
MUNICIPAL STRATEGIES TO ADDRESS
HOMELESSNESS IN BRITISH COLUMBIA

KNOWLEDGE DISSEMINATION AND EXCHANGE
ACTIVITIES ON HOMELESSNESS

HOMELESSNESS KNOWLEDGE DEVELOPMENT PROGRAM

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Executive Summary

Introduction

This study documents which municipalities in British Columbia are addressing issues of homelessness and affordable housing and how. It explores strategies that have met with the most success, and identifies what barriers arise when municipalities attempt to address issues of homelessness and affordable housing, and where legislative changes may be required, placing an emphasis on those obstacles that can be used to guide the direction of future provincial and federal housing policy. The report provides a critical synthesis / survey of municipal policies and strategies employed to address homelessness and affordable housing.

Methodology

The key methods of gathering information for this study included a literature review, a survey of municipal housing planners throughout BC, and key informant interviews.

A literature review was undertaken of local, regional, provincial, and federal sources, both published and unpublished, as well as selected international examples of best practices.

Key informant interviews were used to supplement the information gathered through the literature review and surveys. Interviews were conducted with housing planners throughout BC, supplemented by discussions with providers of affordable housing, and organizations that advocate for and serve people who are homeless and/or at risk of homelessness.

Key Findings

Municipalities varied widely in the types of tools used to address homelessness and affordable housing. The most common tool utilized by the forty-nine municipalities and five regional districts who responded to the survey was

Executive Summary

the legalization of secondary suites, a tool used by sixty-three percent of the respondents. The next most popular tool was provision of density bonuses for affordable and rental housing, with almost half of the respondents using this tool, and conversion control policies, with just over one fifth of the respondents reporting use of this tool. All other tools were used by less than one-fifth of the municipalities and regional districts that completed the survey. It is important to note that many of the tools listed in the survey are not applicable to the five regional districts that completed the survey.

Listed below are the most popular strategies being implemented by municipal planners from British Columbia who responded to the survey.

Executive Summary

Municipal Strategies to address Homelessness and Affordable Housing in British Columbia			
	Tool	Number of Municipalities/ Regional Districts using this tool	% of Municipalities/ Regional Districts surveyed
1	Permitting secondary suites	34	63.0
2	Density bonuses for affordable and/or rental units	26	48.1
3	Conversion control polciites	21	38.9
4	Inclusionary zoning	19	35.2
5	Densification	16	29.6
6	Allowing infill/smaller lot sizes	15	27.8
7	Mandated commitment to affordable housing in OCP,housing policy	14	25.9
8	Affordable Housing Strategy	14	25.9
9	Encouraging smaller units	14	25.9
10	Advocating to senior levels of government on housing issues and initiatives	13	24.1
11	Housing agreements to provide affordable housing units in new developments	12	22.2
12	Real Estate Foundation Grants	12	22.2
13	Affordable housing trust funds	11	20.4
14	Demolition controls	11	20.4
15	Waive development charges or application fees for new rental accomodation	10	18.5
16	Initializing municipal partnerships with non-profit organizations for non-profit and supportive housing	10	18.5
17	Rent or lease land at low or below market rates	10	18.5
18	Resale price restrictions (below-market home ownership)	10	18.5
19	Donating land or facilities	9	16.7
20	Affordable Housing Definition	9	16.7
21	Standards of maintenance bylaws	8	14.8
22	Expedited approval process (fast tracking) for non-profit/supportive housing	8	14.8
23	Conversion fees	8	14.8
24	Initiating public-private partnerships	8	14.8

Strategies that have been effective in addressing homelessness and the lack of affordable housing include legalization of secondary suites, provision of land for emergency/ transition/supportive/below-market housing, and density bonusing. Strategies that have been less popular are those that require municipalities to provide significant financial resources, and those which may impact the property rights of landowners or dissuade developers from undertaking projects in the municipality that applies those strategies (for example, charging a development cost levy which goes into a fund for affordable housing). In general, BC municipalities prefer to provide incentives for affordable housing, rather than introducing mandatory contributions from developers.

Senior government actions that would enable municipalities to make better use of the tools and strategies that are available include:

- changing the tax regime to encourage the construction of rental housing
- strengthening existing legislation,
- maintaining and expanding existing funding programs for homelessness and affordable housing.

Municipalities too, have a role in examining their own regulations to identify and eliminate barriers to the provision of affordable housing.

1. Introduction

The overarching purpose of this research is to create an inventory of and conduct an evaluation of the approaches being taken by municipalities throughout BC to address homelessness and the lack of affordable housing, including those approaches which require collaborative partnerships.

The primary objective for undertaking this study was to develop a resource that municipalities in BC and elsewhere can utilize as a starting point when developing their own affordable housing strategies or homelessness strategies. To that end, the report identifies what strategies are in use, by which municipalities, how effective these tools have been, and barriers that have been encountered in implementing these tools.

Another objective is to identify provincial policy and legislative changes that can increase the capacity of municipalities to address homelessness and affordable housing.

The scope of this study was defined by the following questions:

1. What initiatives are municipalities in British Columbia taking to address homelessness and the lack of affordable housing?
2. What are the barriers being faced by municipalities when they attempt to address homelessness?
3. What municipal interventions have been successful in reducing homelessness and increasing housing affordability?
4. What are the key gaps in knowledge, and how can these gaps be addressed?
5. What are the policy implications of our research? Are changes needed to legislation and housing programs to enable local governments to more effectively address homelessness and the need for affordable housing in their communities?

As the research progressed, an additional objective was added to the research project in response to the survey results. Municipal planning staff who replied to the survey told the researchers that they are keen to obtain detailed information on current practices, and compare their proposed affordable

housing strategies to those being used in neighbouring municipalities. For example, municipalities who are considering establishing a development cost charge to be put into an affordable housing trust fund want to know if neighbouring municipalities are charging housing levies, and if so, how much they are charging.

Many survey respondents also expressed an interest in model policies and bylaws that they can use as a starting point when developing their own homelessness and affordable housing strategies. Therefore, the scope of the key informant interviews was expanded to obtain copies of municipal policies, strategies and bylaws that can be used by other municipalities when they are developing their own policy documents. In an effort to accommodate this emerging area of interest, an overview of current practices has been developed, which includes sources for additional information. Many of the municipal resources referenced are available on-line. Appropriate references are provided for housing planners who would like more detailed information about particular strategies, and best practice case studies from BC and Canada are included wherever appropriate. In a few cases where there has been little experience in Canada or where another country has utilized a particularly successful or innovative approach, international case studies are included. References to Provincial and US resources and guides are also provided.

Section Two of this report outlines the research methodology utilized for this study, and Section Three describes the housing context in British Columbia. Section Four synthesizes the results of the literature review, the municipal survey and the key informant interviews to present the strategies that municipalities in BC are using to address homelessness and lack of affordable housing. Section 4.1 discusses the tools being employed by BC municipalities, describes the strengths and shortcomings of the various approaches, and identifies barriers that municipalities have encountered in attempting to utilize these strategies, along with possible remedies. Case studies are included, where appropriate, including examples of best practices from other jurisdictions. Section 4.3 provides an overview of the barriers identified by survey respondents. Tools that have proved effective and those that have been less effective are discussed briefly in Sections 4.4 and 4.5. Section 4.6 identifies potential actions that could be undertaken by the federal, provincial and local governments to strengthen the ability of municipal governments to address the issues of homelessness and affordable housing.

2. Methodology

The key methods of gathering information for this study included a literature review, a survey of municipal housing planners throughout BC, and key informant interviews.

A literature review was undertaken of local, regional, provincial, and federal sources, both published and unpublished, as well as selected international examples of best practices.

Key informant interviews were used to supplement the information gathered through the literature review and surveys. Interviews were conducted with housing planners throughout BC, supplemented by discussions with providers of affordable housing, and organizations that advocate for and serve people who are homeless and/or at risk of homelessness.

2.1 Definitions of Key terms

Affordable Housing: Affordable housing is defined as housing that should not cost more than 30 per cent of a household's gross income regardless of whether they are living in market or non-market housing.

Affordable Housing Strategies: Identify specific objectives and actions for increasing housing supply, diversity, and affordability at the municipal level.

Affordable Rental: Housing where the total monthly shelter cost (gross monthly rent including utilities – heat, hydro and hot water – but excluding parking and cable television charges) is at or below the average municipal rent, by unit type (number of bedrooms), as reported annually by the Canada Mortgage and Housing Corporation in their Rental Market Reports.

Assisted Living: Assisted living units are self contained apartments for seniors or people with disabilities who need some support but who do not need 24 hour facility care.

Coach House: A secondary suite on a single family lot that is detached from the main housing unit (also known as a garden suite). It may be located over a vehicle garage.

Co-operative Housing: A housing development where residents or members own and manage the building. It is a legal association formed for the purpose of providing homes to its members on a continuing basis. Each member has one vote and members work together to keep their housing well-managed and affordable.

Community Land Trust: A private non-profit corporation created to acquire and hold land for the benefit of a community and provide secure affordable access to land and housing for community residents.

Density Bonus: Voluntary scheme in zoning bylaws that enables developers to build additional units in return for public amenities such as affordable housing, public art, parkland, and daycare facilities.

Emergency Shelters: Emergency shelters provide single or shared bedrooms or dormitory type sleeping arrangements with varying levels of support to individuals. Emergency shelters play an important role in responding to homelessness but are not a long-term solution.

Housing Agreement: A covenant registered on the title of a property stipulating specific limitations to the use of the property. Such agreements can be utilized to ensure that housing on the property is occupied by individuals who have qualified for its use, and to ensure that the housing unit remains affordable to low or moderate income households.

Inclusionary Housing Policies: Inclusionary housing policies require that all developments over a certain size dedicate a percentage of new units as affordable housing.

Non-Market Housing: Housing that is rented or sold at a price that is not set by market forces but set and controlled over time by some other means. Social Housing is a subset of non-market housing

Non-Profit Housing: Non-profit housing is housing that is owned and operated by non-profit housing providers. This housing is typically built through government funded housing supply programs.

Public Housing: Housing that is built, operated, and owned by a government and that is typically provided at nominal rent to low income families or individuals.

Resale Price Restrictions: Housing that is restricted as to resale by covenants registered against the property. These restrictions are also known as Deed Restricted Housing in the US.

Shared Equity Home Ownership: Housing that is purchased at a price that is affordable to the occupant and has restricted price appreciation so that it remains affordable for successive occupants. The purchase price is typically below market, the owned equity (value) then appreciates according to a formula or index. The equity is, in effect, “shared” between the community, the first purchaser and the subsequent purchasers.

Social Housing: Social housing refers to housing built under Federal, Federal/ Provincial or Provincial housing programs and is designed to accommodate households with low to moderate incomes in core housing need. Social housing includes public housing as well as non-profit and co-op housing.

Strata Title Housing: a system for registering ownership of space within a multilevel building, under which the owner’s title applies to the space (unit) and a proportion of the common property.

Supportive Housing: Supportive housing is housing which includes on-going supports and services to assist those who can not live independently. There is no time limit on the length of stay for supportive housing.

Transitional Housing: Transitional housing also referred to as second stage housing can include a stay of anywhere between 30 days to two or three years. Transitional housing provides access to services and supports needed to help individuals improve their situation and is viewed as an interim step on the housing continuum.

2.2 Literature Review

One of the key methods of gathering data for this study was a literature review involving provincial, regional and municipal sources, both published and unpublished. Applicable federal programs and best practices from cities outside of Canada were also explored. The literature review was primarily conducted on-line.

Sources for the literature review included:

- municipal and regional government web sites, where searches were conducted for homelessness strategies, and affordable housing strategies.
- Canada Mortgage and Housing Corporation publications
- BC Housing web site
- Smart Growth BC web site

These original sources provided references to additional materials which were included in the literature review, and in particular were helpful in identifying international best practices.

Additional examples of specific strategies were sought through web searches.

The purpose of the literature review was to:

- Define key policies, strategies and approaches utilized by local governments to address homelessness and the need for affordable housing;
- Evaluate the success of these strategies in addressing community needs;
- Identify key barriers;
- Identify key factors for success;
- Identify key knowledge gaps;
- Formulate policy-relevant implications from any issues discovered in the process of the research; and
- Identify policy-relevant areas for future research.

A total of thirty-three documents were reviewed and annotated. The annotations include an identification of policies and programs, a synthesis of the document, and an assessment of any evaluative components within the document. The literature review is Attachment A to this report.

Where appropriate, case studies are provided to illustrate effective approaches to addressing housing and homelessness issues.

Based on the literature review, sixty-one¹ potential tools were identified that have been utilized by planners in BC, Canada and abroad to facilitate the provision of emergency shelters, transition houses, and affordable and supportive housing. These strategies were grouped into the following categories:

1. General policy tools
2. Tools for provision of emergency or transition housing
3. Tools for provision of non-profit and supportive housing
4. Tools for retention of existing affordable housing
5. Tools for the creation of new affordable housing.

These sixty-one tools in the five categories were used to develop the municipal housing questionnaire.

2.3. On-Line Survey

The purpose of the on-line survey was to identify what tools municipalities in British Columbia were using to address homelessness and the lack of affordable housing, and whether they had encountered problems in attempting to employ these tools.

Through the literature review, strategies were identified that are being implemented by communities in BC, Canada and the US to address homelessness and the need for affordable housing. Based on these strategies,

1. Strictly speaking, there were fewer than sixty-one tools identified, but a particular tool (such as tax exemptions) would be counted several times, depending upon whether it was used to obtain emergency, supportive, non-profit or affordable housing.

an on-line survey was developed which municipal housing planners in BC were asked to complete. The request was sent out to municipal managers in all 154 BC municipalities and twenty-eight regional districts via e-mail, through the UBCM list-serve. The municipal managers were asked to forward the survey to the person in their municipality who was responsible for housing issues.

The survey asked respondents whether they had applied a particular strategy, were contemplating using that strategy, or whether they had considered a particular strategy but subsequently rejected it. The questionnaire was field tested with a sample of five municipal housing planners prior to being launched in its on-line version, using Survey Monkey. The survey instrument is attached as Appendix B to this report.

Survey responses were received from forty-nine municipalities and five regional districts (a thirty-two per cent response rate from municipalities, and eighteen per cent from regional districts). See Appendix C for the list of municipalities and regional Districts that responded. It is important to note that the degree of involvement of regional districts and municipalities in addressing homelessness varies widely. When response rates were reviewed in relation to the findings of our literature review, it was found that many of the municipalities that did not complete the survey were those that have not taken significant action to address homelessness and affordable housing.

