODs</td>
</tr>
<tr>
<td>4. Promote new housing forms, e.g. laneway housing, mid-rise apartments, infill etc.</td>
<td>4. Define diversity as two types: affordability and types/end user</td>
</tr>
<tr>
<td>5. Promote alternative forms of tenure, e.g. life lease, partial equity, etc.</td>
<td>5. Political will and community champions at all municipal levels to make strategic decisions (Translink will respond to political will)</td>
</tr>
<tr>
<td>6. “Green Line” areas to support green mortgages and reduce parking etc.</td>
<td>6. Big bold transportation investment projects</td>
</tr>
</tbody>
</table>
## 2. Expanding Rental Housing

<table>
<thead>
<tr>
<th>WORKSHOP #1</th>
<th>WORKSHOP #2</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Intensification of existing rental properties while protecting affordability</td>
<td>1. Federal incentives, tax credit system</td>
</tr>
<tr>
<td>2. Expand opportunity for secondary rental units</td>
<td>2. Build up non profit capacity in real estate development</td>
</tr>
<tr>
<td>3. Introduce incentives to increase “as of right” potential</td>
<td>3. Innovative financing by Metro Vancouver, provincial and federal – “patient capital”</td>
</tr>
<tr>
<td>4. Address taxation rules</td>
<td>4. Inclusionary policy – Senior government support and ongoing own operation</td>
</tr>
<tr>
<td>5. Facilitate non-profit development through consistent policy, resources, tool kits</td>
<td>5. Get federal government back into rental, through tax system and MURB-like programs</td>
</tr>
<tr>
<td>6. Identify underutilized land and sites</td>
<td>6. Hybrid tenures, e.g. rent to own</td>
</tr>
<tr>
<td>7. Incentivize secure market rental</td>
<td>7. Municipal policies to increase density</td>
</tr>
<tr>
<td>8. Federal and provincial tax measures</td>
<td>8. Innovative options e.g. room and board</td>
</tr>
<tr>
<td></td>
<td>9. Coordinate municipal housing reserve funds</td>
</tr>
<tr>
<td></td>
<td>10. Municipal housing policies framework i.e. density/ benefits</td>
</tr>
<tr>
<td></td>
<td>11. Utilize existing non profit sites and equity to expand mixed housing</td>
</tr>
<tr>
<td></td>
<td>12. Partnerships between private and non-profit and senior government</td>
</tr>
</tbody>
</table>
### WORKSHOP #1

1. What are the “legal” regulatory tools available – research and share
2. Facilitate stronger partnerships with BC Housing, churches, non-profits, etc.
3. Clarify role for Translink while preserving rental housing
4. Involvement of senior government
5. Transition regarding the need to retain/upgrade existing rental
6. Municipal tools and incentives, e.g., lower DCCs, density transfers

### WORKSHOP #2

1. Preserve price at same transit location
2. Expiry of operating agreements - work with groups; non-profits to understand implications
3. Tenant relocation plan-standard, e.g., 2 month rent, right of 1st refusal, moving costs
4. Lessons and best practices around region – create resource
5. Lease renewals on public land
6. Ownership transfer, e.g., BC Housing non-profit
7. Look at what could be replaced, e.g., higher than 1:1 replacement
8. Involvement of senior government
9. Increase sophistication of development; capacity building for non-profits to manage market rentals
## 4. ENDING HOMELESSNESS

### WORKSHOP #1

1. Revise direction to include municipalities and not just RSCH
2. Advocacy & coordination between municipalities & higher levels of government
3. Missing: Mental health and addictions, housing with supports, appropriate/suitable housing
4. Revise goal - require municipalities to prepare Housing Action Plans that address homelessness
5. Direction - to include municipalities, industry, investors
6. Coordinate strategies, i.e. regional homelessness plan and affordable housing strategy update

### WORKSHOP #2

1. Regional facilitation and sharing of best practices.
2. Municipalities to use incentives and facilitate partnerships to enable key groups to stay in their communities, e.g. youth or people with disabilities.
3. Safe and secure housing for women and children who are fleeing abuse.
4. Ensuring units are accessible and large enough to accommodate families with children.
5. Use zoning as a tool to promote affordable housing.
APPENDICES
APPENDIX A

WORKSHOP PARTICIPANTS
**September 11, 2014 Participants**

Abigail Bond, City of Vancouver  
Carla Schuck, City of Port Coquitlam  
Matthew Bourke, City of Vancouver  
Mukhtar Latif, City of Vancouver  
Annie Mauboules, District of North Vancouver  
Theresa Harding, Metro Vancouver  
Tristan Johnson, New Westminster  
Mike Ruskowski, Corporation of Delta  
Phil Chapman, District of North Vancouver  
Margaret Manifold, City of Burnaby, Planning  
Doug Tennant, SBOT & Semiahmoo Housing Society  
Frieda Vairo, Kekinow Native housing  
Michael Epp, City of North Vancouver  
Juliana Buitenhuis, City of North Vancouver  
Brian Dodd, Seniors Services  
Mark Sakai, GVHBA  
Mandip Sidhu, Vancity Credit Union  
Joanna Brownell, Translink  
Melissa Orozco, Urban Land Institute  
Patti Glass, Urban Land Institute  
Stephen Mikicich, District of West Vancouver  
Claudie Freire, District of West Vancouver  
Brian Clifford, BCNPHA  
Neil Spicer, Metro Vancouver  
Patrick Santoro, Urban Development Institute  
Eric Aderneck, Metro Vancouver  
Michael Geller, Geller Associates  
Tom Durning, TRAC  
Ben Cooper, Marcon Development Ltd.  
Penny Gurstein, SCARP, UBC  
Jerry Doll, NSDA Architects  
Geoff Meggs, City of Vancouver  
Nic Paolella, Marcon Development Ltd.  
Carol Metz Murray, Tricity Transition  
Samantha Bohuert, Tsawwassen First Nation  
Tristan Johnson, City of New Westminster

