

Corporation of the Village of Cumberland

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Homelessness and Affordable Housing Select Committee

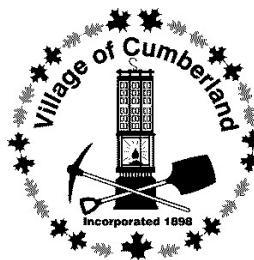
Agenda

September 7, 2016, 9 a.m.

Council Chambers

Call to Order

1. Approval of Agenda
2. Adoption of Minutes,
 - July 20, 2016 2
3. Affordable Housing Draft Implementation Framework 4
 - Summary of Feedback (to be provided Sept. 6)
 - Background and SWOT (feedback in track changes)
 - Framework
 - Primary directions
 - Secondary direction
 - Strategic actions
 - Is all relevant information present?
 - Is it clear for lay people?
 - Is there anything that can/should be cut?
4. Open House Discussion..... 27
 - Review Open House Format
 - Poster content at the Open House (to be provided Sept. 6)
 - Roles and responsibilities at the open house- confirm and discuss potential roles for Sept. 7th
5. Other Committee Questions or Comments
7. Next meeting date:
 - (a) Committee meeting: September 21, 2016, 9 a.m. to 11 a.m.
 - (b) Open house: September 21, 2016, 6 p.m. to 8 p.m.
8. Adjournment



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Homelessness and Affordable Housing Select Committee

Minutes

July 20, 2016, 9 a.m. to noon

Council Chambers

Members Present:

Roger Albert, chair
Ian Cooper
Kathy Duperron
Mark Fortin
Elaine Julian
Jesse Ketler, Councillor

Staff & Guests:

Rachel Parker, Deputy Corporate Officer
Judy Walker, Senior Planner
Matt Thomson, M. Thomson Consulting
Peer-Daniel Krause, M. Thomson Consulting
Leslie Baird, Mayor

Regrets: Christopher Newell-Bate, vice-chair

Mr. Albert called the meeting to order at 9:05 a.m.

1. Approval of Agenda

Duperron/Ketler: THAT the agenda be approved with the addition of an item under business arising.

2. Adoption of Minutes

Duperron/Ketler: THAT the minutes of the June 15, 2016 be adopted.

3. Business Arising

A member noted the need for confidentiality for information matters regarding other agencies and organizations.

4. Updates

- (a) Comox Valley Coalition to End Homelessness - no update
- (b) Comox Bay Care Society, Care-A-Van - Community volunteers continue to support the weekly service.

5. Affordable Housing Implementation Framework - Workshop with M.Thomson Consulting Ltd.

- (a) Background and Context
Mr. Daniels reviewed the
- (b) Summary of Needs and Issues
- (c) Discussion: Enhancing Existing Measures and Implementing New Measures

6. For Information

None

7. Next meeting date:
 - (a) Committee meeting: September 21, 2016, 9 a.m. to 11 am
 - (b) Open house: September 21, 2016, time TBD
8. Adjournment
Fortin/Cooper: THAT the meeting be adjourned at 12:08 p.m.

Title Page

draft

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1. Executive Summary

In the summer of 2016, the Homelessness and Affordable Housing Select Committee (the Committee) reviewed evidence-based information contained in the companion document *Summary of Housing Needs and Issues in the Village of Cumberland*.

Arising from the presented information, priority strategic actions contained in section 4 of this report are to **(1) build the capacity to be an active stakeholder in developing affordable housing** and to **(2) develop policies that encourage the development and protection of affordable and market rental housing in particular.**

Secondary objectives that are also of importance are to **(3) support vulnerable populations through supportive and transitional housing and to explore and pursue opportunities for affordable ownership housing as they arise.**

To work towards these objectives, the Committee presents the following framework for the development and retention of affordable housing in the Village of Cumberland.

1. Establish Standing Housing Committee or Coordinator
2. Agree on incentives/resources the Village is willing to contribute to an affordable housing development
3. Develop and enact affordability guidelines for housing agreements with developers that protect designated units in perpetuity
4. "Affordable Housing in Cumberland" brochure on how the Village supports market and non-market developers in the development process
5. Facilitate partnerships, specifically with development and non-profit partners to identify project opportunities for any type of housing
6. Assess feasibility and willingness of local non-profits and developer partners to build new (affordable rental) housing in Cumberland
7. Support applications to senior government for funds (e.g. CMHC, BC Housing)
8. Develop regulations to protect existing rental market housing stock
9. Develop Land Bank and/or Affordable Housing Reserve through affordable housing contributions

Key action areas are further outlined in section 4.3 of the report.

2. Introduction and Background

2.1. Purpose of This Report

To develop targeted housing tools and measures, this five-year Implementation Framework was **developed by** the Village of Cumberland's Homelessness and Affordable Housing Select Committee (the Committee) in close collaboration with M. Thomson Consulting. The Implementation Framework's **purpose** is to be a road map that considers high-level Official Community Plan goals and local issues and opportunities and translates these into a limited set of concrete and feasible implementation measures.