2.4. Key Informant Interviews

As with the on-line survey, the interview questionnaire was field-tested, with five municipal housing planners. During the actual interview process, the interview questions were customized to reflect the information that had already been collected through the literature review and surveys. Municipal planners who had previously completed the survey were asked to provide additional detail about some of their more unique strategies, and to discuss the effectiveness of the strategies they had applied and the barriers they faced in implementing the various tools.

Many of the municipalities that failed to respond to the original survey were those that had been less proactive in addressing homelessness and affordable housing. There were, however, several municipalities that have taken significant steps to address homelessness and the need for affordable housing who did not respond to the survey. Three of those municipalities were contacted during the key informant interview process. The key informant interviews also included a number of additional municipalities to ensure representation from smaller municipalities, as well as geographic representation from throughout the various regions in BC.

The questionnaire format is included as Appendix D.

3. The Housing Context in British Columbia

In recent years homelessness has emerged as a pressing issue in communities across British Columbia. The social and economic costs of homelessness have become increasingly significant over time, and a corresponding shortage of housing and services has exacerbated the problem for many. Homelessness often overlaps with many other social issues, including addictions, health services, employment and public safety. Efforts by municipalities to address and prevent homelessness can have a significant impact on reducing the overall social and economic costs of homelessness in the community. Likewise, the social impacts of affordable housing shortages are linked to homelessness, health issues, education outcomes and community safety. When individuals are unable to access or keep housing, it becomes significantly more difficult to address other issues such as addiction or mental illness.

A great deal of attention has been paid recently to the issues of homelessness and the lack of affordable housing in Canada. Despite a booming economy in BC, homelessness is increasing and fewer households can find affordable housing.² Furthermore, increasing number of households are at risk of homelessness.³

Municipal responses to Homelessness and Affordable Housing

Municipalities have limited capacity to build or operate facilities and programs that address homelessness, and very few have the financial capacity to build a significant supply of subsidized housing units. However, as with all local issues, municipalities have an important role to play in addressing these issues, and have some significant responsibility in supporting the development of locally needed solutions and programs. These can include planning and zoning support, regulation and business licensing, and the enforcement of bylaws and building regulations.

2. Housing is considered affordable if the cost of housing, property taxes and utilities such as heat and light use less than 30% of household income.

3. Households are considered at risk of homelessness if more than half their income is spent on shelter costs.

Municipalities have a wide range of tools and opportunities to encourage the expansion of affordable housing stock, particularly through the development and zoning process. Existing policies in municipalities that promote the provision of affordable housing (and prevent its loss) include legalization of secondary suites, and policies that prohibit the conversion of rental suites.

Municipalities have responded in a variety of ways to the challenge of homelessness and housing affordability. Some municipalities have been proactive in addressing these challenges, developing and implementing affordable housing strategies and supporting the development of services for the homeless within their municipalities. Other municipalities continue to maintain that social housing is a responsibility of senior governments. Other municipalities face significant public opposition to the development of specialized services for homeless and at-risk populations.

At the regional level, regional districts such as Metro Vancouver and the Capital Regional District have developed Regional Affordable Housing Plans. These plans have identified strategies that municipalities can implement to increase the affordability of housing. Regional Districts have also played a crucial role in the affordable housing continuum through the establishment of regional housing authorities to manage affordable housing units, and have played key roles in working with the federal government to make recommendations for allocation of funding for housing initiatives from the Homelessness Partnership Initiative.

The Metro Vancouver Affordable Housing Strategy presents a number of options for municipalities to consider when developing their own affordable housing strategy, depending upon the characteristics of that particular municipality.⁴ Municipalities can select those strategies from the Metro Vancouver Affordable Housing Strategy that work best for them. For example, while some municipalities may have opportunities to obtain affordable housing units through density bonusing, others may have land available to contribute to affordable housing projects.

4. Metro Vancouver Regional Affordable Housing Strategy, November 2007, retrieved from world wide web April 2009 <http://www.metrovancouver.org/planning/development/housingdiversity/AffordableHousingStrategyDocs/AdoptedMetroVancAffordHousStrategyNov302007.pdf>

4. Analysis of Research Findings

Most strategies for addressing homelessness and affordable housing reviewed for this study acknowledge that homelessness and provision of affordable housing are complex issues, and require partnerships between municipal, provincial and federal governments, local non-profit organizations, the construction and development industries, and communities.

The following analysis is a synthesis of the results of the literature review, survey responses and key informant interviews.

The project findings are organized by the following five research questions:

1. What initiatives are municipalities in British Columbia taking to address homelessness and lack of affordable housing?
2. What are the barriers being faced by municipalities when they attempt to address homelessness?
3. What municipal interventions have been successful in reducing homelessness and increasing housing affordability?
4. What are the key gaps in knowledge, and how can these gaps be addressed?
5. What types of policy changes would enable local government to more effectively address homelessness and the need for affordable housing in their communities?

4.1. Municipal Initiatives to Address Homelessness and lack of Affordable Housing in BC

Since the mid-1990s municipalities in BC have been taking an increasing interest in exploring the ways in which they can contribute to resolving social issues in their communities. In order to ensure that residents continue to or may someday be in a position to enjoy a high quality of life, a number of municipalities have developed affordable housing strategies to determine how they will respond to emerging housing challenges. The literature review in Appendix A outlines the approaches used in developing housing strategies in BC and elsewhere, and the strategies that are being implemented by municipalities. Several key documents, including the Metro Vancouver

Affordable Housing Strategy (2007) and Smart Growth BC's *Review of Best Practices in Affordable Housing* (2007) and *Tools for Affordable Housing* (2008) outline the kinds of actions that municipalities can undertake to increase the stock of affordable housing.

Some communities in Canada have taken a more proactive approach to provision of affordable housing. The Cities of Calgary, Saskatoon, Hamilton, Halifax and Toronto, the Town of Canmore, and the County of Wellington, Ontario, have all taken an active role in the funding and provision of affordable housing. For example, in the Saskatoon Housing Initiatives Partnership (SHIP)⁵, the city is an active partner in facilitating social and economic investments in the community by engaging private sector resources and actors in the construction of low-income housing.

While BC municipalities vary widely in their approach to the provision of homeless shelters, and transitional, supportive and affordable housing, the municipalities surveyed for this study have taken at least some initiatives to address these issues. Three of the municipalities noted that they include the provision of rental market housing in affordable housing strategies, simply because rental housing is more affordable than ownership in most cases, and in recognition of the fact that rental housing becomes affordable housing over time.

In 2007, Smart Growth BC published *Review of Best Practices in Affordable Housing*, a report that identified the most common tools used by municipalities in Canada and the US to address affordable housing. While they initially hoped to identify which tools had been most effective in stimulating the production of non-market housing, they found that it was difficult to ascertain which policies and programs had made the most difference. Instead, they rated the strategies by their frequency of use.

The literature research conducted for the *Municipal Strategies to Address Homelessness in BC* study has revealed that some of the approaches used in the United States are not effective in Canada and in British Columbia, because of a different legislative framework and funding programs. It was

5. Retrieved from Saskatoon Housing Initiatives Partnership web site <http://www.saskatoonhousingpartners.com/> on July 12, 2008

also discovered through the survey and key informant interviews that each municipality needs to develop a community-based strategy, as the most effective approach to addressing homelessness and the need for affordable housing is dependent upon the resources and opportunities available in each community. Smaller, rural and northern communities with slow growth rates are generally unable to use the tools that have been used with success in faster growing urban centres, such as density bonusing. However, in general, the size of the municipality has not always restricted the number and type of tools used. It has been more dependent upon the intensity of the housing pressures and the kinds of resources a municipality has available (for example, whether the municipality owns surplus land).

The literature review for this study, which focused on the BC case, found sixty-one⁶ tools commonly used throughout BC, Canada, and the US to promote the provision of emergency, supportive, transition and affordable rental and strata housing.. These sixty-one tools formed the basis of the on-line survey that was developed.

Fifty-four respondents completed the survey on municipal strategies used to address homelessness and affordable housing. The most common tool utilized by the municipalities who responded to the survey was the legalization of secondary suites, a tool used by sixty-three per cent of the respondents. The next most popular tool was provision of density bonuses for affordable and rental housing, with almost half of respondents using this tool, and conversion control policies, with just over one fifth of the respondents reporting using this tool. All other tools were used by less than one-fifth of the municipalities and regional districts that completed the survey. It is important to note that many of the tools listed in the survey are not applicable to the five regional districts that completed the survey.

Listed below are the most popular strategies being implemented by survey respondents. A full summary of the number of municipalities that employed each of the sixty-one tools can be found in Appendix E, and the detailed findings by municipality are outlined in Appendix F. A description of each

6. A particular tool, such as provision of land at below market value, was counted more than once, based on whether it was being used to facilitate the provision of emergency shelters/ transition housing, supportive housing or for the provision of affordable and/or rental housing.



of these tools follows the Table below, along with an assessment of their strengths and shortcomings, and the barriers to their implementation. In some cases (particularly for the less-used strategies), no specific barriers were identified by respondents. This section synthesizes information gleaned through the literature review, the survey, and key informant interviews and organizes them by strategy, starting with the strategies that were used most often (as identified through the survey).

Municipal Strategies to address Homelessness and Affordable Housing in British Columbia			
	Tool	Number of Municipalities/ Regional Districts using this tool	% of Municipalities/ Regional Districts surveyed
1	Permitting secondary suites	34	63.0
2	Density bonuses for affordable and/or rental units	26	48.1
3	Conversion control polciites	21	38.9
4	Inclusionary zoning	19	35.2
5	Densification	16	29.6
6	Allowing infill/smaller lot sizes	15	27.8
7	Mandated commitment to affordable housing in OCP,housing policy	14	25.9
8	Affordable Housing Strategy	14	25.9
9	Encouraging smaller units	14	25.9
10	Advocating to senior levels of government on housing issues and initiatives	13	24.1
11	Housing agreements to provide affordable housing units in new developments	12	22.2
12	Real Estate Foundation Grants	12	22.2
13	Affordable housing trust funds	11	20.4
14	Demolition controls	11	20.4
15	Waive development charges or application fees for new rental accomodation	10	18.5
16	Initializing municipal partnerships with non-profit organizations for non-profit and supportive housing	10	18.5
17	Rent or lease land at low or below market rates	10	18.5
18	Resale price restrictions (below-market home ownership)	10	18.5
19	Donating land or facilities	9	16.7
20	Affordable Housing Definition	9	16.7
21	Standards of maintenance bylaws	8	14.8
22	Expedited approval process (fast tracking) for non-profit/supportive housing	8	14.8
23	Conversion fees	8	14.8
24	Initiating public-private partnerships	8	14.8

While there is a wide range of affordable housing strategies available, not all of them would be applicable in all BC municipalities. In the following section, short descriptions of the most common strategies are provided, along with their strengths and shortcomings and under which conditions they are most effective. Barriers that have been encountered by municipalities attempting to implement these tools are discussed, along with possible solutions. After each heading, the number of municipalities and/or regional districts using the given tool, or considering using the tool, is included in parentheses.

The BC Ministry of Community Services and the Office of Housing and Construction Standards provide numerous guides and resources, and in particular, provide sample bylaws for density bonusing and standards of maintenance. References to these documents are provided as they relate to the discussion of the various strategies.

4.1.1 Permitting Secondary Suites

(34 using this strategy/8 considering this strategy)

It is not surprising that this is one of the most popular tools for the creation of affordable housing in municipalities. It does not require public investment (except where municipalities choose to provide subsidies), and is generally well accepted by most citizens, especially where suites are currently legal. Most BC municipalities have a secondary suite program in place, or are considering implementing such a program in the near future. This is an effective strategy for both large and small municipalities. There are few drawbacks to legalizing secondary suites. Once suites are legalized, municipalities can create incentives for owners to register their suites, and ensure that the suites are safe for the occupants.

One issue identified by survey respondents is concern by municipal councils that homeowners with secondary suites are not paying a fair share of utilities and property taxes. Some municipalities, but not all, choose to charge additional sewer, water and garbage fees. As more municipalities shift to metered water services and garbage can limits, extra servicing costs become less of an issue. Municipalities that charge fees for registering secondary suites attempt to keep the fees low enough to encourage owners to register

their suites, but not so low that other taxpayers are subsidizing the costs of registering the suites.

Some municipalities require an additional parking space for a secondary suite, to minimize impacts on neighbours.

In 2005 the BC Government published a Guide to Secondary Suites⁷ for municipalities. This Guide provides a good overview of the benefits and challenges of secondary suites, and provides case samples of how these challenges were addressed by eight BC municipalities.

More recently, municipalities such as the City of Vancouver and the City of North Vancouver are exploring the permitting of lane way housing/ garden suites/ coach houses. These units, unlike secondary suites, do not need to be attached to the principal dwelling unit, and are preferred over secondary suites by some homeowners. The Canada Mortgage and Housing Association's secondary suite/garden suite program will provide a forgivable loan of up to \$25,000 (or up to \$36,000 in the far north) to a homeowner who wishes to build an affordable suite for a senior or a person with a disability.⁸

Barriers identified

Concern over health and safety

The most significant barrier to legalization of secondary suites is municipal concern over health and safety. Existing suites that have been developed without a building permit may not meet health and safety standards set out in the BC Building Code. One of the challenges has been developing standards for secondary suites that provide safety for the occupants, but do not require investments that will be so onerous as to discourage owners from registering their suites, or will result in the closure of a significant number of units for non-compliance. Some municipalities are reluctant to legalize suites because they are concerned they may be vulnerable to lawsuits in the case of injury or death associated with unsafe suites.

7. BC Office of Housing and Construction Standards, Guide to Secondary Suites (2005), retrieved from the World wide web July 2008 <http://www.housing.gov.bc.ca/housing/suites/>.

8. Canada Mortgage and Housing Corporation, Programs and Financial Assistance, retrieved from the world wide web April 2009, <http://www.cmhc-schl.gc.ca/en/co/prfinas/>

One approach to dealing with this issue is to define alternative life safety standards for suites in existing homes as the City of Coquitlam has done for suites built before 2000. Building code equivalencies applied by the City can reduce the costs of legalizing a suite by up to sixty per cent. The City of New Westminster adopted a policy stating that suites built before July 1998 will only be closed if there are serious health and/or safety issues.