**September 17, 2014 Participants**

Dana Parr, Pitt Meadows  
Catherine Van de Hoef, UBC  
Sharon Folkes, City of Burnaby  
Kira Grewing, Vancity  
Debra Yip, CMHC  
Rob Turnbull, Street to Home Foundation  
Tyler Lee Pacific, Community Resources Society  
Harriet Permut, Real Estate Board of Greater Vancouver  
John Foster, City of Richmond  
Leon Prescesky, Real Estate Board of Greater Vancouver  
Teresa Kaszonyi, Township of Langley  
Alicia Templeton, Wesgroup Properties  
Aileen Murphy, Surrey  
Mary De Paoli, City of Port Moody  
Kevin Jones, City of Port Moody  
Don Driedger, Metro Vancouver  
Jane Dyson, BC Coalition of People with Disabilities  
Rosie Cindrich, Wanson Development  
Craig Lochhead, TL Housing  
Darren Trester, TL Housing  
Debbie Kraus, RSCH  
Shabna Ali, BCSTH  
Dena Kae Beno, City of Richmond  
Matt Bourke, City of Vancouver  
Sandy Burpee, TriCities Homeless Task Force  
Jason Copas, SPARC BC  
Catherine Tolbott, BCSTH  
Joyce Rautenberg, City of Richmond  
Peggy Prill, CMHC  
Meg Holden, SFU  
Don Littleford, Metro Vancouver
WORKSHOP AGENDA

Thursday, September 11, 2014
1 pm – 4:30 pm
Annacis Research Centre, 1400 Lindsey Place, Delta, BC

<table>
<thead>
<tr>
<th>TIME</th>
<th>ACTIVITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>1:00</td>
<td>Welcome Remarks – Geoff Meggs, Vice Chair Metro Vancouver Housing Committee</td>
</tr>
<tr>
<td>1:05</td>
<td>Introduction and purpose</td>
</tr>
<tr>
<td>1:15</td>
<td>Update to the Strategy – Presentation by Metro Vancouver staff and discussion</td>
</tr>
<tr>
<td>1:40</td>
<td>Outline of small group break-out process</td>
</tr>
<tr>
<td>1:45</td>
<td>Break-out Session #1 – Participants self-select their group with a choice of 4 topics</td>
</tr>
<tr>
<td>2:25</td>
<td>Break</td>
</tr>
<tr>
<td>2:35</td>
<td>Break-out Session #2 – Participants self-select their group with a choice of same 4 topics</td>
</tr>
<tr>
<td>3:15</td>
<td>Completing comment forms</td>
</tr>
<tr>
<td>3:25</td>
<td>Plenary Discussion – Summary of all topics discussed in small group sessions</td>
</tr>
<tr>
<td>4:15</td>
<td>Wrap-up and thank you – Don Littleford, Director, Regional Housing</td>
</tr>
<tr>
<td>4:30</td>
<td>Session Close</td>
</tr>
</tbody>
</table>

Small Group Break-out Sessions

The four topics assigned to each of the small group break-out sessions will be:

1. Diversifying the housing supply (type + tenure) and focusing on transit-oriented areas.
2. Expanding rental housing supply (private, non-profits and co-ops).
3. Preserving existing rental stock (private, non-profits and co-ops), and impact on tenants.
4. Ending homelessness.
WORKSHOP AGENDA

Wednesday, September 17, 2014
8:30 am – 12 noon
Annacis Research Centre, 1400 Lindsey Place, Delta, BC

<table>
<thead>
<tr>
<th>TIME</th>
<th>ACTIVITY</th>
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</thead>
<tbody>
<tr>
<td>8:30</td>
<td>Welcome Remarks – Wayne Wright, Chair, Metro Vancouver Housing Committee</td>
</tr>
<tr>
<td>8:35</td>
<td>Introduction and purpose</td>
</tr>
<tr>
<td>8:45</td>
<td>Update to the Strategy – Presentation by Metro Vancouver staff and discussion</td>
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<td>9:10</td>
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</tr>
<tr>
<td>10:05</td>
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APPENDIX C

DISCUSSION PAPER HANDOUT
PRIORITIES FOR THIS UPDATE:
1. Expand the purpose-built rental housing supply.
2. Increase affordable housing located close to Translink’s Frequent Transit Network.
3. Expand the role of non-profit and co-operative housing providers, including Metro Vancouver Housing Corporation (MVHC), to increase the supply of mixed income housing.

This handout summarizes a March 2014 discussion paper intended to facilitate dialogue with both internal and external stakeholders about directions this update strategy should take.