The development of the Implementation Framework followed several key objectives:

- 1) Develop a summary of key housing needs and priority housing issues in an accessible format (see companion document, *Summary of Housing Needs and Issues in the Village of Cumberland*)
- 2) Outline strategies to effectively capitalize on arising opportunities (capital development, partnerships, others); and
- 3) Identify specific policies, tools and measures that allow the municipality to support and facilitate new affordable housing development.

It is understood that the Village is only a facilitator in maximizing impacts in affordable housing. As a result the implementation framework gives strong consideration to the local context, the role of the market and the position of senior government in meeting the demand for affordable housing options. Housing Agreements and the importance of facilitating partnerships with non-profit partners and higher levels of government play a considerable role in the development of new affordable housing.

2.2. F.I.R.E. Framework

Based on the legislative context in BC, there are four types of actions that municipalities can undertake to encourage and steer housing development. These constitute a guiding framework for the implementation framework:

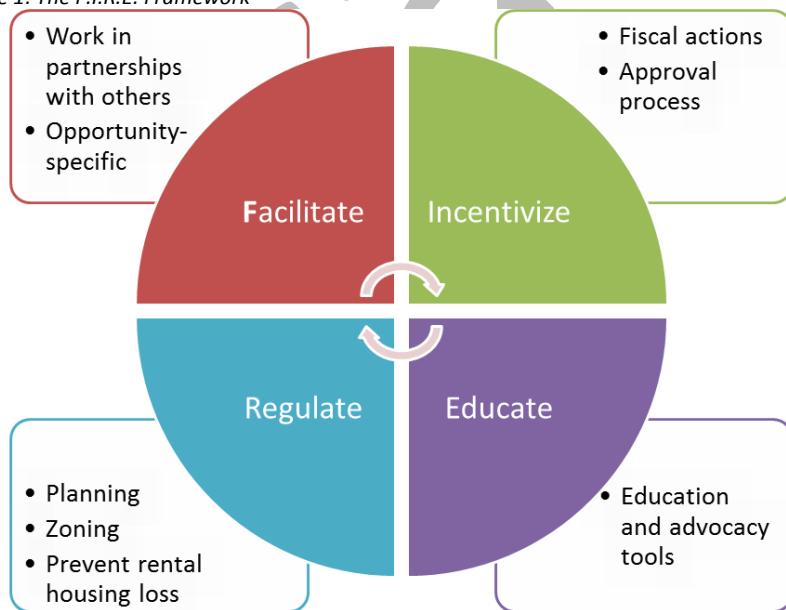
Facilitate: Acting as a local champion of housing issues through Committee work, task forces, etc. Typically long-term facilitation efforts include facilitating partnerships between the non-profit and private sectors using public resources to develop priority types of housing.

Incentivize: Create motivation for the private and non-profit sectors to develop affordable housing, typically through fiscal incentives or reduction of approval process timelines.

Regulate: The introduction of restrictive guidelines (e.g. zoning guidelines) or policies (e.g. rental housing loss guidelines) that restrict the types of housing built while also aiming to maintain specific kinds of housing stock (e.g. movable dwellings and rental stock).

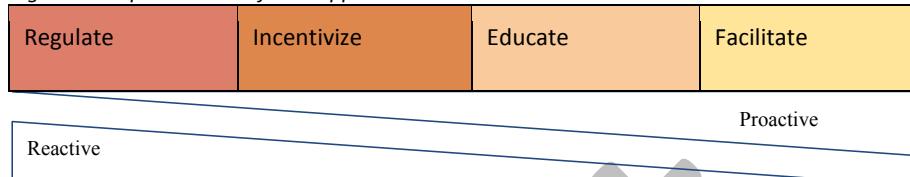
Educate: Work with a range of stakeholders to ensure that they are aware of what type of housing is needed, and often includes collecting and tracking key statistics (e.g. rental availability)

Figure 1: The F.I.R.E. Framework



These actions can range from reactive (e.g. regulating responses to growth and development) to proactive (actively facilitating partnerships for new types of housing). While proactive actions will demand more involvement and resources than reactive approaches, they will also provide more control and certainty in most cases.

Figure 2: Responsiveness of FIRE Approaches



In light of the local development context, to encourage the desired types of housing a stronger role as facilitator is necessary for the Village.

2.1. Affordable Housing Spectrum

The affordable housing spectrum, shown in Table 1 below, shows a range of housing types that meet different needs. The three major categories are market housing (rental and ownership), non-market housing (including affordable, or below market, rental and ownership) and emergency and supportive housing. Moving from right to left on the spectrum, three different categories require progressively more government intervention. Emergency and supportive housing typically requires significant financial incentives and ongoing operating supports, non-market housing may include government support (e.g. rental subsidies), while market housing will have no (direct) government intervention with regards to affordability (not considering federal tax incentives).

Local governments, through facilitation of partnerships, incentivization, regulation and education (F.I.R.E), can impact all three forms of housing. The degree of intervention that is necessary increases as we move towards Emergency and Supportive Housing.