Community acceptance

Another barrier to secondary suites is community acceptance of suites, particularly in municipalities that previously prohibited suites. Generally, municipalities that allow secondary suites in all single family zones have fared better than municipalities that try to introduce special zones where suites are permitted. Community acceptance can be improved through public consultation during the development of a secondary suites program and through community education.⁹

4.1.2. Density Bonusing

(16 using/7 considering)

Under density bonusing, developers can build additional dwelling units beyond the zoning limits in exchange for providing affordable units. The number of units provided and the amount of bonusing permitted is often negotiated on a case by case basis. A number of municipalities have chosen to develop standard formulas for bonusing that provide certainty for developers and eliminate the need for lengthy negotiation processes. The BC Office of Housing and Construction Standards provides sample bylaws for density bonusing.¹⁰

The City of Burnaby noted difficulties with their original density bonusing provisions, which did not allow cash-in-lieu. The challenge was to match available funds with bonus density benefits in a timely manner, and to match

9. BC Office of Housing and Construction Standards, Guide to Secondary Suites (2005), retrieved from the World wide web July 2008 <http://www.housing.gov.bc.ca/housing/suites/>.

10. BC Office of Housing and Construction Standards, Density Bonus Provisions of the Municipal Act: A Guide and Model Bylaw (March 1997), retrieved from the World Wide Web August 2008 <http://www.housing.gov.bc.ca/housing/BONUSDN/>

benefits with appropriate development sites. In March 2006 the Community Benefits Bonusing Bylaw (1997) was amended to permit a financial contribution in lieu of benefits, to increase the flexibility of the program and make the rezoning process more efficient. This allows the City of Burnaby to pool funds to obtain benefits (such as affordable housing) that cannot be achieved through a single rezoning opportunity.

Recent changes to the BC building code have the potential to increase opportunities for density bonusing through the construction of 6 storey wood-frame residential buildings. Until April 6, 2009, the upper limit for wood frame construction was four storeys. Developers who wanted to build additional storeys had to use concrete and steel construction. However, the construction costs of steel and concrete buildings are much higher than wood-frame construction, leading to higher cost units and, in most cases, high rise developments. Some municipal councils and their residents have resisted densification through high-rise buildings, which may dramatically alter the urban landscape. The introduction of a six storey zone provides smaller municipalities with the opportunity to increase densities.

Under the changes to the Building Code, builders will be able to construct residential buildings up to six storeys high out of wood. The code change also allows hybrid buildings with wood-frame upper storeys on top of a concrete or steel lower storey(s), provided the overall building height doesn't exceed the eighteen metre height limitation, or maximum building size.

New Provincial guidelines are being developed by the Building and Safety Policy Branch to assist designers wishing to build mid-rise residential wood-frame buildings. Among the requirements: non-combustible cladding, automatic sprinkling requirements and special seismic requirements.

The Association of Professional Engineers and Geoscientists, Architectural Institute of BC and the Homeowner Protection Office are working on design guidelines related to the integrity of building envelopes, including wood shrinkage issues. Seismic testing in Japan of a full-scale six-storey building constructed with BC lumber is expected to be completed by July 2009.

A number of municipalities in the Lower Mainland, Southern Vancouver Island and the Okanagan have previously approved wood frame structures taller than four stories under 'special considerations' provisions. Several local governments in Washington, Oregon and California have amended local laws to allow five- or six-storey wood frame structures.

Barriers identified

Lack of opportunities for density bonusing

While density bonusing has been used effectively in many municipalities, it is not a useful tool for all municipalities. Density bonusing depends upon rezoning existing land to higher residential densities. In some municipalities where growth rates are slow, there is limited potential for rezoning existing lands to higher densities. In others, land is already zoned for higher densities as designated in the Official Community Plan, and no additional densification is anticipated in the foreseeable future.

Community Opposition

In some municipalities, opposition to high-rise development, higher densities and opposition to subsidized housing by the public present significant barriers. In the City of Toronto, Ontario, opposition to such developments has been tempered through the establishment of the Toronto Affordable Housing Committee. The Committee's mandate is to make recommendations on affordable housing policies, such as land-use and social policy, which facilitate creating new affordable housing and maintaining the existing supply. The committee has been able to cut through much of the not-in-my-backyard objections, including those expressed by municipal councilors.¹¹

Reluctance to approve six storey buildings until technical issues are addressed and the technology is proven

While the new regulations permitting six storey buildings may address concerns about high-rise developments, and could also provide density bonusing opportunities for smaller municipalities, some municipal councils and planners may be reluctant to approve six storey wood frame residential buildings until technical issues have been worked out and testing is complete.

11. Housing Again Bulletin #101, Raising the Roof, May 1, 2007, retrieved from World Wide Web August 2008 <http://www.web.net/~housing/housingagain-l/msg00114.html>

Concerns with the new building regulations for six storey buildings include issues regarding fire safety, seismic, structural, wood-shrinkage and building envelope. Sound transmission can also be a concern with wood buildings, particularly for a multi-family residential building. Newer engineered wood products may decrease shrinkage and increase the structural strength of wood frame buildings. However, their higher cost may reduce the price advantage of wood-frame construction and require the development of new knowledge and expertise on the part of designers, contractors, trades and building inspectors. Builders and building inspectors will need to learn the new regulations and in some cases, construction techniques. For example, lightweight concrete poured on the floor after framing can be used to reduce sound transmission as well as providing a fire barrier between units.

The building trades may also be reluctant to embark on this new form of construction until it has clearly been proven from both a technical and economic perspective. The Provincial Building and Safety Policy Branch clearly has an important role in testing the new construction techniques, developing standards and in educating the building industry and municipalities about the design guidelines.

4.1.3. Conversion Control Policies

(21 using/4 considering)

Twenty-one of the BC municipalities surveyed have policies restricting the conversion of existing designated rental units to strata title, and four municipalities are considering adopting conversion control policies. In most of the municipalities surveyed, conversions of rental to strata are not prohibited outright, but are restricted when rental vacancies dip below a certain rate. (For Vernon, vacancy rates must be higher than 4% before conversions will be approved; in Williams Lake, vacancy rates must be at least 3.5%). Eight of these municipalities require developers converting units to pay conversion fees. Conversion control policies have likely been instrumental in preserving existing rental stock in British Columbia since their adoption in the late 1980's and early 1990's, as rental vacancy rates in BC have remained low (in the

spring of 2008, the average vacancy rate in BC was 1.1%.¹²⁾

Barriers identified

Only applies to designated rental

Does not prevent demolition

Much of the existing rental stock is deteriorating

While there appear to be no serious obstacles to adopting conversion control policies, there are several drawbacks to utilizing this as the primary tool to preserve rental housing. In cases where rental buildings have already been converted to strata title, such regulations have no effect. Moreover, conversion control policies do not prevent owners of existing rental buildings from demolishing their rental buildings and developing strata titled residential buildings in their place. This is a serious concern in British Columbia, as much of the existing rental stock was built prior to the 1970's, and is deteriorating rapidly. While some of this stock needs to be replaced, the housing that replaces it will undoubtedly be more expensive, even if the existing stock is replaced by new rental units.

Municipalities should continue to apply conversion control policies; however planners need to consider additional policies to support tenant relocation and encourage the construction of rental units to replace those that need to be demolished.

4.1.4. Inclusionary Zoning

(19 using/8 considering)

Inclusionary Zoning (also called Inclusionary Housing) requires developers to provide a certain number or proportion of affordable housing units when land is being rezoned for development. Customarily, the requirement for inclusionary zoning kicks in only when the development is beyond a specified size (for example, 20 or more units are being built). In most cases a percentage of the units being constructed must be affordable (usually somewhere between 5 to 20% of the total units). Some policies allow the

12. Canada Mortgage and Housing Corporation Rental Market Report: BC Highlights, Spring 2008

affordable units to be built off-site, and some allow cash-in-lieu paid into a housing fund. A variation on inclusionary zoning known as linkage fees permits municipalities to charge non-residential projects a fee based on the demand for affordable housing the project is expected to generate.

In British Columbia, the *Local Government Act* enables BC municipalities to use inclusionary zoning policies, as well as to recover developmental costs through development cost charges to developers. However, there are no inclusionary zoning programs currently operating in Canada that are equivalent to the mandatory programs in the United States.¹³ A number of Canadian cities — namely Toronto, Vancouver, Bowen Island and Burnaby — have successfully used a variation of inclusionary zoning through a comprehensive rezoning process for major private redevelopment sites. Comprehensive Development (CD) Zones provide for the development of large sites in a comprehensive way, allowing a specific mix of land uses and enabling a municipality to negotiate for specific amenities, including non-market housing.¹⁴ The City of Langford has also been able to use inclusionary zoning successfully in residential subdivision developments. In Langford, the developer must build the affordable units prior to developing the rest of the subdivision site. It appears that municipalities in Canada have been more successful at employing incentive based approaches to providing affordable housing (such as density bonusing).

13. Canadian programs differ from conventional inclusionary zoning in the U.S. in that they are directed at securing developable land or monetary contributions for non-profit housing to be built with government funding rather than at obtaining below-market units constructed by for-profit developers. In the US, mandatory inclusionary zoning is popular, whereas in Canada, the only models in use employ voluntary, incentive-based approaches, most likely because of the regulatory requirement to “hold harmless” the builder’s profitability if the land is already zoned for residential use.

14. West Coast Environmental Law, Smart Bylaws Guide – Mixing Uses – Comprehensive Development Guide, <http://www.wcel.org/issues/urban/sbg/part3/mixeduse/CD-Zoning.htm> retrieved from the World Wide Web April 2009

In Canada, three municipalities in British Columbia and one in Alberta currently collect fees of some type for affordable housing.¹⁵ Two of these — Whistler and Banff — could be considered as types of linkage fees. In Vancouver, there is a development charge for various capital improvements, including low-rent housing. Development cost levies range from \$3 to \$13/square foot, depending upon the type and location of development.¹⁶ Richmond has collected fees through comprehensive development agreements for large residential projects, and charges \$4/buildable square foot for density bonuses.

Barriers Identified

Requirement to “hold harmless” the builder’s profit

The major barrier to fully utilizing inclusionary zoning is regulatory. If the land is already zoned for residential use, the municipality is required to “hold harmless” the builder’s profitability, either through density bonuses or various other cost offsets. For the reasons discussed earlier, density bonusing has very limited application in some municipalities.

4.1.5. **Densification / Encouraging smaller units**

Densification: (16 using/4 considering) /

Encouraging smaller units: (14 using/5 considering)

Most BC municipalities have policies encouraging densification in the downtown core. Sixteen of the municipalities surveyed used densification as a tool for affordable housing. These increased densities promote the provision of what are generally more affordable multi-family housing units by decreasing the land costs per unit. Municipalities can also encourage the provision of smaller units by basing development costs on square footage rather than number of units.¹⁷ Permitting smaller units is a viable approach

15. In Whistler, fees are charged at a rate of \$10.40/square foot for commercial establishments; \$2.02 for industrial development and \$1,116 per guest room in tourist accommodation

16. The higher fees apply in the downtown core, and for larger residential projects that involve the demolition of existing affordable housing .

17. Both the City of Vancouver and the City of Richmond base development cost levies on square footage rather than per unit.

to creating affordable housing for singles; however, such an approach could work against the need for affordable housing for families.

Barriers Identified

Demolition of existing affordable housing

One of the biggest drawbacks to increasing zoning densities is that it can put existing affordable housing stock at risk. Municipalities need to use densification carefully in order to preserve sufficient older housing stock. Five municipalities have chosen to keep densities low in some areas of their community for this reason (See Strategy 4.1.33, page 49, Maintaining Low Density Zoning).

High building costs/economic disincentives

Densification and smaller units do not always lead to more affordable housing; Yaletown in Vancouver is an example of a high density area of Vancouver with smaller, more expensive housing units. With high costs of construction, all new market housing will be beyond the reach of low income households, even if the units are smaller units in high rise developments. On the other hand, these units may become the affordable housing stock of the future. Much of the existing affordable rental stock in Vancouver, for example, was built in the 1940s through the 1970s¹⁸, while most of the affordable rental stock in Burnaby was built in the 1950's and 1960's.¹⁹

Community opposition to densification

As with density bonusing, community opposition to higher densities can be a significant barrier. Providing illustrations of well-designed high density developments to the public and engaging them in the planning process for the high density areas can help increase acceptance.

18. Report from the Director of the Housing Centre, City of Vancouver, to Vancouver City Council entitled Protection of Rental Housing Stock: Rate of Change Policy, April 5, 2007. Retrieved from www April 2009 www.vancouver.ca/ctyclerk/cclerk/20070417/documents/p4.pdf

19. City of Burnaby, Planning and Development department, Affordable Housing and Homelessness – A Response to Issues and Proposals, February 2007

4.1.6. Allowing Infill/Smaller Lot Sizes

(15 using/5 considering)

Infill development, or allowing subdivision of larger single family lots to provide for additional housing units in existing single family residential areas, has proven to be an effective tool for providing additional housing in BC municipalities, including the District of North Vancouver, the City of Richmond and the City of Surrey. It works well in municipalities with larger single family lots. Typically the lot has to be a certain size to be eligible for subdivision. The City of Surrey requires minimum lot sizes of 320 square metres. Encouraging smaller lot size does not provide housing for low income households, but can provide additional housing supply for moderate income families seeking to purchase a home.

Barriers identified

Lack of large lots

Municipalities can only effectively use this tool if the existing single family lots are wide enough. However, this tool can work particularly well for more suburban or rural communities that tend to have larger lot sizes and are less able to use popular urban tools such as density bonusing.

Opposition to increased densities

Increased densities in existing single family neighbourhoods increases traffic volumes on residential streets, and can prompt neighbourhood opposition.

Demand keeping housing prices high

In sellers markets, the homes on smaller lots may still sell at high prices, with little impact on affordable home ownership.

4.1.7. Mandated commitments in OCP, housing policy

(14 using/8 considering)

The BC Housing Policy Branch periodically surveys BC municipalities to see what approaches they are taking to encourage the provision of affordable housing. In 2004, the Housing Policy Branch found that fifty-one local governments included housing policies in community planning documents, forty-nine of which were in Official Community Plans (OCPs). Official housing policies encourage the development of housing that meets the needs of communities, and guides decision making for municipal planners and Councils. Fourteen of the municipalities surveyed for the *Municipal Strategies to Address Homelessness in British Columbia* commit to affordable housing in their OCPs.

Barriers identified

Inability to meet targets

The one barrier identified to making commitments to affordable housing is that municipal councils and housing planners feel that once they have made commitments and set housing targets, housing advocates will hold them to account for fulfilling on these targets. The ability to achieve these targets is largely outside of the control of municipalities, as they are dependent upon senior levels of government to fund affordable housing projects and homeless shelters.