WHERE ARE WE NOW?
Most of the actions recommended in the RAHS 2007 have been implemented or are in progress.

Key points to note are:
- The number of new dwelling units has kept up with demand in terms of quantity, but prices have continued to escalate, reducing affordability.
- Some progress has been made in addressing homelessness, thanks to the Regional Homeless Strategy, the Provincial Homelessness Initiative, provincial/municipal Memorandums of Understanding, the Homeless Partnering Strategy, and the efforts of non-profits, community agencies, and municipalities.
- Rental housing construction is increasing due to market factors and municipal policies, such as secondary suite legalization and purpose-built rental incentives.

The regional economy depends upon a diverse and affordable housing supply to meet the needs of its residents. Much has been accomplished since Metro Vancouver’s Regional Affordable Housing Strategy (RAHS) was adopted in 2007, but much remains to be done. To reflect current conditions and identify new directions going forward, Metro Vancouver staff is working with member municipalities via the Regional Planning Advisory Committee Housing Subcommittee to update the Regional Affordable Housing Strategy.
The regional economy depends upon a diverse and affordable housing supply to meet the needs of its residents. Much has been accomplished since Metro Vancouver’s Regional Affordable Housing Strategy (RAHS) was adopted in 2007, but much remains to be done. To reflect current conditions and identify new directions going forward, Metro Vancouver staff is working with member municipalities via the Regional Planning Advisory Committee Housing Subcommittee to update the Regional Affordable Housing Strategy.

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- Rental housing construction is increasing due to market factors and municipal policies, such as secondary suite legalization and purpose-built rental incentives.
WHERE ARE WE NOW?

■ The number of affordable rental units for low income households has not kept pace, as these require government subsidies, but rent supplement programs have helped.

■ We now have a better understanding of the purpose-built rental housing supply, and are developing tools to retain and renew this important stock.

■ Significant capacity and equity is available within the non-profit and cooperative housing sectors, and the Metro Vancouver Housing Corporation (MVHC) is a valuable resource for the region.

CURRENT & PRESSING CHALLENGES

Despite concerted action and progress, housing affordability and diversity remain challenges, and new issues have gained prominence since 2007. These challenges can serve as the focus for strategic action going forward:

■ Broad contextual factors, such as population growth and community resistance to increased density in established neighbourhoods.

■ Inadequate security of the rental housing supply.

■ Lack of rental housing that is affordable to low and moderate income households.

■ Little affordable ground-oriented housing suitable for families.

■ Lack of suitable multi-unit living options.

■ Lack of support or services for seniors aging in place or in their communities.

■ Gaps in the seniors housing continuum.

■ High combined housing and transportation costs.

■ Inadequate or incomplete housing market information needed to make informed policy decisions.

OPPORTUNITIES

These are some opportunities on which we can build a renewed Regional Affordable Housing Strategy:

■ Heighten awareness of the importance of housing affordability and diversity.

■ Expand use of municipal and regional tools to facilitate new affordable housing, e.g. waiving fees or other financial incentives.

■ Transit-oriented locations enhance affordability by reducing households’ transportation costs.

■ Utilize existing resources and capacity, such as provincial rent supplement programs; non-profit equity and expertise; and innovative public, private and non-profit partnerships.
2 REGIONAL AFFORDABLE HOUSING STRATEGY UPDATE – 2014

WHERE ARE WE NOW?

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■ Transit-oriented locations enhance affordability by reducing households' transportation costs.

■ Utilize existing resources and capacity, such as provincial rent supplement programs; non-profit equity and expertise; and innovative public, private and non-profit partnerships.

PROPOSED GOALS

The following broad goals are proposed for the 2014 RAHS update. They have been developed in collaboration with staff from Metro Vancouver’s member municipalities and build upon the directions in the 2007 Strategy.

1. Maximize housing diversity and affordability to meet a range of needs.

2. Align housing initiatives with Metro 2040: Shaping Our Future, with a particular focus on rental and affordable housing near the Frequent Transit Network.

3. Expand the rental housing supply, including mixed income housing for low and moderate income households.

4. Sustain, where possible, the existing purpose-built rental housing stock.

5. Meet the needs of low and moderate income renters, including through redevelopment.


7. Increase the supply, diversity, and affordability of housing through federal and provincial government measures.

8. Understand the drivers of high housing costs and affordability challenges in Metro Vancouver.

PROPOSED DIRECTIONS

The following directions are proposed for discussion. Specific actions and recommendations will be developed at the next stage of updating the Strategy.

1. Diversify the supply of housing to meet a range of needs.

2. Capitalize on transit-oriented locations for rental and affordable housing locations before escalating land values eliminate affordability as an option.

3. Support the non-profit sector to continue to operate and develop mixed income rental housing.

4. MVHC to work with municipalities to redevelop existing sites to expand the supply of mixed income rental housing.

5. Investigate measures to preserve or sustain the existing purpose-built rental housing stock to extend its useful life while avoiding measures that lead to tenants losing their homes because of renovation activities.

6. Support the Regional Steering Committee on Homelessness in its efforts to end homelessness through implementation of the Regional Homelessness Plan.

7. Advocate for provincial and federal housing policies and resources to achieve regional goals.

8. Develop new data sources and measures to improve housing policy and planning decisions.
THE ROLE OF GOVERNMENT

While the market ultimately drives housing supply and price, each level of government, as well as, the private sector and the non-profit and cooperative housing sector has a role to play in working towards improved housing diversity and affordability.