Table 1: Affordable Housing Spectrum

Emergency shelters	Transitional Housing	Special Needs/Supportive Housing	Affordable Rental Housing	Affordable Home Ownership	Market Rental	Home Ownership
Emergency and Supportive Housing			Non-Market Housing		Market Housing	

2.2. Local Policy Context: Initiatives to Meet Housing Needs and Demand

This section provides an overview of current local and regional initiatives and policies that aim to meet housing needs and demand.

The 2014 Official Community Plan, the 2010 CVRD Regional Growth Strategy, as well as a 2011 study by Butler Associates Consulting on Comox Valley Housing Needs, Gaps, Barriers and Opportunities contextualize the state of affordable housing in the Comox Valley and Cumberland in particular.

1. Regional priorities focus on Emergency and Supportive Housing

The Village of Cumberland is the smallest municipality within the Comox Valley Regional District, which is further comprised of the Town of Comox, the City of Courtenay and three electoral areas. In 2011 the CVRD's Standing Committee on Housing and Homelessness defined **ongoing regional priorities** regarding the populations in greatest need for having their housing concerns addressed. These are, in order of priority:

1. Mentally ill and addicted
2. Women fleeing abusive relationships
3. Families
4. Youth (over 15 years)
5. Seniors living alone

These priorities build on a 2011 research report by Butler and Baznik (2011). Since then, a number of not-for-profit and community service organizations have regionally organized through the Comox Valley Coalition to End Homelessness, allowing stakeholders to speak with one voice.¹ In line with these objectives, in December 2015 the Regional District established a Homelessness Supports Service, resulting in the allocation of funding as recommended by the Coalition to End Homelessness' Five Year Plan to the Comox Valley Transition Society and Comox Valley Recovery Centre.

Regional priorities clearly focus on Emergency and Supportive Housing. Currently no support mechanisms for other areas of the housing spectrum were established regionally. **While a concerted, region-wide initiative through the work of the Coalition is supported by the Village through active participation of stakeholders from the Village, some of its local priorities may differ from regional objectives** (see companion document, *Summary of Housing Needs and Issues in the Village of Cumberland*).

2. Existing Smart Growth policies support densification in Cumberland

The 2010 CVRD **Regional Growth Strategy** stipulates that new development should occur in "Core Settlement Areas", supporting gradual intensification of residential land uses. Concurrently, an increase of multi-family residential and attached housing units

¹ Coalition 2015: 1

are a core objective regionally. Transit-oriented development is a key component for employment and housing.

In line with regional objectives, the Village's 2014 Official Community Plan (OCP) features some very progressive policies that aim to ensure that the quality of life and place is not compromised while achieving managed growth. The OCP states that "the Village strives to provide a mix of housing options, ensuring that people of all ages and incomes have an opportunity for housing that is well built, safe, and located in livable neighbourhoods. Among others the Village aims to double the existing population in close proximity to the Downtown core through residential infill development.²

The Village focuses strongly on enabling market housing development through regulation. Measures used by the village are:

- Increased density in areas appropriate for affordable housing
- Infill housing
- Secondary suites and/or coach houses in most single family zones
- Official Community plan commits to providing a range of housing choices
- Mixed Use Zoning

The Village's responses to housing issues thus far have been responsive, though the development of the Village's Homelessness and Affordable Housing Select Committee represents a more proactive, educational approach to housing issues.

While Smart Growth measures are important to create sustainable and liveable communities, they are not directly linked to housing affordability.

3. Existing development capacity is sufficient to meet unit demand

According to the OCP (2014) out of a total of 4,029 existing units, 89% are Single Family Residential units, 10% are Townhouses or Manufactured Homes and 1% are Multi Family Units/apartments.

Until 2030 the Village projects a demand for between 302 (1% growth) and 2,116 new units (5% growth). The two largest areas slated for residential property development, Coal Valley Estates and the Interchange Lands, are estimated to have the development capacity to accommodate the vast majority of this new growth through single family and multi-family units. Their total combined capacity is 2,889 units.³

Both of these development areas are owned by only two developers. Early and close collaboration with the land owners of existing designated development areas will be a primary success factor to create housing affordability should the village pursue market driven, reactive measures.

² Village of Cumberland 2014: 21f., 29

³ Village of Cumberland 2014:38ff.

3. Contextualizing Housing Policy in Cumberland: Strengths, Weaknesses, Opportunities and Threats (SWOT)

A SWOT was prepared to help Cumberland's decision makers contextualize their decision-making with regards to housing affordability. Strengths and Weaknesses provide a point-in-time assessment of the existing local context and Opportunities and Threats are dynamic factors that may foster or hinder change if not properly accounted for or utilized.