In their report *Affordable Housing and Homelessness – A Response to Issues and Proposals*, the City of Burnaby notes:

“A particular concern with targets for rental housing is the fact that the current development market is not conducive to the building of new rental housing and the City has little influence over this market.”²⁰

20. City of Burnaby, Planning and Building Department, *Affordable Housing and Homelessness – A Response to Issues and Proposals*, February 2007

This barrier is not insurmountable, as most housing advocates realize that local governments have a very limited tax base.²¹ Indeed, municipalities that have made commitments and set targets have been at an advantage in attracting federal dollars for affordable housing and homeless shelters.

4.1.8. Affordable Housing Strategy

(14 using/7 considering)

Fourteen of the municipalities in British Columbia that were surveyed have affordable housing strategies and seven more are either considering adopting affordable housing strategies or are in the process of developing them. Municipalities can benefit from developing a housing strategy that explores the various options available, evaluates them for their usefulness in that municipal context, and selects the approaches that will work best in that community. These strategies can also improve a municipality's chances of accessing funding from senior levels of government, because they have identified their needs.

Barriers identified

Lack of resources/staff time to develop the strategy

Smaller municipalities often do not have designated housing planners, nor do they have the financial resources to hire consultants to do this work. However, the Real Estate Board of British Columbia has provided funding to a number of BC municipalities to undertake housing needs assessments and develop strategies (see Strategy 4.1.11 p. 27). They target municipalities outside of the major metropolitan areas for this type of funding.

Inability to meet targets

Like the Strategy 4.1.7 (Making commitments to addressing homelessness in an OCP), municipal concern over inability to meet targets and commitments can prove to be a barrier to adopting an affordable housing strategy. See page 29 for a fuller discussion of this barrier.

21. Personal communications with advocates from Lower Mainland Network for Affordable Housing and Community Housing Action Committee of the North Shore, May through August 2008

4.1.9. Advocating to Senior Levels of Government

(13 using/5 considering)

While municipal governments have taken a keen interest in provision of affordable housing, the resources they have to bring to the table are limited to municipal land and property tax income, and to a lesser extent, user fees and development cost charges. Without the involvement of senior governments, municipalities' ability to provide affordable housing is very limited. The Union of BC Municipalities (UBCM) and the Federation of Canadian Municipalities (FCM) have worked on an ongoing basis with BC municipalities to advocate for federal and provincial support for affordable housing initiatives. At their 2008 Convention, the UBCM passed a resolution to request that the federal and provincial government implement a number of measures related to homelessness and affordable housing.²² The FCM has called upon the federal government, in collaboration with the provincial/ territorial governments and FCM, to "develop a long-term national housing strategy that has the flexibility to respond to the diverse needs that exist in cities and communities across Canada."²³

Barriers Identified

Lack of resources/staff time

While writing a letter from Council is not time consuming, undertaking the research required to identify the most urgent issues can take considerable staff time. On the other hand, there are a number of organizations that have undertaken the kind of research needed for effective advocacy. For example, the Metro Vancouver Regional Affordable Housing Strategy²⁴ identifies potential roles for the federal and provincial governments for each of the

22. Union of BC Municipalities, Report of the UBCM Executive to Members, Affordable Housing and Homelessness Strategy, Policy Paper #2, 2008 Convention, September 28, 2008

23. Retrieved from the Federation of Canadian Municipalities web site April 2009, <http://www.fcm.ca/English/View.asp?mp=467&x=712>

24. Metro Vancouver Regional Affordable Housing Strategy, November 2007, <http://www.metrovancouver.org/planning/development/housingdiversity/AffordableHousingStrategyDocs/AdoptedMetroVancAffordHousStrategyNov302007.pdf>

strategies presented, as does the City of Burnaby²⁵. The FCM and UBCM policy documents can also provide guidance in this area.

4.1.10. Housing Agreements to Provide Affordable Housing Units in New Developments

(12 using/1 considering)

Housing agreements provide local governments with a legally enforceable means of securing affordable housing over the long term. They are negotiated between the developer and the local government during the development review process. These agreements contain specific terms relating to issues such as the form of tenure, the groups that have access to the units, rent levels and management specifications. All housing agreements are filed and registered in the Land Titles Office. As a consequence, the terms of the agreement continue in force even if ownership of the land changes.

Barriers identified

Limited opportunities

Housing agreements are generally negotiated during the rezoning process, so have limited applicability in municipalities where no residential rezonings are anticipated. However, where a developer has made a commitment to the provision of units of affordable housing, municipalities should be using housing agreements to ensure the new housing units remain affordable.

4.1.11. Real Estate Foundation Grants

(12 using / none considering)

The Real Estate Foundation of BC is a philanthropic organization created in 1985 by an amendment to the *Real Estate Act*. The Real Estate Foundation receives income on unassigned brokerage trust accounts, invests it, and gives it back to communities in grants to non-profit organizations. Funding is

25. City of Burnaby, Planning and Building Department, Affordable Housing and Homelessness – A Response to Issues and Proposals, February 2007

available for housing-related projects, like inventory and needs assessments and assistance with construction costs of non-profit housing. There are 12 Foundation Boards representing the various geographic regions of BC. Organizations wishing to apply for funding go through a two-stage process. Letters of Inquiry are accepted by the Real Estate Foundation on an ongoing basis, but the Foundation responds to the LOIs 4 times a year. Organizations that meet the criteria are invited to submit a full application.²⁶

Communities that have received grants for housing needs assessments in recent years include the City of Terrace, Gabriola Island Local Trust Committee, Saltspring Island Local Trust Committee, the City of Kimberley and the District of Invermere. The City of Kelowna received a grant to do a study on inclusionary zoning, and Saltspring Island Land Bank Society received a grant for site services and renovations for the Brackett Spring Affordable Family Housing Project. In 2007, the Community Arts Council of Vancouver received funding for research addressing the gentrification of Vancouver's Downtown Eastside and affordable market housing for low income residents. First United Church received a grant to conduct an environmental assessment of a Vancouver property that is to be developed as non-profit housing. Grants for housing related research generally range between \$10,000 to \$50,000.

Barriers identified

Lack of certainty about receiving the grant

There are no real barriers to utilizing this tool, other than the time spent to apply and the uncertainty about receiving funding. Historically, the odds of receiving a grant are relatively good; 2 out of 3 applications receive funding. The two stage process means that municipalities do not need to invest much time in applying until they have already successfully passed the Letter of Intent stage. Smaller communities receive priority for housing projects, because they often lack the resources and fundraising base of larger centres. The Foundation web site notes that their investment revenues are down in 2009, which will decrease the amount of available grant funds.

26. Additional information is available at the Real Estate Foundation's web site at <http://www.realestatefoundation.com/howtoapply/howtoapply.html>

4.1.12. Housing Funds

(11 using/4 considering)

Affordable housing trust funds (or housing reserve funds) are funds created by municipalities or regional governments in order to provide a dedicated source of financial support for affordable housing in the community. Sources of funding can include property sales, property tax levies, gaming funds, development cost charges, a specific surcharge on new market units built, allocations from budget surpluses and corporate donations. Over time, housing funds can provide a significant source of funding for housing developments that benefit the community. The City of Surrey, for example, has used their fund to purchase land that they leased to a non-profit organization at nominal rates for supportive housing. Even relatively small communities have been able to build up housing funds: the community of Tofino has been able to build up a reserve fund for affordable housing through amenity contributions from developers over the past 4 years. Other municipalities that have established housing funds include the City of Vancouver, New Westminister, Richmond, North Vancouver City, Coquitlam, and Burnaby.

As part of its Regional Affordable Housing Strategy, Metro Vancouver proposes a regional Affordable Housing Fund, to be financed through contributions such as the property transfer tax. A regional fund would be able to focus affordable housing where it is most needed in the region, including smaller municipalities who would not be able to collect sufficient funds on their own to provide any significant amount of housing. A regional fund could be used to encourage municipalities to support affordable housing projects, through financial incentives.

An earlier proposal by Metro Vancouver for a regional housing levy was not supported by member municipalities. Most Metro Vancouver municipalities opposed the imposition of a regional levy, as they prefer to manage their own affordable housing funds as they see fit. However, in the Capital Region, a regional housing trust fund was established in 2005, and ten out of thirteen municipalities in the region currently participate. Each municipality

contributes to the fund in accordance with a formula based on residential and commercial assessments and number of households. Approximately \$900,000 is generated annually through the municipal contributions, and decisions on allocating the funds are made through a Housing Commission that is made up of representatives from each of the participating municipalities.²⁷ This fund has allowed the participating municipalities to leverage funds from senior levels of government for affordable housing in the Capital Region.

In Saskatoon, the City's housing activities are funded by the Affordable Housing Reserve. This reserve is unique in Canada in that it receives on-going funding through land development activities. Working in partnership with other civic departments and the private sector, the City's Land Branch acts as a land developer, producing approximately fifty per cent of the residential development land parcel/lots within the boundaries of the city. The city, as the land developer, can direct or hold parcels of land for affordable housing projects and it can also direct surplus funds from development activity into projects that create affordable housing.

Barriers Identified

Concern over litigation

Concern over losing development projects

Lack of control over regional levies

Municipalities have limited sources of revenue to contribute to trust funds (usually through contributions from developers and property owners). Some municipalities are unwilling to ask for contributions from developers, because of fear that developers will challenge these fees in court. Many are concerned that developers will be more likely to do business in neighbouring municipalities with lower development costs. The Metro Vancouver Region attempted to address this concern through the proposal for a regional housing levy, which has worked well in the Capital Region. However, Metro Vancouver municipalities rejected this proposal through concerns about not having control over how the revenues collected in their municipality would

27. Henry Kamphof, Capital Regional District Housing Secretariat, personal communication, October 27, 2008.

be spent. Municipalities expressed some support for a Regional Affordable Housing Fund, but wish to have input into how this fund is structured and sources of funding.

4.1.13. Demolition Controls

(11 using/2 considering)

Demolition controls are not widely used in BC for rental housing but are often used in Ontario. Vancouver, Richmond and Delta apply demolition controls for rental housing, and Langley Township, Maple Ridge, Abbotsford, the City of Coquitlam and Penticton have development controls for redevelopment of mobile home parks, primarily geared to protecting and/or compensating residents in these mobile home parks when redevelopment occurs.

Council approval of Demolition Permits

The Cities of Vancouver and Toronto control demolition of affordable housing units in certain areas of their cities by requiring council approval for the issuance of demolition permits in those areas. The City of Vancouver requires Council approval for demolition of Single Room Occupancy units (SROs), and gives Council the authority to impose conditions upon the demolition, including a charge of up to \$5,000 per unit lost. Property owners who want to demolish an existing building are required to apply for a demolition permit. In designated demolition control areas, it is up to Council's discretion whether or not to issue the demolition permit. Some of the conditions that are applied before the permit will be issued can include one-to one replacement of rental units, relocation assistance for existing tenants equivalent to two months rent, and a requirement to offer the new units to the tenants for purchase (also known as "right of first refusal"). In Toronto, there are a few cases where the developer was required to rent the new units to the existing tenants at their current rental rate for a period of time ranging from a few months to two years.

When BC Housing took over operation of Marie Gomes Place in Vancouver, they determined that the cost of repairs was well over 25% of the replacement value of the building, and could end up exceeding the replacement value.

The City of Vancouver agreed to permit demolition of the building, with the condition that the DERA²⁸ Housing Society and BC Housing relocate the tenants into other affordable housing units.

In Australia, a more complex process is followed. The Department of Urban Affairs and Planning in New South Wales undertakes a financial viability assessment of boarding houses and other low rent buildings to determine whether or not they will allow the buildings to be demolished.²⁹

The City of Toronto adopted a Residential Rental Property Demolition and Conversion Control Bylaw in 2007.³⁰ Property owners cannot demolish a building without a permit, and conditions that may be imposed on the approval of the application may include requirements to replace the rental units with rental units at similar rents, and for tenant relocation and other assistance, including the right to return to the replacement rental housing.

Some sort of demolition controls could be applied to most BC municipalities, because the current stock of affordable rental housing is aging, and is coming under intense redevelopment pressure. While some of the older housing complexes may need to be replaced, tenant relocation policies can ensure that the developer provides relocation assistance for displaced tenants. Councils can adopt demolition policies that encourage owners of properties that are still in good shape to retain those properties.

Should BC municipalities decide they want to control demolitions of affordable rental units, they could adopt the 25% used in Vancouver as a benchmark to evaluate the condition of the building. If the repairs are less than 25% of replacement value, they could withhold approval of a demolition permit and request that the landlord carry out the necessary repairs. If the repairs exceed 25% of replacement value, they would likely approve the demolition permit, on condition that tenant relocation assistance be provided.

28. Downtown Eastside Residents' Association

29. New South Wales Department of Urban Affairs and Planning, Guidelines for State Environmental Planning Policy Number 10: Retention of Low Cost Rental Accommodation, January 2000 <http://www.planning.nsw.gov.au/settingthedirection/pdf/sepp10/sepp10gu.pdf>

30. City of Toronto, Residential Rental Property Demolition and Conversion Control Bylaw, 2007, (<http://www.toronto.ca/legdocs/bylaws/2007/law0885.pdf>.)

Demolition Charges

Some municipalities charge a fee per unit demolished, and usually these fees go into an affordable housing fund. In some cases, a municipality will return the unit fees back to the developer for every affordable unit created. As discussed above, the City of Vancouver can charge up to \$5000 per SRO unit demolished in the City. The City of Toronto applies a base fee of \$5000 for a demolition permit, plus \$200 per unit.

Barriers identified

Aging rental stock in poor condition

Not all rental stock is worth preserving through demolition controls. Much of it in BC was built 40 or 50 years ago, and some of it was built cheaply and even with appropriate maintenance is reaching the end of its useful life. Some municipalities without standards of maintenance bylaws have discovered that landlords have purposely neglected maintenance because they wish to redevelop. Even municipalities with standards of maintenance bylaws usually only enforce them on a complaints received basis.

Reluctance to restrict property rights

Municipal councils in BC are reluctant to restrict the rights of property owners³¹, and show clear preference for incentive-based strategies, despite the fact that they are less effective than mandatory strategies.³²

31. Additional information is available at the Real Estate Foundation's web site at <http://www.realestatefoundation.com/howtoapply/howtoapply.html>

32. Henry Kamphof, Capital Regional District Housing Secretariat, personal communication, October 27, 2008.

4.1.14. Housing Agreements to Provide Rental Units when Redeveloping Rental Properties

(4 using/ 3 considering)

Maple Ridge, North Vancouver District, the City of Richmond, and the District of West Vancouver have all used housing agreements to obtain rental units in redevelopment projects where rental housing has been demolished in order to build strata units.