Local governments:
- develop plans and policies to support improved housing affordability and diversity;
- use the tools provided by provincial legislation to lever the development of affordable or rental housing;
- use their own assets directly for housing purposes;
- undertake housing policy research; and
- advocate to senior levels of government to provide needed housing resources.

Metro Vancouver, a member organization with 22 local governments:
- supports municipalities in their roles by providing information, research and advocacy;
- convenes municipal staff and politicians on housing matters; and
- provides a policy framework through Metro 2040: Shaping Our Future, the regional growth strategy and the Regional Affordable Housing Strategy.

Provincial and federal governments:
- provide subsidies and programs for low-income households and individuals who are homeless or at-risk of homelessness.

WHERE DO WE GO FROM HERE?

Before beginning to draft the updated Strategy, we are consulting with stakeholders to get their feedback on the proposed goals and directions. We will be checking in again with these stakeholders once the draft Strategy is complete.
APPENDIX D

COMMENT FORM
## COMMENT FORM

<table>
<thead>
<tr>
<th>PROPOSED GOALS*</th>
<th>A. Do you agree with the draft Strategy's proposed goals and directions</th>
<th>COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>1. Diversifying housing supply</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Focusing on transit-oriented locations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Supporting the non-profit sector</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Expanding the supply of mixed-income rental</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Protecting the existing stock of purpose-built rental</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. Supporting efforts to end homelessness</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. Advocating for policies and resources</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. Developing new data and resources</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* Please refer to handout for detailed goals and directions
**PROPOSED GOALS*** | **B. Do you have any specific suggestions, strategies, or action ideas for achieving these goals?**
---|---
1. Diversifying housing supply |  
2. Focusing on transit-oriented locations |  
3. Supporting the non-profit sector |  
4. Expanding the supply of mixed-income rental |  
5. Protecting the existing stock of purpose-built rental |  
6. Supporting efforts to end homelessness |  
7. Advocating for policies and resources |  
8. Developing new data and resources |  

* Please refer to handout for detailed goals and directions

**B. Do you have any additional goals or directions that have not been captured in the proposed set of goals and directions?**

Thank you for your feedback. Please leave your completed comment form with one of the resource staff at the workshop OR email it to: Noha Sedky, CitySpaces Consulting (nsedky@cityspaces.ca) no later than September 19, 2014.
APPENDIX E

COMMENT FORM RESULTS
### 1. Diversify Housing Supply

**A. Do you agree with the draft strategy’s proposed goals and directions?**  
(97% agreement – 35 Y / 1 N)

<table>
<thead>
<tr>
<th>Pros</th>
<th>Cons</th>
</tr>
</thead>
</table>
| • Promote diverse forms and tenures.  
• More emphasis should be on entry level ownership and how to make ownership more affordable.  
• Set key targets including numbers as set out in the growth strategy. Create more family housing such as 3 bedrooms.  
• Focus should be on housing stock affordable to middle and lower income families.  
• Key is to provide housing diversity in municipal OCPs, Land Use Policies and CAC. Policies that credit “rental” Housing and Bonus density.  
• Ensure that the strategy does not lose sight of affordable home ownership.  
• Need to recognize different needs of different communities and changes over time.  
• Incorporate accessibility (re. senior surge) into goal statement.  
• Include housing type and costs/subsidy for people getting off the street/homelessness.  
• Diversity and affordability need to be split into two separate goals with unique directions. They are often in conflict with each other.  
• Yes. Provide options for aging in place/broad spectrum of population.  
• Diversity needs to be defined. | • Need to include entry level home ownership. I am concerned that too much of a rental focus may result in policies that undermine home ownership affordability.  
• Let’s get more specific about what “diversity” looks  
• Integrate green building strategies with affordable housing.  
• Mixed income: mixed tenure of mixed portfolio - scaling projects to support non-profits sustainability to operate over the long-term.  
• Take account changes in society - aging population, immigration, and also stresses on families (both parents working; daycare requirement, transit).  
• Needs to include/define what is meant by diversity.  
• Need to look at other tenure types - fee simple townhouses, small (3-4 unit) condos in single family areas, co-housing, life lease; as well as different structure types (laneway houses, etc).  
• Low end market housing needs to be explicitly included in the scope of this goal. Metro should do more research on housing types we don’t have and what the barriers are.  
• Family friendly housing! Consider other types of families e.g., multi generational. Bring Translink to the table. |

**B. Do you have any specific suggestions, strategies, or actions ideas for achieving these goals?**

<table>
<thead>
<tr>
<th>Pros</th>
<th>Cons</th>
</tr>
</thead>
</table>
| • More flexible zones.  
• Promote/showcase stacked townhouse and innovative tenure. e.g., life lease.  
• Zone for rental.  
• Focus on low income housing. Target housing. e.g., seniors, LGBT, young families, as well as mixed housing.  
• Create more family housing particular 3 bedrooms.  
• Model zoning bylaws.  
• Municipalities need to be more flexible and open to allowing different types of housing.  
• Incentivize adaptable units and building forms that could be used by many types of people. For example, a 2-bedroom unit with lock-off suite could be used as a family unit together, 2 separate units, or with a caretaker to allow aging in place. | • Planning policies should facilitate diverse communities (e.g., broad range of housing types/forms....aging in place).  
• Manage NIMBY. There needs to be part of Regional Affordable Housing Strategy. Diversity is going to be critical to any success.  
• Ensure housing for people with disabilities, e.g., universal design.  
• Factor in changing trends based on both immigration, that home ownership is less realistic given the cost and aging population. Future generations may have to accept rental rather than home ownership.
## 2. Focusing on Transit-Oriented Locations