3.1. Strengths	3.2. Weaknesses
<ul style="list-style-type: none"> Housing will likely be a long-term priority for the Village The Homelessness and Affordable Housing Select Committee has been established and has an opportunity through its mandate to play facilitation role The village community is supportive of progressive projects (e.g. Community Forest); tapping into community momentum for housing could be a significant asset Two landowners control a majority of developable land in the area 	<ul style="list-style-type: none"> Limited capacity to gift financial resource contributions towards affordable housing developments Inability to incentivize developments through DCC reductions due to infrastructure needs Low-pressure development context
3.3. Opportunities	3.4. Threats
<ul style="list-style-type: none"> Council could change terms for Committee to make it a standing committee and provide mandate as facilitator of new development projects Examine feasibility of small home/cluster villages, particularly additional trailer parks Interest to provide policy framework for incentives for non-profit partners, including <ul style="list-style-type: none"> land contributions/leases of Village-owned property, such as road right of ways, where scattered site or larger developments could happen development of funding mechanisms to enable incentivization (e.g. affordable housing reserve), limited duration property tax exemptions Committee can facilitate relationship building with developers and non-profits, including connecting to private property owners, such as King George on Main Street and land on Union Road and Ecogift land (under Environment Canada) 	<ul style="list-style-type: none"> Costs of infrastructure is impacting understanding of affordability in the village; infrastructure needs impact ability to waive DCCs, increase property taxes, etc. Interchange lands constitute a challenge as the properties are zoned for multi-family housing that is not being developed; Releasing additional development areas is not foreseen in the OCP – and no incentives for development exist on developable lands Two landowners control a majority of developable land in Cumberland

Comment [p1]: Committee, this table will be updated through the open house comments.

Comment [p3]: Committee to review/update

Comment [p2]: Committee to review/update

4. Housing Policy Implementation Framework

Clear priorities identified for Cumberland are to build capacity to (1) be an active stakeholder in developing affordable housing through new policies; (2) develop and protect affordable and market rental housing as an active partner in the development process; and (3) innovate new forms of housing through by exploring opportunities for piloting supportive and transitional housing and affordable ownership housing as they arise.

For additional information on housing needs and issues please see the companion document, *Summary of Housing Needs and Issues in the Village of Cumberland*.

4.1. Primary Areas for Action to Create Housing Affordability

1. Priority Area #1: Capacity Building for Affordable Housing

Two very different capacity development measures are required to create affordable housing that meets needs in Cumberland. On the one hand the Village has to maintain and develop the administrative capacity to implement the suggested measures to create housing affordability within the priority areas of the housing spectrum in the short-to medium term. On the other hand, the Village has to develop the long-term capacity to be able to support affordable housing developments through additional resources. It is vital that, as Cumberland grows, new developments contribute resources that can be leveraged for affordable housing, which the Village can then use to develop new projects.

Only by developing both, short- and long-term capacities will the efforts succeed.

2. Priority Area #2: Develop and Protect Affordable and Market Rental

With 57% of renter households (145 households) paying 30% or more of their income toward shelter costs, and a stagnant number of rentals since 2001, developing new rental opportunities, both below market and at market rates, represents a key area for the Village to focus on in addressing housing affordability and availability issues. Additionally, market changes can threaten existing rental units. For example, the introduction of web-based short-term vacation rental (STVR) sites (e.g. AirBnB) and the conversion of purpose-built rentals to strata can impact existing rental units⁴.

Thus far the Village has aimed to strengthen the secondary rental supply – that is non-purpose-built rental – through a secondary suites and coach house program. While

⁴ The consultants monitored the prevalence of vacation rentals in Cumberland. At any point in time 4-5 online short term vacation rentals through AirBnB were available in Cumberland

potentially effective in adding units over the long-term, such infill programs do not typically have strong short and medium term impacts on affordability and supply.

While nearly one-fifth of all Cumberland households in 2011 rented their homes, in 2001 a quarter of households rented. Hence, as the Village grows, rental housing is not keeping pace with household growth, despite being a key component in attracting and retaining demographically diverse residents. The main priority of this framework is therefore to develop and protect affordable and market rental units in Cumberland.

4.2. Secondary Areas for Action to Create Housing Affordability

3. Priority Area #3: Support Vulnerable Populations through Supportive and Transitional Housing

As the largest municipality in the Comox Valley, the bulk of supportive housing and lower barrier services are located in the City of Courtenay. The City of Courtenay has a population of more than 24,000 compared with Cumberland's less than 3,400. With this in mind, any initiatives aimed at vulnerable populations will need to reflect the smaller scale of the community, as well as the relative scarcity of services in comparison to Courtenay. Because of the concentration of services in Courtenay, units that require significant supports (e.g. 24-hour staffing) are unlikely to be funded in Cumberland. The population these units serve will need to serve individuals transitioning out of a supportive environment into a somewhat or wholly independent living situation. A small number of supportive or semi-independent units will likely need to be integrated into larger-scale developments to create project feasibility (e.g. Priority Area #2).

4. Priority Area #4: Affordable Ownership Housing

While affordable ownership has been successfully implemented in Western Canada, it is typically driven by a strong development market (e.g. Whistler) or by the resource support of a larger municipality (e.g. Attainable Homes Calgary). Affordable ownership schemes in BC have had mixed success, and while CMHC currently prioritizes this form of housing for their Seed Grant Program, it has not been widely established as a model of affordable housing in BC.