4.1.15. Statutory Leases upon Conversion

(2 using/ none considering)

Hope and Golden have used statutory leases to ensure tenants can remain in new stratified buildings.

4.1.16. Developer Required to Offer New Units to Existing Tenants

(4 using/3 considering)

Maple Ridge, Vancouver, West Vancouver, and Vernon have all required developers to offer new units to the existing tenants (although these may not be rental units). In most cases, the developers are permitted to charge market rates for the new units, and so these units do not become part of the affordable housing stock.

4.1.17. Tenant Relocation Assistance

(4 using/ 3 considering)

Tenant assistance can range from providing statutory leases to existing tenants (a tool used by Hope and the Town of Golden) to offering financial assistance for relocation. While examples of Canadian municipal tenant relocation policies reviewed for this study do not specify the maximum compensation to be awarded, relocation assistance in the USA has ranged from \$500 per

household, up to 6 months rent. This is over and above compensation that is required under the Residential Tenancy Act or the Mobile Home Tenancy Act..³³

In Vancouver, tenants evicted from residential units as a result of redevelopment in an area covered by the City's rate of change policy receive right of first refusal to the new units, plus moving expenses and up to two months free rent. In Toronto, tenants being evicted due to renovations or redevelopment must receive at least 120 days notice, and will receive either a payment equivalent to three months rent OR offer of another rental unit acceptable to the displaced tenant.

Most BC examples of tenant relocation assistance involve mobile home parks, where it can be argued that the tenant's face hardships beyond renters of apartment units. In recognition of the difficulties faced by tenants facing eviction from a mobile home park, the Mobile Home Park Tenancy Act (MHPTA) requires a minimum of 1 years notice to tenants, plus a payment equivalent to twelve months pad rental. Municipalities such as Abbotsford, Coquitlam and Maple Ridge have introduced policies that exceed the requirements of the MHPTA.

In Maple Ridge, developers of existing mobile home parks need to provide 2 years notice to the park's tenants, as well as \$10,000 in relocation assistance. In 2006, the City of Penticton adopted a policy that required owners of mobile home parks slated for redevelopment to develop relocation assistance plans for the tenants. Such plans could include compensation for tenants such as costs for moving their mobile home unit and costs associated with building code compliance when a home is relocated.

One to One replacement of rental units (2 using/4 considering)

Vancouver and Richmond require one-to-one replacement of rental units in certain areas. The Maple Ridge Mobile Home Park Policy requires provision of

33. The Residential Tenancy Act requires the landlord to give the tenant 2 months notice plus compensation of an amount equal to one month's rent. The Mobile Home Tenancy Act requires a minimum of 12 months notice plus relocation assistance equivalent to 12 months of pad rental.

rental units where redevelopment includes residential. The District of North Vancouver effectively used policies in the Area Plan to require replacement of rental units on a residential redevelopment site when rezoning was not required, although it was not quite one-to-one replacement of units (The new development included 36 units of rental, where the previous building had 54 units of rental).

Barriers identified

Lack of affordability of replacement units

Unless subsidized rental units are included as part of the redevelopment, existing tenants may not be able to afford the new units. While relocation assistance can help cover the actual costs of moving, tenants are going to have difficulty finding rental units at rents comparable to their existing units. Relocation assistance can help mitigate the impact of redevelopment on existing tenants, but does not address the overall need to maintain an adequate stock of affordable rental in the community.

Generally only effective when rezoning is required

Demolition controls are most effective when rezoning is necessary, although the District of North Vancouver effectively used policies in the Area Plan to require replacement of rental units when rezoning was not required. As part of the agreement, the existing tenants were given the opportunity to purchase or rent in the new development. However, these were much more expensive than the existing units they replaced, so low income tenants were still displaced.

4.1.18 Waive DCCs or application fees for new rental accommodation

(10 using/ 7 considering)

Waiving development cost charges is used to remove financial barriers in the application and development process. Some local governments waive or reduce the development cost charges for affordable housing, rental housing, seniors housing, care facilities, supportive housing and institutional buildings. Some local governments also waive building permit fees.

Of 49 municipalities surveyed by SPARC BC in the summer of 2008, ten have waived development cost charges for projects including non-market housing, and seven are considering doing so. Waiving development cost charges appears to be popular in the Okanagan, with Kelowna, Vernon, Summerland, Peachland, Osoyoos and Armstrong all forgiving DCCs for affordable rental housing. In the Lower Mainland, Surrey has waived all development fees for two supportive housing projects that were approved by BC Housing in 2008. The City of Langley's DCC bylaw exempts institutional units from Development Cost Charges, so the Salvation Army's Gateway to Hope Emergency shelter and transition housing project did not have to pay development cost charges.

Barriers identified

The cost offsets are not enough to encourage the development of affordable housing

Municipalities can choose to forgive development charges or provide other cost offsets for below market rental housing, but generally speaking, municipalities cannot offset the costs to an extent that would make it profitable for developers to provide affordable units. This strategy could be used in conjunction with other incentives.

Increases the burden on other taxpayers

Another dilemma with this approach is that other tax payers (residential, commercial and industrial land owners) end up having to make up the difference in lost revenues through higher property taxes. Some municipalities reject tax exemptions for this reason. Others have used this tool strategically, for high priority projects only, such as emergency housing.

Concern that developers are not passing the savings on to consumers Concern that low cost housing units will be flipped.

4.1.19 Municipal partnerships

Partnerships with non-profit organizations (10 using/ 4 considering)

Public-private partnerships (8 using/ none considering)

Municipalities can enter into partnerships with private or non-profit developers to build affordable housing. A partnership is a relationship between two or more parties where the parties invest resources (e.g. financial, materials, expertise or time) and share in the risks, responsibilities and benefits. Partnerships can be distinguished from the normal purchase of goods or a contract for services by the fact that each partner makes a contribution that would not normally be expected under an ordinary business transaction.

Partnerships allow groups with different types of expertise to develop holistic solutions to housing issues at a variety of scales. Local governments have formed partnerships with other local governments, groups and agencies in the community, health authorities and provincial agencies. Municipal partnerships with non-profit organizations can be entered into for the purposes of undertaking research (such as needs assessments), or for the actual building and management of affordable units.

Many municipalities have partnered with service organizations to create affordable housing task forces. These task forces have assessed local needs and issues, and have made recommendations to local and senior governments. The Revelstoke Housing committee has broad representation from service providers, and has been meeting since the mid-1990's to identify problems, provide advocacy and support education around housing issues for marginalized residents and low income earners.

Typically the role of municipalities in partnerships for the provision of affordable housing has involved bringing land to the table (see strategy 4.1.20 "Providing Land" on page 41). The District of North Vancouver partnered with the Zajac Foundation and the Norgate House Society to develop the Zajac Norgate House for seniors and people with disabilities. The District leased the municipally owned land to the non-profit organizations at below

market value for the project. The City of Burnaby purchased an existing 58 unit rental housing development under threat of demolition and leased it back to a housing co-operative for 60 years at 75% of market value.

The provincial government has recently entered into partnerships with municipalities to fund affordable housing, including the Cities of Vancouver and Surrey. The provincial government has required municipalities to contribute financially to these projects, typically through the provision of land.

The City of Langley is leasing municipal land to the Salvation Army for their Gateway to Hope Project for a dollar a year. The Gateway to Hope provides 30 emergency beds and 25 transitional housing units.

In Burnaby, City Club was developed through a partnership between the City, the developer, and the Community Living Society. The City provided a density bonus to the developer in exchange for providing 10 virtually free units to the Community Living Society. The Society, in turn, prepaid for their units as a loan to the developer. Other partners included MRS Trust that provided the financing, and CMHC that provided mortgage insurance.

In Meadow Lake, Saskatchewan, the Province, the Town of Meadow Lake and Meadow Lake Properties partnered to convert an empty school building into affordable housing units for 12 low income families.

CMHC's Canadian Centre for Public-Private Partnerships in Housing (CCPPPH) promotes and facilitates partnerships to increase the supply of affordable housing. The Centre gives advice on legal, financial and regulatory solutions, experiments with new financing and tenure agreements and disseminates information on successful practices. It provides business leads, interest-free Proposal Development loans, and facilitates access to mortgage insurance to assist groups to access low-cost housing financing.

CMHC has also developed a *Guide to Affordable Housing Partnerships* which can be downloaded for free.³⁴

34. CMHC, *Guide to Affordable Housing Partnerships* (undated)
<http://dsp-psd.pwgsc.gc.ca/Collection/NH18-23-64E.pdf>

Barriers identified

Lack of resources to bring to the partnership

Municipalities with little land available to bring to the table will have to find other ways of contributing to such partnerships. One way a municipality can provide support is through its planning expertise. The development of the Cool Waters non-profit housing complex in Port Alberni involved several committed community organizations and support from both the local and provincial governments. While many factors contributed to the success of this project, support from knowledgeable staff in the Port Alberni planning department was an important contribution.

The City of Burnaby has provided advice and assistance to non-market housing providers as their development applications proceed through the rezoning process, and has helped non-profit organizations in pursuing various affordable housing initiatives in the City. Over the years, Burnaby has worked with government and the housing sector to plan for and build over 5,800 units of social housing in Burnaby.³⁵

4.1.20 Providing land for free or at below market rates

Leasing land at low or below market rates (10 using/ 3 considering)

Donating land or facilities (9 using/ 5 considering)

Municipalities have often brought land to the table when working in partnerships with non-profit housing providers to develop affordable housing. Recent changes in BC legislation, including Bill 11-2008 and 27-2008, indicate that local governments will only be considered for provincial social housing funding if they contribute to the cost of providing social housing through nominal land lease charges, property tax exemptions, development cost charges and other fee reductions. The provincial government commits to pay all costs to design and build supportive housing, including development and building permits, and consultant fees. In addition, the Province commits

35. City of Burnaby Planning and Building Department, Report to Council, Recommended City Initiatives - Affordable Housing and Homelessness, May 5, 2008

to arranging all capital and operating funding.

BC has reached agreements for the development of social and supportive housing with eight communities, including Vancouver, Victoria, Kelowna, Surrey, Abbotsford, Maple Ridge, Campbell River and Nanaimo.

In December 2007, the Province and the City of Vancouver approved a Memorandum of Understanding (MOU) to expedite up to 1,200 new social and supportive housing units on 12 city-owned sites. The City of Vancouver will lease the 12 city sites to the Province, through the Provincial Rental Housing Corporation (PRHC), for a nominal fee for a 60 year period. The Province will then enter into operator agreements with non-profit societies.

The City of Kelowna is turning over a former parking lot owned by the City to be redeveloped with 40 units of below market housing for women and children, with priority for families fleeing abuse.

Barriers identified

Lack of suitable land

Provision of land for free or at below market value has proved to be an effective way of facilitating the provision of low cost housing and/or emergency housing, particularly in urban centres where land is particularly expensive. However, there are a number of BC municipalities that do not own surplus land.

Outside of municipal mandate

The City of Burnaby Planning and Building Department notes that *“(t)o donate community property for affordable housing is equivalent to the City providing a sizeable cash grant, funded by the City’s tax base, for a purpose that lies beyond its mandate.... The provision of non-market housing, including the land that accommodates it, has been the responsibility of the Federal and Provincial governments.”*³⁶

Opportunity costs

36. City of Burnaby Planning and Building Department, Report to Council, Recommended City Initiatives - Affordable Housing and Homelessness, May 5, 2008

When municipalities donate, sell or lease land at nominal rates, they give up the opportunity for greater rates of return available through providing this land for market rates. Several municipalities are already coping with significant revenue reductions through provincial reassessments of existing properties within municipal boundaries, such as waterfront industrial land. During an economic downturn, it may be hard for municipality's to justify donations of public land or money. On the other hand, some municipalities have chosen to lease land to non-profit organizations for below-market housing, retaining ownership of the land while creating a community benefit.

4.1.21 Shared Equity/Resale price restrictions

(10 using/ 3 considering)

Shared equity financing is an emerging as an effective model among community-minded developers and municipalities to provide affordable home ownership over the longer term. Under shared equity models, developers sell units to prospective buyers at a price that is below market but still allows the developer to receive a reasonable profit from the sale of the units. When purchasers decide to sell their units, they sell at below market rates based on a formula agreed upon at time of purchase. In this manner they are able to build some equity in their home, but the unit remains affordable to the next buyer. (They are essentially "sharing" the equity with the next purchaser.) The resale (and any ownership) restrictions are registered as covenants on Title. In the US, these are often called 'deed restricted' developments. One of the beauties of this model is that the units can become even more affordable (relative to market) over time. Existing models have generally involved partnerships, and have been utilized to create affordable workforce housing. The Verdant is a partnership between VanCity Enterprises and Simon Fraser University in Burnaby. SFU sold the land to VanCity at 50% of market value, and did the marketing of the units to its workforce, while VanCity reduced its profit from 12% to 6%. As these agreements were very time-consuming to develop, VanCity Enterprises has made its housing resale agreements for

37. Paris, Dan, Vancity Enterprises. Presentation at Affordable Housing: Responding to the Challenge Workshop May 15, 2008, materials retrieved from Metro Vancouver Web site April 2009 <http://www.metrovancouver.org/planning/development/housingdiversity/Pages/default.aspx>

Dockside Green and Verdant available on the Metro Vancouver web site³⁷ in order to encourage other developers and financial institutions to develop shared equity projects.

The Resort Municipality of Whistler has had resale restricted housing for its workforce since 1997. The covenants utilized to control the use and resale of these units are available at the Whistler Housing Authority web site.³⁸

Barriers identified

Lack of municipal resources to bring to the partnership

BC municipalities can enter into partnerships that provide for shared equity ownership; however it is expected that these opportunities may be limited in municipalities that lack land or financial resources to bring to the table. On the other hand, an institution with land like a university, church or hospital could choose to enter into a shared equity arrangement with a developer without requiring a contribution from the municipality. If the municipality does not have resources to bring to the table, there may be little incentive for developers to reduce their share of the profits.

Lack of affordability of shared equity units

Some shared equity models tie resale value to a proportion of market value. When market values rise rapidly, the shared equity units will not be affordable to low income households, even if they are priced below market.

4.1.22 Standards of maintenance bylaws

(8 using/ 5 considering)

Standards of maintenance bylaws can help ensure that rental apartment buildings, detached houses, secondary suites and condominiums meet basic standards of health, safety and comfort. Local governments are showing an interest in using standards of maintenance bylaws to ensure maintenance of the affordable housing stock in their community and protect it from premature demolition. Municipalities can also encourage landlords to access

38. Whistler Housing Authority Web Site <http://www.whistlerhousing.ca/?NmID=44>.

the Residential Rehabilitation Funds available through Canadian Mortgage and Housing Corporation to upgrade existing housing stock.