### A. Do you agree with the draft strategy’s proposed goals and directions?

<table>
<thead>
<tr>
<th>Agreement</th>
</tr>
</thead>
<tbody>
<tr>
<td>100% agreement – 36 Y/0 N</td>
</tr>
</tbody>
</table>

- Would recommend being specific in terms of focusing on locations which are along the frequent transit network, or at locations with high-quality transit service (current wording of goal #2 does so, but not the definition).
- In more suburban municipalities, there may be many opportunities to create affordable housing in single family zones.
- Consider “green lining” areas where package relaxations, green mortgages discounts, and transits passes are made available.
- Should also focus on areas close to Vancouver’s Metro Core - within close proximity for biking and walking (e.g., Mt. Pleasant).
- Make sure Translink plans reflect rental goals.
- With existing transit infrastructure, plan new transit infrastructure combined with land use planning.
- Somewhat excludes some parts of the region with no rapid-transit.
- Not all municipalities have good transit. Need to ensure there is improved transit across region. Support concept of building affordable housing near transit.
- Not all transit locations are ideal sites for high density rental/condo development. Look at mixed use complete communities.
- A must for low income households as they are less likely to have a car or their friends to have a car (to give a ride) so transit is critical.
- Need to be opportunistic - any large development should contribute to affordable housing.
- Yes for focus. But not one size fits all.
- Again, this should be for all types of housing, including home ownership.
- Explore expanding joint consideration of transportation and housing costs to other items in household budget and co-locate other key infrastructure and services, e.g., energy, food, school/children’s stuff.
- Need to ensure that affordability for current tenants retained or provided for new low - moderate income household.
- Logical given that those with low incomes less likely to own a vehicle.
- Would benefit from description of what transit-oriented locations are - along the Frequent Transit Network. Highest density at rapid transit stations/less along bus routes?
- Yes, but no “ghettos” created - developments should be mixed type/tenure, created with partnerships between Translink, municipalities, developers (for profit and non-profit).
- But... Transit oriented locations need to include arterial roads served by buses; not just sky train stations. Not everyone wants to live in a high rise.
- But should provide for opportunities for emerging centre and development of future.
- Transit corridors.

### B. Do you have any specific suggestions, strategies, or actions ideas for achieving these goals?

- Reduced parking requirements can lower unit costs; explore opportunities to have transit pass incorporated into rent/purchase cost (ideally at overall discount cost to household, vs. not incorporated).
- Reduced parking requirements.
- Should support the creation of a Regional Transit Plan for the homeless.
- “Green living” an asset.
- Lift in land value should be considered for more transit. Increase transit supply = overall affordability.
- Yes!! A must for aging populations.
- Strengthened integration (Translink has some authority within locations of the Frequent Transit Network).
  1) Stated policy that articulates the “highest density” at transit - oriented locations.
  2) Give “greater” parking relaxation, the closer the project is to a transit hub.
- Municipalities can use bonusing policies to “incentivize” affordable housing development.
- There should be agreement on the density near transit before new lines are built. Pre-zoning would help as well.
### 3. SUPPORTING THE NON-PROFIT SECTOR

#### A. Do you agree with the draft strategy’s proposed goals and directions?

<table>
<thead>
<tr>
<th>97% agreement – 36 Y/1 N</th>
</tr>
</thead>
<tbody>
<tr>
<td>• In a coordinated way to build capacity rather than lots of smaller agencies.</td>
</tr>
<tr>
<td>• Goal unto itself or more of a strategy?</td>
</tr>
<tr>
<td>• Building partnerships and sharing knowledge/data is important. Some municipalities do not have an understanding of the situation for non-profits in their community.</td>
</tr>
<tr>
<td>• Also, link to the regional steering committee on homelessness and the Aboriginal Steering Committee on homelessness where most of non-RSCH and ASCH non-profits that work with low income and homeless people are represented.</td>
</tr>
<tr>
<td>• There isn’t a specific goal to this effect. Especially in terms of promoting partnerships and new tenure arrangements and forms.</td>
</tr>
<tr>
<td>• Building economic capacity, literacy and operating management ability to meet socio-economic needs of low to moderate income households while balancing non-profit portfolios.</td>
</tr>
<tr>
<td>• Also important wider support that non-profits provide, such as food banks that support groups with low incomes.</td>
</tr>
<tr>
<td>• Identify potential challenges/opportunities facing non-profits.</td>
</tr>
<tr>
<td>• Definitely, with funds from 3 levels of government and also with education and with easing of municipal restrictions (i.e., zoning for density, car parking requirements).</td>
</tr>
<tr>
<td>• Support non-profits to develop and staff supported housing will keep the visibly homeless housed longer.</td>
</tr>
<tr>
<td>• So important to build capacity within non-profit sector, important to provide resources and education for non-profits’s in terms of redevelopment.</td>
</tr>
</tbody>
</table>