Any new affordable ownership program would need to include a strong non-profit partner capable of playing the role of equity partner with tenant-owners, to hold the land in trust over the long term, and/or to manage housing agreements that ensure long-term housing affordability. These housing agreements would have to include a resale formula that balances an opportunity for tenant-owners to build wealth and equity, while also ensuring that homes that are resold are not subject to market increases.

Any affordable ownership scheme in Cumberland will be necessarily both experimental, and long-term.

4.3. Strategic Actions for the Village of Cumberland

Municipalities can pursue a range of measures and tools to support affordability. These range from direct incentives or regulations to softer education tools and facilitation measures as shown in section 1.2 (F.I.R.E). The following is an overview in order of priority of all suggested actions. **Impact Potential** refers to the relative potential to create housing units that are affordable relative to other measures presented. The **Implementation Period** refers to the potential for **immediate** implementation (until February 2017), **short-term** (until summer 2017), **medium-term** (Summer 2018) and **long-term** (after 2018).

Comment [p4]: Committee, please note that table formatting will be adjusted in the final report.

#	Strategic Action	Municipal Role	Impact Potential	Period	Priority Area			
					Capacity	Rental	Supp./Transiti.	Ownership
1	Approve affordable housing framework	n/a	n/a	Immediate	X			
<i>The Village has to approve or amend this policy document.</i>								
2	Establish Standing Housing Committee or Coordinator	Facilitate	n/a	Immediate	X			
<i>To coordinate the implementation of the framework, the Housing Committee has to be established as a standing body. This could be supported through a designated coordinator who would continue to oversee the work of the Committee and facilitate the partnerships outlined in the strategic actions below. Resource availability and lines of communication and accountability have to be established through the Terms of Reference.</i>								
3	Agree on incentives/resources the Village is willing to contribute to an affordable housing development	Incentivize	High	Short	X			
<i>The following may be considered as incentives to support housing developments: Reduced parking requirements for affordable housing/in areas with good access to transit, Offer offsets to municipal development cost charges, Fast-tracking development applications, Property tax exemption or forgiveness, Grants/capital contributions to facilitate affordable housing;</i>								
4	Develop and enact affordability guidelines for housing agreements with developers that protect designated units in perpetuity	Educate, Incentivize	High	Short		X	X	X

#	Strategic Action	Municipal Role	Impact Potential	Period	Priority Area			
					Capacity	Rental	Supp./Transiti.	Ownership
<p><i>Pursuant to section 905 of the Local Government Act, municipalities can enter into a housing agreement with a housing developer. A housing agreement defines the level of affordability required in exchange for development rights. Clear guidelines will enable developers to develop financial feasibility assessments and business models. BC Housing's Housing Income Limits (HILS) for affordable rentals, as well as a total shelter cost payment of 30% of household income, for households earning 80% of median income or less for affordable ownership units constitute typical requirements. Clear guidelines will enable developers and non-profits to develop financial feasibility assessments and business models. Housing Agreements should be structured to ensure affordability in perpetuity on designated units. These agreements can be registered with BC Housing to monitor compliance. New market rentals can be protected through rental protection measures, such as restrictive covenants. Any supportive or transitional units created through a new development project would need to be protected through a Housing Agreement. Housing agreements for affordable ownership need to include resale formulae that balance the need to maintain affordability with the express purpose of allowing tenant-owner households to build equity through their ownership.</i></p>								
5	"Affordable Housing in Cumberland" brochure on how the Village supports market and non-market developers in the development process	Educate	Moderate	Short	X	X	X	X
<p><i>As costs and regulations can vary from municipality to municipality, a simple guide to development in the Village of Cumberland can bring a better understanding of the development process to the boards and staff of non-profits and to the executives of market developers. The brochure will outline:</i></p>								
6	Facilitate partnerships, specifically with development and non-profit partners to identify project opportunities for any type of housing	Facilitate	Very High	Short	X	X	X	
<p><i>The Committee has identified non-profits supporting vulnerable individuals in Courtenay through its March 17, 2016 report to Council. Other potential partners should be identified and approached. In order to ensure effective partnerships are developed, the Village should formalize discussions with developers and non-profits, to educate them on current housing needs and to identify tangible projects that can be moved forward. A dedicated champion or group (e.g. the Committee), supported by staff resources is important. A conference a potential tool. The Committee will need to identify which potential partners have the greatest capacity to develop and/or operate housing units and potentially support clients.</i></p>								
7	Assess feasibility and willingness of local non-profits and developer partners to build new (affordable rental) housing in Cumberland	Facilitate, Educate	moderate	Medium	X	(X)	(X)	