The BC Office of Housing and Construction Standards provides sample bylaws for standards of maintenance.³⁹

The US Department of Housing and Urban Development provides information about rehabilitating affordable housing stock, although the funding and regulatory environment does differ somewhat from the situation in BC, much of the advice is applicable in the BC context.⁴⁰

One Canadian municipality that has taken steps to enforce standards of maintenance is Saskatoon, Saskatchewan. Under the Fire and Protective Services Bylaw No. 7990, the Saskatoon Fire and Protective Services plays a major role in enforcing maintenance standards through annual inspections of all residential rental facilities with more than 4 units to ensure fire and life safety standards are met. Other properties will also be inspected if complaints are received, and orders for remediation are issued when standards are not met. In partnership with the Saskatchewan government under the Homes First Program, Social Assistance clients renting a property and seeking an increase in their rental income supplement are required to have an inspection by the Fire Department. Remedial action is requested of the landlord if warranted under the requirements of the Home First Program and the Property Maintenance and Nuisance Abatement Bylaw. If the property meets the basic requirements the individual or family qualifies for an increase in their monthly income. Saskatoon is also seeking to introduce an inspection audit of all rental accommodations that are supported with taxpayer dollars. In 2004, the Research Section of the Planning Branch began monitoring the condition of housing stock throughout the city, updating their report every 2 years.

39. BC Office of Housing and Construction Standards, Standards of Maintenance Bylaw-Sample Bylaw, retrieved from the world wide web April 2009 <http://www.housing.gov.bc.ca/housing/sample.html>

40. U.S. Department of Housing and Urban Development, Regulatory Barriers Clearinghouse, retrieved from the world wide web April 2009 <http://www.huduser.org/rbc/FirstTimer.html>



Barriers identified

Lack of staff resources to monitor condition of housing stock

Even municipalities with standards of maintenance bylaws usually only enforce them on a complaints received basis. Tenants are not likely to risk alienating their landlord by complaining about standards of maintenance, particularly if it means the housing complex could end up being closed down (as has happened in Vancouver). In North Vancouver District, Council reluctantly approved demolition of rental housing stock because it had deteriorated to the point that it was not financially feasible to bring the facility up to standard. While the District had a standards of maintenance bylaw, and they had acted on a couple of previous complaints, there was no proactive enforcement of the bylaw.

Limited application of Standards of Maintenance bylaws

Because these bylaws can only address health and safety issues, it is possible for landlords to allow their buildings to deteriorate generally, while meeting minimum standards for health and safety under the bylaws.

Expensive and time consuming to enforce

The only municipality surveyed that had attempted to enforce a standards of maintenance bylaw was the City of Vancouver. Under most standards of maintenance bylaws, the municipality must take the offending property owner to court, which is expensive to pursue. One thing to consider is setting up the bylaw in a manner similar to traffic bylaws, where the offender is given a citation (ticket) with a series of increasing fines if the problems are not addressed, and an option to dispute the ticket in court. While they may not be as effective as taking a property owner to court to enforce standards of maintenance, it would be much easier and cheaper for a municipality to enforce. The City of Vancouver has recently taken an innovative approach to enforcing standards of maintenance, by going to court to get an injunction against the property owner. If the court issues the injunction, the court then takes the responsibility of enforcing the injunction, rather than the municipality. The City has taken this action using its powers under the Vancouver Charter,

but other BC municipalities have similar authority under Section 274 of the *Community Charter* to take the same approach to enforcement.⁴¹

Whether a municipality decides to take the property owner to court or to issue a violation notice, it is recommended that the first notice be a warning notice with a deadline to come into compliance (such as those used by health inspectors).

4.1.23 Fast Tracking Development Applications

(8 using/ 4 considering)

Giving priority to, or fast-tracking, proposals that include affordable or special needs housing encourages developers to include these forms of tenure in their developments. Lengthy approval processes also add costs to developments. Fast-tracking is a method to reduce the time and cost, thereby creating opportunities for less costly housing.

Barriers identified

Ineffectiveness of fast tracking in some communities

Fast tracking is only an effective tool in municipalities that have lengthy development processes. In smaller communities and those experiencing slower growth, fast tracking is unlikely to add any significant incentive for developers to provide affordable housing.

4.1.24 Exemptions from parking requirements

(7 using /15 considering).

Municipalities like the Cities of Burnaby, Surrey and North Vancouver have exempted affordable housing projects from parking requirements, particularly for seniors or special needs housing. In Surrey, this is done on a case by case basis, depending upon the type of tenants and the proximity to public

41. Bill Buholzer, Young, Anderson, personal communication August 4, 2009

42. However, specific parking standards for seniors' housing are currently being developed.

transit.⁴² The YWCA project in Surrey for low income single mothers will be permitted a parking exemption, based on the rate of car ownership on other similar BC Housing projects in Metro Vancouver. For the addictions recovery project, no parking is required for the residents, but parking will be provided for staff and for visitors.

Parking exemptions can be an appropriate way to increase the affordability of housing units, when the provision of a parking space adds from \$30,000 on up to the cost of a unit. However, in rural areas that are not well served by public transit, most residents will continue to depend upon their vehicles and relaxing parking requirements may not be appropriate.

Barriers identified

Exemptions are not always appropriate

According to the City of Burnaby's Director of Planning & Building, *"(t)he provision of basic civic improvements ...within affordable housing projects (including parking, sidewalks or street trees) help ensure the appropriate integration of the development into its surroundings. To remove parking requirements from a project where cars and the need for parking will exist likely would be to the detriment of the project and its immediate neighbourhood area."*⁴³

Concern that any savings are passed on to the buyer/renter

In discussing parking exemptions, City of Burnaby Director of Planning & Building identified *"the need for appropriate and definitive mechanisms to ensure that the cost savings from any reduced parking requirements are actually transferred to the housing consumer in the form of more affordable pricing, or to the host municipality as payment in lieu for affordable housing purposes."*⁴⁴

43. City of Burnaby, Planning and Building Department, Affordable Housing and Homelessness – A Response to Issues and Proposals, February 2007, p.28

44. City of Burnaby Planning and Building Department, Report to Council, Recommended City Initiatives - Affordable Housing and Homelessness, May 5, 2008, p.28

Lack of public transportation

In rural areas and some suburbs that are not well served by public transit, most residents will continue to depend upon their vehicles and relaxing parking requirements would not be appropriate.

4.1.25 Charging Development Cost Levies for Affordable Housing

(7 using/ 6 considering)

Under the Community Charter, BC municipalities have the authority to charge development cost charges (DCCs) and apply these levies to affordable housing⁴⁵, but many are reluctant to do so, for fear that additional development costs will act as a disincentive to developers to build housing in their community. If the DCC charges were regional, there would be less danger that developers will avoid working in particular municipalities to escape specialized fees. The City of Surrey applies a \$750 per residential unit rezoning charge, which goes into their Affordable Housing Fund. The City of Vancouver applies a charge based on floor area, assessed against both commercial and residential development, ranging from \$3 to \$14 a square foot, depending upon where the building is being constructed and the use of the building.⁴⁶ The BC Ministry of Community Services publishes a *Development Cost Charges Best Practices Guide*⁴⁷ which outlines in detail all the regulatory requirements.

Barriers identified

Concern that housing levies will act as a disincentive to developers

Many municipalities are reluctant to charge housing levies, for fear that additional development costs will act as a disincentive to developers to build

45. And, conversely, municipalities have the authority to waive development cost charges for projects that will provide affordable housing units.

46. The higher fees are applied to multi-family residential in the downtown core.

47. Ministry of Community Services DCC Best Practices Guide, 2007 www.cd.gov.bc.ca/lgd/intergov_relations/library/DCC_Best_Practice_Guide_2005.pdf retrieved April 2009

housing in their community. If the DCC charges were regional, there would be less danger that developers will avoid working in particular municipalities to escape specialized fees. However, municipalities in the Metro Vancouver region rejected the proposal for a regional housing levy. According to the Director of Planning & Development at the City of Burnaby, *"(t)he development industry has repeatedly asked local governments to limit their use of development cost charges to help the affordability of the end product, particularly to residential consumers".*⁴⁸

Downloading from senior government

The Director of Planning and Building at the City of Burnaby declared that the City

*"would not support the use of enabling legislation for municipalities or the GVRD to siphon off funds from existing development levies or to create a new levy for affordable housing purposes. Such a levy would represent a direct downloading of costs for affordable housing to local government. As well, it would directly impact the somewhat limited ability of municipalities to establish new levies over time to help offset the costs of more traditional city services and facilities made necessary by increased densities as cities develop". Further, the proposal to introduce a regional levy for affordable housing was not supported, as "(t)his change would also be contrary to the general purpose of development cost charges which typically seek to collect funds for the expansion of major regional services necessary to serve new growth such as water supply, sewage treatment or transportation needs, by targeting the development that contributes to the need for the expanded services."*⁴⁹

4.1.26 Establishing Land/Housing Trusts

(7 using / 5 considering)

Land or housing trusts (also known as land banking) is a method of removing

48. City of Burnaby, Planning and Building Department, Affordable Housing and Homelessness – A Response to Issues and Proposals, February 2007, p.33

49. ibid

land and its associated dwelling units (rental or owned) from the open market. Land/housing trusts are set up as non-profit societies, which acquire (through direct purchase or through donations of land) land and buildings, or money to purchase land. This land is held in perpetuity to provide affordable housing. Access to this land is customarily limited to low- and moderate-income households and the land is permanently owned by the non-profit organization. Land and housing trusts have proved effective at providing permanently affordable housing during a time of rapidly appreciating land prices.

Lease-to-own Land Trusts are designed to assisting low-income households purchase their housing unit. A portion of the rent paid by these households is credited towards the down payment for their unit. The tenants can purchase their unit once they have accumulated a sufficient credit towards the down payment. They own the unit, but continue to lease the land from the CLT through a long-term leasehold agreement.

In some cases, the non-profit is set up as a community-based land trust, rather than a municipal entity. In BC, most community land trusts have been formed to protect natural areas and/or agricultural land. The Community Housing Land Trust Foundation was created in 1993 by the Co-operative Housing Federation of B.C. to preserve the stock of affordable housing in B.C. and to acquire land on which new affordable housing could be developed. While the Foundation has not made any purchases to date, they have been pursuing a number of options. A good example of a CLT is the West Broadway Community Land Trust in Winnipeg.⁵⁰ A CLT is well-suited for neighbourhood revitalization schemes as they rely on grass-roots expertise and work very well on a small scale until more properties and monies become available.

While not always set up as land or housing trusts, 'land banking' or acquiring land for affordable housing has been used successfully by several BC communities to ensure the provision of affordable housing for their residents. The City of North Vancouver has been able to negotiate for the provision of affordable housing units when municipal land has been made available for development, as a condition of the sale.

50. CMHC, Critical Success Factors for Community Land Trusts in Canada, April 2005, <http://www03.cmhc-schl.gc.ca/b2c/b2c/mimes/pdf/63913.pdf>



In some situations, like the Resort Municipality of Whistler, the purchaser is required to sell the unit back to the municipal housing authority at below-market based on a formula. The municipality then sells the unit to a qualified purchaser from a waiting list.

Land can be acquired from developers in exchange (for example) for density bonusing, donated, or purchased outright by the municipality. Dedicating land already owned by the municipality is one of the least costly options, so the municipalities that are in the best position to establish land trusts for housing are those that already own significant land that is suitable for housing.

Barriers identified

Lack of municipally owned land

Cost of obtaining land

Where municipalities do not already have land, purchasing land for a trust can be expensive. Land can be obtained from developers during rezoning, but usually requires increasing densities in exchange for the land. In Vancouver, density transfers have been used; the developer donates a site to the City in exchange for increased densities on another site.

4.1.27 Establish a municipal housing corporation

(7 using, 2 considering)

A non-profit housing corporation has the capacity to own land, manage finances, address community issues, do research, explore options, and act as a liaison or centre-point between the community-at-large, the municipality, provincial associations, senior governments, and other communities. It is 'arms-length' from municipal government and so can sometimes make difficult decisions on behalf of the municipality. The Resort Municipality of Whistler established the Whistler Housing Authority in 1997 to manage its resident restricted housing. It is not necessary for a municipality to establish a housing corporation until such time as it builds a stock of municipally owned land and/or housing. In smaller communities, there may never be sufficient units developed to justify the establishment of a separate housing corporation. In this case, an existing local non-profit organization may be able to manage the units.

The Town of Canmore, Alberta has created a community housing corporation to administer an inventory of permanent affordable housing (PAH) units.

These housing units include both equity and rental housing that is removed from the open real estate market. Purchasers/renters must meet specific criteria based on employment, residency, income, and assets. Specific resale restrictions ensure below market resale prices. The resale price formula is indexed to inflation and compounded annually. The formula allowed for a 2.42% increase in value for 2007 and 2.53% in 2008. Rental rates are a minimum of 10% below market rates. The PAH are specifically directed to meet the housing demands of moderate-income households.⁵¹ Units created by this model remain the property of the Housing Trust Corporation to ensure that any equity investment of private or public money to acquire these units remains in perpetuity.⁵²

Barriers identified

Lack of municipal expertise

A municipality setting up a housing corporation will require property management skills, an arms-length adjudication process to assign these units to the defined target model, collaborative decision-making, accountability and financial expertise. Where municipalities seek to establish a housing corporation, it is recommended that representatives from various orders of government, the development sector, the business community and non-profit housing providers collaborate in leadership and decision-making for this corporation.

Lack of staff time

In many cases new staff will need to be hired to manage the housing corporation. This will require an up-front investment, although the housing corporation should produce revenues to cover the position over the longer term.

51. Moderate income levels are defined as household income that is above the minimum income level requirements to access social housing, but below the level that is sufficient to purchase a house on the open market.

52. Canmore Community Housing Association, Perpetually Affordable Housing, retrieved from world wide web April 2009 <http://www.canmorehousing.ca/aboutpah.htm>

4.2.28 Provide Tax Exemptions

(10 using/ 7 considering)

Ten of the municipalities surveyed chose to provide ongoing financial support for shelters or affordable housing through exempting the properties from municipal taxation. This is an effective way of leveraging support from the Provincial government, as the Province generally exempts properties that receive municipal exemptions from paying the provincial portion of the property tax as well. Tax exemptions have to be approved by municipal councils on an annual basis, before the end of October for the upcoming taxation year.