#### B. Do you have any specific suggestions, strategies, or actions ideas for achieving these goals?

| Yes!! Incentives needed to get non-profit interested in development. |
| Focus on building capacity for key partners so you achieve economies of scale. |
| Building partnerships and capacity. |
| Innovations in partnerships need to be accepted by municipalities. |
| Goal #3 does not say support non-profit sector. It talks about housing for low income households which needs to be addressed by all sectors. |
| Consultation / collaboration with non profits, local government and others. E.g partnership on affordable housing development. |
| Strongly support this. There’s a huge amount of experience and knowledge in this sector, but funding is always an issue for these groups. |
### 4. EXPANDING THE SUPPLY OF MIXED-INCOME RENTAL

#### A. Do you agree with the draft strategy’s proposed goals and directions? (100% agreement – 37 Y/0 N)

<table>
<thead>
<tr>
<th>Agree</th>
<th>Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Set targets as set out in growth strategy for each municipality.</td>
<td>• Let’s get specific about the value of missing incomes in neighbourhoods and the full range of the income spectrum.</td>
</tr>
<tr>
<td>• Depends on definition of mixed income; clarify context.</td>
<td>• Need ‘how to’ for municipalities and developers and create the political will.</td>
</tr>
<tr>
<td>• Incentivize through land use policies. Implement through housing agreements during rezoning process.</td>
<td>• Redeveloping existing rental likely to be older stock, with cheaper rents/larger unit sizes, to be replaced with smaller units/higher rents.</td>
</tr>
<tr>
<td>• Additional rental housing needed to meet the demand.</td>
<td>• Looking at all kinds of rental opportunities, e.g., shared living arrangements.</td>
</tr>
<tr>
<td>• Diverse communities are healthier communities.</td>
<td>• Yes, mixed income and mixed target market (more down and 1st time renters in same project); diversity is key.</td>
</tr>
<tr>
<td>• Seems unnecessary.</td>
<td>• Youth, the elderly and chronic and hidden homeless need to be included in this mixed income rental model.</td>
</tr>
<tr>
<td>• To include market end rent geared to income. This should be priority focus.</td>
<td>• Could supplement this by providing examples of successful community integration in anticipation of opposition.</td>
</tr>
</tbody>
</table>

#### B. Do you have any specific suggestions, strategies, or actions ideas for achieving these goals?

<table>
<thead>
<tr>
<th>Suggestion</th>
<th>Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Set key targets for each municipality for all income level.</td>
<td>• Need to research promising practices in terms of architectural design, operations, income ratios.</td>
</tr>
<tr>
<td>• Pre-zoned density bonuses.</td>
<td>• Lobby the Federal Government for tax incentives. I don’t think the development cost charge (DCC) idea is workable.</td>
</tr>
<tr>
<td>• Better understanding of where and under what market conditions this type of development is viable.</td>
<td>• Create “how to” manual for municipalities and developers.</td>
</tr>
<tr>
<td>• Look at adding storeys to existing older buildings with rental units.</td>
<td>• Ensure developers are required to build units of all sizes, i.e., real “family housing”.</td>
</tr>
<tr>
<td>• Avoid situations like the M Ford Building in SouthEast False Creek.</td>
<td>• Clarify ideal home ownership of new units in mixed buildings and build capacity to maintain and operate these. Focus on innovative financing, new patient capital sources and Metro as a guarantor.</td>
</tr>
<tr>
<td>• Clarify ideal home ownership of new units in mixed buildings and build capacity to maintain and operate these. Focus on innovative financing, new patient capital sources and Metro as a guarantor.</td>
<td></td>
</tr>
</tbody>
</table>
### 5. PROTECTING THE EXISTING STOCK OF PURPOSE-BUILT RENTAL

#### A. Do you agree with the draft strategy’s proposed goals and directions?

(97% agreement – 37 Y/1 N)