#	Strategic Action	Municipal Role	Impact Potential	Period	Priority Area			
					Capacity	Rental	Supp./Transiti.	Ownership
	<i>By collaboratively exploring financial feasibility and approaches to reducing development costs, incl. through incentives, such as reduced parking, grants to reduce property taxes or DCCs, and a streamlined development review process the Village can actively support the development of desired housing units. The feasibility of deep affordability (~\$375) through cross-subsidization with market rental units, or the availability of senior government subsidies is important. This also applies to creating supportive units that could be included in a rental housing building.</i>							
8	Support applications to senior government for funds (e.g. CMHC, BC Housing)	Facilitate	High	Medium		X	X	X
	<i>The Village can strongly shape initial seed funding applications by supporting specific applications. These can range from simple letters of support to matching funds for needs assessments, business planning, etc. If the Village is able to donate land to a project, this can underscore the likely success of the project in any funding application. Seed funding initiatives play a key role in the long-term feasibility, and can lead to interest free loans of up to \$200,000 from CMHC and construction and mortgage financing at highly competitive rates from BC Housing.</i>							
9	Develop regulations to protect existing rental market housing stock	Regulate	Medium	Medium		X		
	<i>Bringing protections to purpose-built rental and mobile homes, as well as limiting STVRs in existing rental stock (e.g. secondary suites) can ensure that existing rental housing is protected.</i>							
10	Develop Land Bank and/or Affordable Housing Reserve through affordable housing contributions	Facilitate, Incentivize	High	Long-term	X	X	X	X
	<i>Over the long term the Village should work to ensure that any new that require increased density donate to housing resources. This can include the construction of new units to be managed by a non-profit, the donation of land for the purpose of affordable housing or the contribution of money to an Affordable Housing Reserve.</i>							

	Strategic Actions	Municipal Role	Impact Potential	Period	Priority Area			
4	Develop and enact affordability guidelines for housing agreements with developers that protect designated units in perpetuity	Educate	high	Short	Capacity	Rental	Supp./Transiti.	Ownership
	<i>Pursuant to section 905 of the Local Government Act, municipalities can enter into a housing agreement with a housing developer. A housing agreement defines the level of affordability required in exchange for development rights. Clear guidelines will enable developers to develop financial feasibility assessments and business models. BC Housing's Housing Income Limits (HILS) for affordable rentals, as well as a total shelter cost payment of 30% of household income, for households earning 80% of median income or less for affordable ownership units constitute typical requirements. Clear guidelines will enable developers and non-profits to develop financial feasibility assessments and business models. Housing Agreements should be structured to ensure affordability in perpetuity on designated units. These agreements can be registered with BC Housing to monitor compliance. New market rentals can be protected through rental protection measures, such as restrictive covenants. Any supportive or transitional units created through a new development project would need to be protected through a Housing Agreement. Housing agreements for affordable ownership need to include resale formulae that balance the need to maintain affordability with the express purpose of allowing tenant-owner households to build equity through their ownership.</i>							
5	"Affordable Housing in Cumberland" brochure on how the Village supports market and non-market developers in the development process	Educate	moderate	Short	X	X	X	X
	<i>As costs and regulations can vary from municipality to municipality, a simple guide to development in the Village of Cumberland can bring a better understanding of the development process to the boards and staff of non-profits and to the executives of market developers. The brochure will outline:</i>							
6	Facilitate partnerships, specifically with development and non-profit partners to identify project opportunities for any type of housing	Facilitate	very high	Short	X	X	X	X
	<i>The Committee has identified non-profits supporting vulnerable individuals in Courtenay through its March 17, 2016 report to Council. Other potential partners should be identified and approached. In order to ensure effective partnerships are developed, the Village should formalize discussions with developers and non-profits, to educate them on current housing needs and to identify tangible projects that can be moved forward. A dedicated champion or group (e.g. the Committee), supported by staff resources is important. A conference a potential tool. The Committee will need to identify which potential partners have the greatest capacity to develop and/or operate housing units and potentially support clients.</i>							

	Strategic Actions	Municipal Role	Impact Potential	Period	Priority Area			
7	Assess feasibility and willingness of local non-profits and developer partners to build new (affordable rental) housing in Cumberland	Facilitate, Educate	moderate	Short		X	(X)	
	<i>By collaboratively exploring financial feasibility and approaches to reducing development costs, incl. through incentives, such as reduced parking, grants to reduce property taxes or DCCs, and a streamlined development review process the Village can actively support the development of desired housing units. The feasibility of deep affordability (~\$375) through cross-subsidization with market rental units, or the availability of senior government subsidies is important. This also applies to creating supportive units that could be included in a rental housing building.</i>							
8	Support applications to senior government for funds (e.g. CMHC, BC Housing)		high	Short		X	X	X
	<i>The Village can strongly shape initial seed funding applications by supporting specific applications. These can range from simple letters of support to matching funds for needs assessments, business planning, etc. If the Village is able to donate land to a project, this can underscore the likely success of the project in any funding application. Seed funding initiatives play a key role in the long-term feasibility, and can lead to interest free loans of up to \$200,000 from CMHC and construction and mortgage financing at highly competitive rates from BC Housing.</i>							
9	Develop regulations to protect existing rental market housing stock	Regulate	medium	Medium		X		
	<i>Bringing protections to purpose-built rental and mobile homes, as well as limiting STVRs in existing rental stock (e.g. secondary suites) can ensure that existing rental housing is protected.</i>							
10	Develop Land Bank and/or Affordable Housing Reserve through affordable housing contributions	Facilitate, Incentivize	high	Long-term	X	X	X	X
	<i>Over the long term the Village should work to ensure that any new that require increased density donate to housing resources. This can include the construction of new units to be managed by a non-profit, the donation of land for the purpose of affordable housing or the contribution of money to an Affordable Housing Reserve. There are merits and drawbacks to each approach</i>							