While most municipalities have some sort of permissive property tax exemptions⁵³ in place, the kinds of properties that are exempted ranges widely across municipalities. Some will not exempt residential facilities at all, based on the fact that property taxes are used to pay for municipal services for residents, including low income residents. Of the municipalities interviewed, 5 provide property tax exemptions for emergency/transition housing, 3 provide exemptions for supportive and non-profit housing, while 4 provide exemptions for affordable housing.

Tax exemptions, as foregone revenue, provide de facto grants to the non-profit organizations receiving the exemptions. Some municipalities prefer to provide actual grants to cover the property tax, even though they do not receive the provincial portion of the tax. Reasons for providing grants instead of exemptions include greater transparency and the fuller scrutiny that the grants process provides, including the ability to limit the total grants budget.

Barriers identified

Impact on property taxes

No matter whether the support to housing and shelter providers is provided through grants or tax exemptions, it is very difficult for smaller communities

53. Permissive tax exemptions are those that municipalities choose to provide; certain classes of properties are always exempt from property taxes by provincial legislation, such as churches.

to squeeze funds out of strapped municipal budgets that rely on a limited tax base for income. Raising property tax rates to make up for exempted properties could have the effect of decreasing affordability for the rest of the community's residents.

4.2.29 Other Direct Financial Assistance

(3 using/ 7 considering)

Larger urban centers like the Cities of Vancouver and Burnaby have the capacity to provide capital or operating grants. Some smaller communities have provided staff time or operational funding to housing corporations. Municipalities that are most able to provide direct financial assistance are those that have been able to raise funds through the development process, through mechanisms such as density bonusing and/or development cost charges.

Barriers identified

Limited financial resources

Again, only large municipalities tend to have sufficient resources to provide sufficient financial assistance to facilitate the provision of affordable or rental housing or emergency shelters.

4.2.30 Allowing mixed commercial residential use (residential over commercial)

Providing for rental units over commercial is one way of providing affordable housing in communities where the commercial district is undergoing revitalization, and it also adds to the vibrancy of the commercial areas. In Gibsons BC, an existing grocery store site was redeveloped to retain the grocery store, but add underground parking, additional commercial space and 11 townhouse units. Several municipalities encourage mixed use developments in their downtown commercial areas. The Cities of Vancouver, Richmond, and Langley allow mixed commercial-residential uses.

Barriers identified

Lack of Affordability

Without other incentives or subsidies, this housing will not necessarily be affordable to lower income families. However, it can increase modest cost housing. Where existing rental is being rezoned to mixed commercial residential, planners can negotiate for affordable and/or rental units in the development as part of the rezoning process.

Developer reluctance

Developers in the North Okanagan have been reluctant to build mixed used developments.

4.2.31 Monitor number of licensed rental units

(5 using/6 considering)

Municipalities in British Columbia have recognized that loss of affordable rental units may be one of the biggest threats to current affordable housing in their communities. These units are lost through both conversion to strata title and through demolition and redevelopment. Monitoring number of rental units can help municipalities identify loss of rental stock before it becomes a crisis. However, in some municipalities, there are no tools in place to stem the loss of rental housing. This strategy needs to be used in conjunction with other tools such as conversion controls and demolition controls.

Barriers identified

Lack of municipal control

The ability of municipalities to stem the loss of rental stock through conversion controls is limited to situations where the stock is still designated rental. A large proportion of rental housing in many municipalities is already strata zoned, so conversion controls are ineffective. Even when rental stock is licensed/designated rental housing, conversion controls do not prevent property owners from demolishing rental stock and replacing it with higher end strata units. Some municipalities have introduced demolition controls

to address this issue. When municipalities have the most control is when rezoning is also required. Municipalities note that the ability to zone land as residential rental would allow them greater control over protection of rental stock, and would ensure replacement of demolished rental with new rental units.

4.2.32 Purchasing/Supporting the purchase of existing rental units for non-profit housing

Supporting the purchase of existing rental units for non-profit housing (5 using/4 considering)

Purchase of rental properties by municipality (3 using/2 considering)

Vancouver, Burnaby and the City of North Vancouver have all purchased rental properties for below-market housing, while Abbotsford and Kelowna have provided support to non-profits to purchase rental properties. Where municipalities have sufficient resources and/or are able to obtain federal funding, this can be a very good way of preventing loss of affordable rental housing.

Barriers identified

Need for significant financial resources

It takes significant financial resources to purchase more than a few units of rental housing, so this strategy is beyond the means of many smaller municipalities. Because of the financial commitment, municipalities using this tool usually have strong public support for affordable housing programs.

4.2.33 Maintaining low density zoning

(5 using/3 considering)

This tool appears to work better for suburban municipalities in the Metro Vancouver region, as municipalities that use this tool include Maple Ridge, West Vancouver, Burnaby, Delta, and the District of North Vancouver. Five municipalities and the Regional District of Central Kootenay have rejected

this strategy, as they see longer term benefits to increasing densities.

The largest component of the City of Burnaby's purpose built rental stock is located in the Maywood neighbourhood of Metrotown. The majority of these units were built in the 1950s and 60s and are in the latter part of their economic life. Council has not designated this area for higher density redevelopment as a way of helping preserve needed rental stock.⁵⁴

Barriers identified

Loss of future opportunities through densification

One risk that municipalities take when they employ this tool is that the low density properties will be redeveloped anyway, with high end single family homes. Just about every municipal housing planner has a story of a lost opportunity when a proposal for multi-family housing was rejected by Council due to public opposition, and the developers ended up building very expensive single family homes on the properties, as permitted under existing zoning.

Short term solution

While the City of Burnaby has been able to preserve rental housing in the Maywood Neighbourhood, the Director of Planning and Building has noted that the rental units in Maywood will need to be replaced at some point in the near future.

4.2.34 Rent controls

(5 using /0 considering)

Municipalities that have applied rent controls include Richmond, Kelowna, Victoria, Whistler, and Bowen Island. In most cases, affordable rental units have been obtained through the rezoning process, and the municipality has ensured the affordability of these units through housing agreements signed with the developers; either for perpetuity, or for a given period of time,

54. City of Burnaby, Planning and Building Department, Affordable Housing and Homelessness – A Response to Issues and Proposals, February 2007

usually for a minimum of 20 years. The housing agreement identifies the formula for calculating the rent, often a certain percentage below market rent. In the case of Whistler, the municipal housing corporation owns and manages the rental units.

Barriers identified

Need to manage/monitor the rental units

Some municipalities are unwilling to take over management of affordable rental units, because they lack the staff resources and expertise to do so. Fortunately there appear to be a growing number of non-profit organizations that are interested in managing affordable rental units, but there may not be any organizations with appropriate expertise in smaller communities.

Loss of affordable units over time

In cases where the property owner/developer retains ownership of the units, there is usually a specific time period after which the designated affordable housing reverts to market housing. The time period is often negotiated during the rezoning process. As long as the time period is sufficiently long, these older housing units will be relatively affordable by the time they become market units. Municipalities need to balance the need for renewal with the need to retain sufficient affordable housing stock.

4.2.35 Use of Rehabilitation Funding to Maintain Rental Stock

Facilitating use of RRAP Funding (3 using / 3 considering)

Municipal rehabilitation subsidy programs (0/1)

The Rental Residential Rehabilitation Assistance Program (Rental RRAP)⁵⁵ of the Canada Mortgage and Housing Corporation offers financial assistance to pay for mandatory repairs to self-contained units occupied by low-income tenants. This program is available in both rural and urban areas. Landlords in southern BC are eligible to apply for a forgivable loan of up to \$24,000 per

55. Canada Mortgage and Housing Corporation, Rental Residential Rehabilitation Assistance Program, retrieved from the World Wide Web April 2009.http://www.cmhc-schl.gc.ca/en/co/prfinas/prfinas_008.cfm

unit. In northern BC, up to \$28,000 is available per unit, while \$36,000 per unit is available in the far north.

RRAP is also available for the creation of a Secondary or Garden Suite for a low-income senior or adult with a disability.⁵⁶

Burnaby and Abbotsford have promoted the use of Residential Rehabilitation Assistance Program for landlords to rehabilitate older rental housing stock. The District of North Vancouver hosted a CMHC workshop for the public to raise awareness about the funds available through the Secondary Suite/Garden Suite program, and the City of Langley is planning to provide a similar workshop. Richmond and West Vancouver are also considering promoting the CMHC programs more widely.

Municipalities in BC have been reluctant to provide their own subsidy programs, preferring to rely on CMHC programs, although Vancouver is considering it.

Barriers identified

CMHC does not do much promotion of these programs

While most municipalities were aware of the Rental RRAP program, some did not know that it was still operating, and only a few were aware of the Secondary Suite/Garden Suite Program. As a result, these programs are underutilized.

The funding is only a small portion of the costs

While this program has been in place for many years, the maximum grants have not been increased. Repairs can cost more than the \$24,000, and the RRAP funding for secondary suites will only cover a portion of the costs of putting in a secondary suite at today's construction costs. The forgivable loan may not be enough incentive for homeowners to target their suite for low income tenants, or for landlords to upgrade their suites, because of their reluctance to commit themselves to 15 years of being restricted to low end or market rents before their loan is forgiven.

56. Canada Mortgage and Housing Corporation, Residential Rehabilitation Assistance Program (RRAP) — Secondary/Garden Suite, retrieved from the World Wide Web April 2009 http://www.cmhc-schl.gc.ca/en/co/prfinas/prfinas_002.cfm

RRAP Funds are available only for mandatory repairs due to health and safety issues.

Because funding is only available for health and safety issues, other maintenance issues will not be funded through RRAP.

Municipal reluctance to get into an area they see as a responsibility of senior government

Many municipalities feel that funding rehabilitation is not the responsibility of municipal governments, given the federal role in this area.

4.2.36 Provide Capital Grants to build Emergency/ Transition Housing

(2 using/3 considering)

Vancouver, the City of North Vancouver and Terrace have made contributions for capital expenses to construct emergency and/or transition housing.

Barriers identified

Limited financial resources

Building emergency and/or transition housing is very expensive. Some municipalities are reluctant to apply any strategy that requires a significant financial contribution. This tool can work well when senior governments bring significant resources to the table. In some cases, municipalities have been able to donate municipally owned facilities (such as houses) or lease them to non-profits at nominal rates, in order to provide emergency or transition housing.

4.2.37 Supporting conversion from private rental to tenant co-operative

(1 using/2 considering)

The City of Burnaby was the only municipality surveyed that employed this particular tool. Burnaby purchased an existing 58 unit rental housing complex, and leased it back to a housing cooperative at 75% of market

value. The City of Burnaby notes that this was an effective tool for retaining these 58 units as affordable housing.

4.2.38 Deferred lease payments

(1 using/1 considering)

In the District of North Vancouver, the Zajac Foundation and Norgate Community Association leased land from the District of North Vancouver for affordable seniors housing. In order to assist the partners in financing, the municipality agreed to take graduated lease payments, so that the lease payments were minimal during the early years when the mortgage was being paid off, gradually increasing over the years as the organizations were better able to pay the lease fees.

4.2.39 Wait list

(1 using/ none considering)

The only municipality surveyed that utilized a wait list was the Municipality of Whistler, because they have a stock of municipally owned housing targeted to people working in Whistler. Municipalities that do have their own housing corporation do not see benefit in putting their own resources into development and administration of housing wait lists; they allow the housing providers and BC Housing to undertake these functions.

4.2.40 Preferential municipal fees and charges for affordable and/or rental

(None using/4 considering)

While none of the BC municipalities surveyed reported using preferential municipal fees and charges for affordable and/or rental housing, they have been used quite effectively elsewhere (for example, in Hamilton, Ontario).⁵⁷

57. City of Hamilton, Keys to the Home: an Affordable Housing Strategy for Hamilton, October 2004, retrieved from the world wide web April 2009 <http://www.myhamilton.ca/NR/rdonlyres/0ED608D0-7D8F-4CBF-83F5-B6B88102A689/0/KeystotheHome.pdf>

The City of Burnaby is considering implementing deferral of Development Cost Charges until the developer applies for the occupancy permit.

4.2.41 Loan program for conversion of non-residential to residential use or renovation of existing rentals

(None using/1 considering)

Barriers identified

Inability to raise funds

Loan programs have been used effectively in the United State, where municipalities have the capacity to raise funds through issuing municipal bonds. The inability for municipalities in Canada to raise funds means there has been little interest in BC in providing loans for any purpose.

4.3. Barriers Being faced by Municipalities when they Attempt to Address Homelessness

Some of the barriers have already been discussed in the previous section, where they impact on the use of particular tools. This section summarizes some of the general barriers as identified by the municipal planners that completed the survey.

Survey responses to the question *What are the barriers being faced by municipalities when they attempt to address homelessness?* included responses such as:

1. Lack of financial resources
2. Limited staff capacity/time to address these issues
3. Lack of clear municipal mandate for affordable housing
4. Limited political interest/lack of political will
5. Limited opportunities/ no major development or redevelopment happening
6. Economics: developers making more profit with high end housing
7. Community resistance to change

-
8. Lack of knowledge at council about options available
 9. Need provincial tools to relieve the pressure for redevelopment on existing affordable housing.
 10. Need authority in Local Government Act to zone for rental housing

Unfortunately, many of these factors are not easily addressed at the municipal level, and need provincial and federal action. Some factors (items 6 and 7) are not easily addressed by any of the three levels of government. In particular, this study aims to address item 8, and will also make recommendations to address items 9 and 10.

Some discussion of these barriers and possible responses are outlined below.

4.3.1 Lack of financial resources

Municipal revenues are restricted to property taxes, provincial transfers and, to a lesser extent, user fees such as permit fees and development cost charges. As discussed in the section on municipal strategies, lack of financial resources restrict municipalities in their ability to utilize financial incentives for the provision of affordable housing, such as provision of direct grants, free land, exemptions from taxes, fees or development cost charges. If a municipality provides grants or foregoes revenues, the shortfall must be made up in other areas such as raising property taxes. Not only are tax increases unpopular with politicians and the electorate, raising residential property taxes has the effect of raising housing costs for the rest of the municipal residents.

It is virtually impossible for smaller municipalities to provide any significant number of affordable housing units without support from senior levels of government. Previous lobbying efforts by municipalities, the Union of BC Municipalities and the public and public interest groups appear to have been effective in encouraging both the federal and provincial governments to support housing initiatives. However, municipalities are still expected to bring resources (such as land) to the table.