<table>
<thead>
<tr>
<th>Agreement</th>
</tr>
</thead>
<tbody>
<tr>
<td>The affordability to be protected rather than the stock and tenant relocation policies.</td>
</tr>
<tr>
<td>Not at expense of opportunity to create more rental - clarify.</td>
</tr>
<tr>
<td>Ensuring existing stock is maintained and remains viable. Ensuring existing number of rental units is replaced when properties are redeveloped.</td>
</tr>
<tr>
<td>Good to protect amount of existing rental units, but need to provide some flexibility so that older rental buildings can be replaced with new ones that include more units.</td>
</tr>
<tr>
<td>And if a rental property must be replaced due to age/condition/cost of maintenance, rental should be built in its place. For example: use surface parking, intensity uses on existing sites, fix the tax code.</td>
</tr>
<tr>
<td>These are generic, static goals that do not offer vision, an unique focus or change. We can do better than this. Goal 4 is especially weak. The directions are too similar to the goals and do not offer clear direction in most cases. What are the actions?</td>
</tr>
<tr>
<td>Yes... but need longer term replacement strategy too.</td>
</tr>
<tr>
<td>My concern is that this may result in projects like Heather Place not being allowed. Some rental site may have to be redeveloped. They could be beyond their useful life or low rise car transit. “Where possible” needs to be defined.</td>
</tr>
<tr>
<td>With some limitation, depending on the land with realistic target rents. High-income Cut-off Limits (HILs).</td>
</tr>
<tr>
<td>Mixed age building stock is important because “new ideas (and people) need old buildings”.</td>
</tr>
<tr>
<td>Instead of 1:1 replacement suggest “no net loss of rental housing” as a policy - re. not site specific.</td>
</tr>
<tr>
<td>Cost benefit analysis to multiple sectors (municipal, development, non-profit, senior government, private sector - employment/economic benefits of work force housing, diverse housing types, etc.).</td>
</tr>
<tr>
<td>Properties that have reached the end of lifecycle or have not been well maintained need to be replaced. This feeds in with comments above.</td>
</tr>
<tr>
<td>Yes, but not without consideration given re-development to increase density, expand diversity of housing, keeping properties well-maintained etc.</td>
</tr>
<tr>
<td>Governments need to be accountable for the costs and negative consequences of their policies and regulations (e.g., rent controls limit the economic viability of rental stock federal capital gains policies inhibit re-investment in rentals).</td>
</tr>
<tr>
<td>Should consider changing language to reflect protection of number of units (access to Low End of Market Rental units) and income levels, instead of protecting building/site itself.</td>
</tr>
</tbody>
</table>

#### B. Do you have any specific suggestions, strategies, or actions ideas for achieving these goals?

<table>
<thead>
<tr>
<th>Suggestions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Incentives to maintain rather than bulldoze!</td>
</tr>
<tr>
<td>Protect existing affordability.</td>
</tr>
<tr>
<td>Relaxations by municipalities to allow for creative renovations. e.g., ability to develop on surface parking lots.</td>
</tr>
<tr>
<td>Support rezoning for additional development (new rental) where existing rental is retained /upgraded/affordability secured.</td>
</tr>
<tr>
<td>There should be policy that enables the redevelopment of existing rental stock at a highest density while grandfathering the existing number of units and rental rates, i.e. 26 existing rental replaced with new 100-unit rental project – net gain.</td>
</tr>
<tr>
<td>Must occur through density bonusing on existing purpose – built rental buildings in order to pay for the cost of renewal.</td>
</tr>
<tr>
<td>Important to recognize that this stock will not last forever and will eventually need replacement.</td>
</tr>
<tr>
<td>Where not possible, 1 for 1 replacement. Flexibility can be given on the kind and location of replacement but no less units should be the minimum.</td>
</tr>
<tr>
<td>Be careful that policies here do not result in fewer new rental units being built because projects are stalled.</td>
</tr>
</tbody>
</table>
### 6. SUPPORTING EFFORTS TO END HOMELESSNESS

#### A. Do you agree with the draft strategy’s proposed goals and directions?  
(97% agreement - 36 Y/1 N)

- Across all municipalities.
- The wording of this goal is different from "Ending Homelessness" stated in the update document - and is more pragmatic.
- Not sure - extremely vague statement, what does this entail? Very grandiose. What does “support” entail?
- Identifying strategies for municipalities/Metro Vancouver to implement. Develop relationships with Regional Steering Committee on Homelessness and Aboriginal Housing Steering Committee.
- This strategy does not adequately address this.
- Of course.
- Linkage with the Regional Homeless plan is crucial.
- Portable subsidies (being able to utilize Ministry of Social Development (MSD) - shelter subsidy with top off subsidies provided by BC housing) for low income, vulnerable individuals with offering of required supports.
- Should be supported, but not ever exclusively. Housing for homeless and at risk of homeless should be integrated into other developments.
- This is a huge undertaking that must bring in multiple levels of government, non profits, business improvement and associations. Recognizing the different types of homelessness, and taking a proactive multi faceted approach.
- Requires much greater senior governments involvement in preventing homelessness by dealing with mental health and better housing of those affected.
- Hidden and at risk individuals (consider supports to prevent homelessness).

#### B. Do you have any specific suggestions, strategies, or actions ideas for achieving these goals?

- Creation of affordable, appropriate housing will go a long way to meet this goal.
- Across all municipalities.
- Must recognize role of mental health care facilities in the solution.
- What about prevention?
- Focus on flow through housing continuum. Income can be dynamic - focus on employment.
- Integrate with Regional Homelessness Plan (RHP).
- Also focus on people at risk of being homeless.
- Focus on those at risk of homelessness - living paycheque to paycheque - innovative measures, e.g., rent banks. These groups homeless/risk of homeless often require other support services available in the neighbourhood.
## 7. ADVOCATING FOR POLICIES AND RESOURCES