Appendix 1: Draft Content for “Affordable Housing in Cumberland” brochure on how the Village supports market and non-market developers in the housing development process

- 1) Local context and demographics (Why invest in housing in Cumberland)
- 2) Priority areas for Cumberland: affordable and market rental housing, supportive and transitional housing, affordable ownership housing
- 3) Potential for incentives and development process information (also: see recommendation 5)
- 4) Contact information for coordinator/Committee contact

draft

Appendix 2: Criteria for Housing Agreements

- All agreements:
 - Perpetuity or length of land lease
 - Consideration clause allowing release of unit
- Supportive/transitional
 - Must adhere to IA/PWD shelter allowances
- Rental
 - Definition of affordability (HILs vs. 80% of median income)
- Affordable ownership
 - Determination of resale formula (CPI vs. other measures)

Appendix 3: Comprehensive Overview of Municipal Measures to Regulate and Incentivize Affordable Housing in Cumberland⁵

1. Regulate

Develop restrictions of strata conversions: conversion control policies restrict the conversion of designated rental units to strata title. Typically this conversion is restricted when vacancies go below a designated threshold (e.g. 4%).

Develop demolition control policies on existing rentals and mobile areas: demolition controls can be used to limit the redevelopment of mobile home parks or compensate residents when demolition occurs. Municipalities are able to control the issuing demolition permits for rental units or rezone mobile home, and may require compensation for the demolition of rental units (e.g. Vancouver requires \$5,000 per unit lost).

Develop stronger restrictions on short-term vacation rentals (e.g. Air BnB): the introduction of web-based short-term vacation rentals sites (e.g. AirBnB) has been an issue in many communities across BC as they may replace long-term rentals. By regulating the use of units as vacation rentals, municipalities are able to disincentivize their conversion through regulation, stronger enforcement and education about what is permissible under existing bylaws.

2. Incentivize

Reduced parking requirements for affordable housing/in areas with good access to transit: exemption from parking requirements is another tool to reduce the cost of

⁵ These measures are adapted from the SPARC BC report *Municipal Strategies to Address Homelessness in British Columbia* and the 2007 Metro Vancouver Affordable Housing Strategy.

developing affordable units. The Village can incentivize affordable housing by exempting affordable housing located near transit/the Village core from parking requirements or reducing those requirements.

Fast-tracking development applications: Lengthy approval processes can add costs to developments, so by fast-tracking affordable housing development applications this cost saving can be applied to the affordable units.

Property tax exemption or forgiveness: A municipality can choose to provide a property tax exemption to affordable housing developments. The Province generally exempts properties that receive a municipal exemption.

Grants/capital contributions to facilitate affordable housing: Municipalities can provide a variety of grants to affordable housing projects, ranging grants for startup costs (e.g. needs assessment) to capital grants for construction. These may come from general revenue or an affordable housing reserve fund.

3. Educate

Monitor rental housing stock: The municipality can monitor rental listings through a rolling or point in time survey to monitor average rents and availability of rental units.

Guide to development process for affordable housing options: construction costs, including soft costs (such as DCCs, insurance, etc) and land costs are the main factors impacting housing affordability. To understand which incentives the municipality provides to lower costs in the development process or through provision of discounted land, it can be helpful to provide information to developers on the development process. To encourage elected officials to consider any incentives, a reverse education process on the development process and its economics may be helpful to help decision makers support affordable housing development.

Develop affordability guidelines: affordability guidelines will enable developers to develop financial feasibility assessments and business models. BC Housing's Housing Income Limits (HILS) for affordable rentals, as well as a total shelter cost payment of 30% of household income, for households earning 80% of median income or less for affordable ownership units constitute examples of affordable housing requirements.

4. Facilitate

Develop additional resources for affordable housing (e.g. land bank, housing reserve fund): through density bonusing or inclusionary zoning, or other processes municipalities can acquire resources to dedicate to affordable housing. These donations can be units built or land donated by a developer to a municipal land bank or cash in lieu for an affordable housing reserve fund.

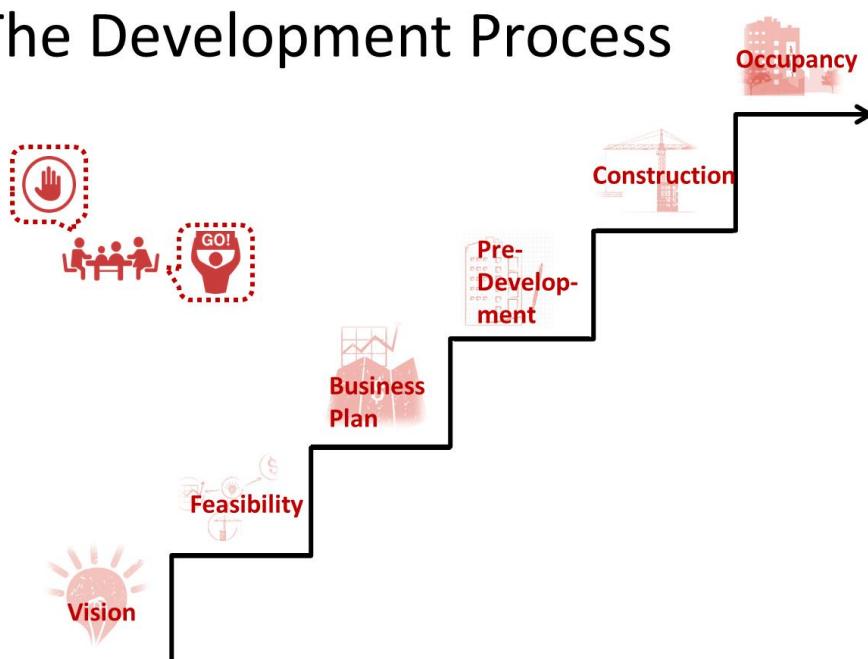
City owned sites leased or donated to non-profits: When municipalities acquire land they can choose to donate that land outright or lease it to a non-profit for the purpose of affordable housing development.

draft

Appendix 4: Development Process

Comment [p5]: Committee, please consider if you would like to keep this in the report. It is not directly referenced, but may provide good context information.

The Development Process



Graphics produced by PD Krause and
Vancity Community Foundation

Appendix 5: Meeting Notes, June 20

Appendix 6: Workshop Notes, July 19

Appendix 7: Open House Feedback

draft

Open House Format

1. Logistics and Planning

Layout

- Signage should indicate the location outside of the venue
- A registration table should be located at the entrance to the room. It should include
 - A clipboard, pens, registration list
 - Handouts (see below)
 - Feedback form
 - Feedback form box
 - Contact information for Matt and Roger (#/email)
- A table with snacks should be provided (Village). The table should be located at the end of the room.
 - Tables to include water jugs
- The room will be organized with four stations made up of posters on the wall. Poster 1 will be closest to the door and guests will be encouraged to circulate from Poster 1 to Poster 4 in order.

Materials

- Community input form (handouts at each station); Format: Double Page, black and white, not stapled (village to print)
- 2-page Handout (FIRE framework / municipal measures to encourage housing) (village to print)
- Pens

2. Posters: Learning Objectives and Content

Poster 1: Background

- **Learning Objective(s):**
 - Understand role of local government (FIRE framework)
 - Understand affordable housing spectrum
 - Understand highlights from Needs and Issues Summary, what needs are most pressing and can be most effectively addressed in Cumberland
- **Content:**
 - Outline of F.I.R.E. Framework and role of local government in addressing affordable housing
 - Affordable housing spectrum
 - Key data from Needs and Issues
- **Presenter:**
 - Roger Albert

Poster 2: Workshop Outcomes and Opportunities/Barriers

- **Learning Objective(s):**
 - Understand the opportunities and barriers to addressing housing in Cumberland
- **Content:**
 - Outcomes of the workshop: limitations and barriers in developing rental, supportive/transitional housing and affordable ownership
- **Presenter:**
 - Kathi or Elaine

Poster 3: Developing and Protecting Rental Housing in Cumberland

- **Learning Objective(s):**
 - Understand what rental housing is and why it matters
 - Understand the 'road map' to rental housing from the draft framework
- **Content:**
 - Definitions
 - Short, medium and long-term actions identified in the draft framework for the Village, and outline the role of the Village as regulator, incentivizer, educator and facilitator
- **Presenter:**
 - Jesse

Poster 4: Supportive/Transitional Housing and Affordable Ownership

- **Learning Objective(s):**
 - Understand what supportive/transitional housing and affordable ownership is and why it matters
 - Understand 'road map' to transitional/supportive housing and affordable ownership from draft framework
- **Content:**
 - Definitions
 - Short, medium and long-term actions identified in the draft framework for the Village
- **Presenter:**
 - Chris

3. Community Input Form

Your support and input will help the Village achieve its goal to create more affordable housing in Cumberland more effectively. We therefore invite your participation and want to hear from you how you think the Village can utilize opportunities and overcome its challenges.

Your feedback on this form will be reviewed by the consultants following the open house. A summary will be included in the final report presented to council on XXX, 2016. If you want to get more actively involved, we invite you to please send an email to Matt Thomson (mthomson@gmail.com) with your concerns or ideas.

1. Please review Poster #2 before answering. Do you see any opportunities (such as properties, resources or any other ideas) that can be added to the poster?
2. Please review Poster #2 before answering. Do you see any barriers or challenges to developing affordable housing that should be added to the poster?
3. Please review Poster #3 and #4 before answering. Do you have any other comments regarding the road maps:
 - a. Rental housing (market and below market) (Poster 3)
 - b. Supportive/transitional housing (Poster 4)
 - c. Affordable Ownership (Poster 4)