### A. Do you agree with the draft strategy’s proposed goals and directions? (87% agreement – 33 Y/8 N)

<table>
<thead>
<tr>
<th>Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>•</strong> Tax breaks from provincial and federal government.</td>
</tr>
<tr>
<td><strong>•</strong> More of an action to support 1st 6 goals. 6 would be more succinct.</td>
</tr>
<tr>
<td><strong>•</strong> Incentives/policies for increasing purpose built rentals where existing rental to be demolished and redeveloped especially where property is located in transit proximity.</td>
</tr>
<tr>
<td><strong>•</strong> I support advocacy but the goal does not provide any clarity around what kind of advocacy and it seems more like whining for money.</td>
</tr>
<tr>
<td><strong>•</strong> Yes.</td>
</tr>
<tr>
<td><strong>•</strong> Metro should play a key role in advocating for important pieces of pan-municipal strategy: density, partnership, integrating housing and infrastructure planning, the importance of social mixing in neighbourhoods.</td>
</tr>
<tr>
<td><strong>•</strong> This needs to be inter-linked within each goal and direction. Regional role in utilizing municipal housing action plans to demonstrate and advocate needs to Fed Government (e.g., Tax credits, sustainable operating/cap funding, incentive, Fed government role in non-market housing delivery).</td>
</tr>
<tr>
<td><strong>•</strong> Advocacy in general - “NIMBY” (Not in my backyard) also.</td>
</tr>
<tr>
<td><strong>•</strong> My perception is that the role is one of education rather than advocacy. Education at all levels - general public, 3 levels of government, non profits and developers.</td>
</tr>
<tr>
<td><strong>•</strong> Disagree with suggestion on pg. 36 to ask for development cost charges (DCCs) to include or be charged for affordable housing. All this will do is increase the cost of the housing (counter productive).</td>
</tr>
</tbody>
</table>

### B. Do you have any specific suggestions, strategies, or actions ideas for achieving these goals?

<table>
<thead>
<tr>
<th>Suggest</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>•</strong> Tax breaks, rental supplements.</td>
</tr>
<tr>
<td><strong>•</strong> Federal government has a very large role to play.</td>
</tr>
<tr>
<td><strong>•</strong> Pick battles and create opportunities for specific investment suitable to the level of government.</td>
</tr>
<tr>
<td><strong>•</strong> Strong need for government housing programs and funding. May not go back to heyday of 1970s &amp; 80s, but need more than presently exists.</td>
</tr>
<tr>
<td><strong>•</strong> Need an effective lobbying strategy.</td>
</tr>
<tr>
<td><strong>•</strong> Metro initial study of capacity by housing type (consistent methodology/structure for municipalities to assess their future housing supply’s diversity).</td>
</tr>
<tr>
<td><strong>•</strong> Work with industry and stakeholders. Also build link across province and Canada.</td>
</tr>
<tr>
<td><strong>•</strong> Federal and municipalities like policy.</td>
</tr>
<tr>
<td><strong>•</strong> Get the provincial and federal government engaged (good luck) - even particular on a small scale would prove as a catalyst.</td>
</tr>
<tr>
<td><strong>•</strong> Include advocating to the province for an increase to the provincial shelter rates which have been the same for 7 years.</td>
</tr>
</tbody>
</table>
8. DEVELOPING NEW DATA AND RESOURCES

A. Do you agree with the draft strategy’s proposed goals and directions? (97% agreement - 36 Y/1 N)

<table>
<thead>
<tr>
<th>Coordinated by Metro Vancouver.</th>
<th>Need ‘how to’ for municipalities and developer and create the political will.</th>
</tr>
</thead>
<tbody>
<tr>
<td>This is a key area.</td>
<td>Redeveloping existing rental likely to be older stock, with cheaper rents/larger unit sizes, to be replaced with smaller units/higher rents.</td>
</tr>
<tr>
<td>Is this a goal? More of an action to support all goals.</td>
<td>Looking at all kinds of rental opportunities, e.g., shared living arrangements.</td>
</tr>
<tr>
<td>Would be good to have resources to identify different types of projects that include affordable housing that have been successful and use as models. Would be good to have data to identify demand for different types for region (number of units/municipality/year).</td>
<td>Yes, mixed income and mixed target market (more down and 1st time renters in same project) Diversity is key.</td>
</tr>
<tr>
<td>Need a regional data base to track affordable housing units and people in need - including for people moving into housing from streets.</td>
<td>Youth, the elderly and chronic and hidden homeless need to be included in this mixed income rental model.</td>
</tr>
<tr>
<td>Yes, role for Metro Vancouver to coordinate.</td>
<td>Could supplement this by providing examples of successful community integration in anticipation of opposition.</td>
</tr>
<tr>
<td>This should be a priority.</td>
<td></td>
</tr>
<tr>
<td>Let’s get specific about the value of missing incomes in neighbourhoods and the full range of the income spectrum.</td>
<td></td>
</tr>
</tbody>
</table>

B. Do you have any specific suggestions, strategies, or actions ideas for achieving these goals?

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<thead>
<tr>
<th>Set clearly identifiable benchmarks that ensures housing loss is recorded as well as housing gains.</th>
<th>Who is responsible and what data has been accumulated/shared since 2007? There never seems to be outcomes in this category.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coordinated by Metro Vancouver.</td>
<td>Are there targets for each municipality regarding how many units (rental/ownership) should be near transit under the Regional Growth Strategy (RGS)? This should be monitored.</td>
</tr>
<tr>
<td>Perhaps do “myth and fact”, e.g., that private condo rentals fill the need.</td>
<td>Since in some fashion BCNPHA/BC Housing inventory listing of properties needing help for redevelopment.</td>
</tr>
<tr>
<td>Best practices research. Don’t use City of Vancouver unless specific “charter” powers are same as those in local government act.</td>
<td></td>
</tr>
<tr>
<td>Must know what we have and how effective policies have been to affect change.</td>
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