4.3.2 Limited staff capacity/time to address these issues

Aside from municipalities in Metro Vancouver and southern Vancouver Island, many municipalities do not have dedicated housing planners and limited time to spend facilitating the provision of affordable housing. *Municipal Strategies to address Homelessness* in British Columbia aims to address this barrier by providing an overview of tools that have been successfully used in British Columbia and elsewhere to provide affordable housing and emergency shelters, with links to additional information. Another good tool is Smart Growth's *Affordable Housing Tool Kit*.⁵⁸

4.3.2 Lack of knowledge at council about options available

Municipal Strategies to Address Homelessness provides information about the tools that have been used by BC municipalities to address homelessness and affordable housing, and this report can be used as a resource for informing municipal councils about the options available.

4.3.3 Lack of clear municipal mandate for affordable housing

While some municipal councils are unwilling to take a proactive role in the provision of affordable housing, most councils recognize that solutions to homelessness and lack of affordable housing require partnerships between all three levels of government, the housing industry, the non-profit sector, and the community generally. The City of Vancouver has acquired twelve sites for affordable housing, but Council was not willing to develop the properties on its own because affordable housing is seen by them as a provincial and federal responsibility. Fortunately senior levels of government have stepped in, and these sites are now being developed for affordable housing.

The argument that municipality's do not have a mandate for affordable housing has less persuasive power today, in view of the fact that the BC Local Government Act requires municipalities to address policies for affordable

58. Wake, Tim, Tools for Affordable Housing, SmartGrowth BC, April 2008, http://www.smartgrowth.bc.ca/Portals/0/Downloads/SGBC_Affordable_Housing_Toolkit.pdf

housing, rental housing and special needs housing in their official community plan. However, in most cases, municipalities cannot bring sufficient resources to the table to facilitate the provision of emergency shelters or affordable housing without significant contributions from senior levels of government.

4.3.4 Limited political interest/lack of political will

One interesting finding is that a municipality's likelihood of using a particular tool to address homelessness or a lack of affordable housing does not depend upon the size of the municipality. Smaller municipalities have used a number of tools, while some larger municipalities have used very few tools. It must be noted that for this study, only the use of a tool was indicated, and not the intensity of use. Municipalities that use more tools are not necessarily doing more for homelessness and affordable housing than municipalities that use fewer tools.

It does appear that municipalities that are facing housing pressures through rapidly increasing populations are more likely to be addressing housing issues through the use of multiple tools. Where population growth has led to rapidly rising housing prices, political will to address the issue appears to be stronger.

4.3.6 Limited opportunities/ no major development or redevelopment happening

Certain tools, like density bonusing and inclusionary zoning are only effective when there is active residential development happening in a municipality and a buoyant housing market. The current economic downturn can mean a reduction in opportunities for bonusing. On the positive side, developers may become more interested in developing modestly priced homes if the market remains strong for the low end of the price range, particularly if there are provincial or federal incentives for doing so (see the next section).

4.3.7 Economics: developers making more profit with high end housing

Market forces have resulted in a good supply of higher end housing, as developers generally have higher profit margins with more expensive housing. While the Urban Development Institute notes that its members are willing to take a lower profit to develop below-market housing, a minimum level of profit is still required in order for them to engage in the risk associated with any real estate development project.

Provincial and Federal governments need to take the lead in introducing changes to the taxation regime and other incentive packages to encourage developers to enter into the low cost housing market, particularly the rental market (see recommendations for the federal government in Section 4.7.1 on page 65, and recommendations for the provincial government in Section 4.7.3 on page 69).

4.3.8 Community resistance to change

Community residents (and sometimes municipal councils) often resist affordable housing or emergency shelter projects in their community, over concern about traffic congestion, noise, loss of views, and general concern about the impact of growth on the community. Some raise concerns that a project will draw an “undesirable” element to their neighbourhood (low-income individuals and families, at-risk youth, people with physical or mental disabilities). This is often voiced as concerns over safety and increased crime as a result of higher population densities, or negative impact on property values. Sometimes esthetic concerns are raised, over worry that the new structures would not fit with existing residential buildings.

CMHC provides an overview of the issues and possible strategies for addressing community resistance.⁵⁹ One important strategy to address “Not in My Backyard” (NIMBY), is providing good information about the

59. Canada Mortgage and Housing Corporation Research Bulletin, Gaining Community Acceptance of Affordable Housing Projects and Homeless Shelters, October 2006 <http://dsp-psd.pwgsc.gc.ca/Collection/NH18-23-106-016E.pdf>

proposed development. For example, research studies in the US⁶⁰ have demonstrated that affordable housing developments do not negatively impact property values. Another important strategy is to maintain open and honest communication with the local residents, and provide them with opportunities for input into the planning process.

CMHC has created and offered a workshop on Strategies for Gaining Community Acceptance, and municipalities that wish to address NIMBY in their communities can contact CMHC⁶¹ to organize a workshop in their community.

4.3.9 Need provincial tools to relieve the pressure for redevelopment of existing affordable housing.

Municipal planners interviewed felt that they had very little power to prevent loss of affordable housing through redevelopment. The kinds of tools provided to them through the Local Government Act (and the Community Charter) allow them to negotiate for amenities such as affordable housing when properties are being rezoned, and charge development cost levies to be utilized for non-market housing and homeless shelters. They also have the authority to introduce, on a temporary emergency basis, demolition controls. However, there is generally little they can do when older (often rental) housing stock is being demolished to make way for high end condominium housing, if the land is already zoned for that use. A planner from the City of Burnaby noted that the ability to zone land for rental housing would be particularly useful in retaining rental stock. However, very few municipalities are prepared to utilize tools that would impact a property owner's ability to gain a profit on development of their land. In both the US and the UK, for example, cities have used inclusionary zoning to require developers to provide units of low cost housing, without the need to compensate developers for their reduced profit through density bonuses or other incentives. This is an example of a tool that would negatively impact "property rights" as we know them in

60. For example, see Green, Richard, Stephen Malpezzi and Kiat -Ying Seah, Low Income Housing Tax Credit Housing Developments And Property Value,s The Center for Urban Land Economics Research, The University of Wisconsin, June 14, 2002. www.wheda.com/cat_tca/uw_study.pdf

61. Contact CMHC at 1-800-668-2642 or go to the CMHC web site for more information: www.cmhc.ca

Canada. While some BC municipalities use inclusionary zoning, they use it in conjunction with density bonuses which offset any potential loss of profit to the developer. While some municipal planners cited the need for additional provincial tools, others caution against tools that would negatively impact property rights.

4.3.10 Need authority in the Local Government Act to zone for rental housing

Currently, the Local Government Act does not allow for zoning that restricts form of tenure (to either home ownership or rental). Municipal housing planners have noted that lack of construction of rental housing since the 1970's has been a key factor in creating the current affordable housing crisis. While newly built rental housing may not be affordable to lower income families, it is generally more affordable than home purchase. Over time, aging rental stock also becomes the affordable housing stock in a community.

4.4 Municipal interventions that have been *successful* in reducing homelessness and increasing housing affordability

The municipal strategies that are the most effective in a particular municipality depend on the resources available in that municipality. Interestingly, the size of the municipality does not seem to be a determining factor in the use of a tool. Appendix G outlines the conditions under which each tool is most effective, but a discussion of some of the most and least effective strategies follows here.

4.4.1 Legalization of secondary Suites

The number of municipalities using a particular tool is a rough gauge of the effectiveness of a tool over a wide range of conditions. Under that assessment, legalization of secondary suites is one of the most successful tools for provision of affordable housing. It requires no investment on the part of the municipality, and works in any size municipality. In an era of smaller families, housing two small families in a home that used to house one larger

family does not have a huge impact on the neighbourhood. Legalizing suites is probably the strategy that comes closest to being the one strategy that any municipality can use successfully. However, 20 municipalities surveyed do not currently have legal secondary suites. While 8 are considering legalizing suites, one municipality has rejected them. Concerns include safety, fairness in utility costs and public opposition. In the Lower Mainland, the only municipalities that have not yet legalized secondary suites are Bowen Island, the Township of Langley, Pitt Meadows, and West Vancouver. West Vancouver is currently considering legalization.

4.4.2 Contributions of Land

When municipalities own surplus land, they have been able to use that land very effectively for the provision of emergency shelters or supportive or non-market housing, usually in partnership with others such as non-profit housing societies and the federal government through the Homelessness Partnership Initiative. Municipalities throughout BC have been partnering with the Provincial government and non-profit housing providers on the development of new supportive housing. The Province commits the capital financing, and the local government contributes land or money towards the project and expedites the approval process.

Several municipalities have been able to obtain land for affordable housing through comprehensive development zoning, and density transfers.

4.4.3 Density Bonusing

Municipalities that permit rezoning to higher densities have been able to take advantage of density bonusing policies to obtain financial contributions towards affordable housing, but have been less successful at obtaining actual units. Developers have generally been reluctant to include non-market suites in their developments, and prefer to make cash contributions. However, in the recent real estate market, some municipalities have found that the contributions have not been sufficient to build even small affordable housing projects. Municipalities that have been receiving contributions through density bonusing for a longer period of time have been able to collect sufficient funds to build up a stock of affordable housing, or at least funds

that permit them to provide financial support to non-profit organizations for affordable housing.

In 1997, the City of Burnaby adopted their Community Benefits Bonus Policy. Between 1997 and January 2008, 19 units of affordable housing have been received, along with commitments of over \$1.7 million from developers for housing.

4.5 Municipal interventions that have been less effective in reducing homelessness and increasing housing affordability

4.5.1. Financial contributions

Strategies that have been less popular (and thus less effective at addressing issues of homelessness and affordable housing in BC) include those that require significant financial contributions by municipalities (especially ongoing contributions, like operating funds), and those that impose housing levies or extra development cost charges on developers.

4.5.2. Low Density zoning

One of the least popular strategies is maintaining low density zoning (6 municipalities surveyed had rejected this tool).

4.5.3. Rent Controls

No municipalities in BC that were surveyed applied rent controls to private property, over and above the provincial restrictions on rent increases. The only municipalities that had rent controls applied them to municipal housing or to units obtained through density bonusing or other tools.

4.6 Key gaps in knowledge

4.6.1 Knowledge about effective strategies

Lack of knowledge about effective strategies to address homelessness and affordable housing does not seem to be a systemic problem in BC, although some municipal planners identified councils' lack of knowledge about the options as a problem for their municipality. It is hoped that *Municipal Strategies to address Homelessness in BC* will help address this gap. Examples of strategies used by different municipalities, along with some of the key details and links to more information, are included in Appendix H.

This report identifies best practices, provides case studies, and provides links to useful resources such as model bylaws and examples of agreements, covenants, etc. that have been used by municipalities and their partners. Development and compilation of additional model bylaws in the future could add to the body of resources that municipalities might find particularly helpful.

Other reports that are useful include Smart Growth's *Review of Best Practices in Affordable Housing* (2007)⁶² and their *Affordable Housing: A Smart Growth Toolkit for BC Municipalities* (2008)⁶³, Metro Vancouver's *Affordable Housing Strategy* (2007)⁶⁴, and Lumina Services Inc. and Urban Aspects Consulting Group Ltd. *Linking Affordable Housing Policies to Usage: Case Studies of Municipalities in BC*, November, 2001.⁶⁵

62. Wake, Tim, *Review of Best Practices in Affordable Housing*, SmartGrowth BC, October 2007, http://www.smartgrowth.bc.ca/Portals/0/Downloads/SGBC_Affordable_Housing_Report_2007.pdf

63. Wake, Tim, *Creating Market and Non-Market Affordable Housing: A Smart Growth Toolkit for BC Municipalities*, SmartGrowth BC, April 2008, http://www.smartgrowth.bc.ca/Portals/0/Downloads/SGBC_Affordable_Housing_Toolkit.pdf

64. Metro Vancouver Regional Affordable Housing Strategy, November 2007, <http://www.metrovancouver.org/planning/development/housingdiversity/AffordableHousingStrategyDocs/AdoptedMetroVancAffordHousStrategyNov302007.pdf>

65. Urban Aspects Consulting Group Ltd. *Linking Affordable Housing Policies to Usage: Case Studies of Municipalities in BC*, November, 2001, <http://www.chf.bc.ca/pdf/CHLTF-%20Final%20Report%20Nov%2022.pdf>

4.6.2. New building technologies

There are particular areas that could benefit from additional research. Research on building technologies for 6 storey wood frame buildings is currently underway, and some municipalities will wait to change zoning bylaws to accommodate six storey residential until the new technologies are proven.

4.6.3. Information about inventive housing forms and creative solutions

In response to high land and construction costs, developers and architects have come up with ever more inventive new housing forms or (in the case of coach houses), reintroduced older housing forms in order to keep housing costs down. The City of Port Coquitlam, Langley and New Westminster allow freehold tenure row housing (also known as zero lot line zoning).⁶⁶ In 2007, the District of Delta adopted zoning bylaw amendments in their coach house zone to allow for more flexibility in alternative housing forms. In Burnaby, the UniverCity development includes “multi-family flex units” that have “lock off:” units with a separate entrance. These units, when not needed by the household, become their mortgage helper and can provide affordable student housing. In Vancouver, regulations have been changed to allow for live-work units. The City of North Vancouver is currently exploring the approval of “lock off” units in multi-family housing developments, and is currently developing guidelines for coach houses.

At an “Affordability by Design” conference held in Vancouver in 2006, Architect and Planner Richard Balfour suggested that the City of Vancouver promote the development of innovative forms of affordable housing through design competitions for plots of municipally owned land. An essential part of the process would be the removal of existing zoning restrictions, and requirement that the housing units created through the project would be affordable.

66. Two recent examples of fee simple row housing can be seen at: Parklane Homes' Bedford Landing in Langley (<http://www.bedfordlanding.com/>) and Aragon's Port Royal development New Westminster (<http://www.portroyalhomes.ca/>)

Former City of Vancouver Director of Planning Larry Beasley suggested that an SRO replacement initiative could bring private equity to the table by allowing investors to buy a unit that would get put into a pool of low-income rental housing, and the investor would benefit from the capital gain upon sale of the unit.

Senior levels of government could play key roles in providing support for innovation and dissemination of successful new models for provision of affordable housing.

4.6.4 Information about funding programs

Smaller municipalities noted that they did not have the time to investigate all the programs and financial support that are available for housing. They would like to have local BC Housing staff that know the local situation and could direct municipal staff to the appropriate programs.

4.7 Potential policy changes

Unlike the federal and provincial governments, which get their powers from the Canada Constitution Act, 1867, local governments and their powers are created by the provincial government under the *Local Government Act* and the *Community Charter* (and, in the case of Vancouver, the *Vancouver Charter*).

Where municipalities wish to establish regulations in areas where there is no explicit authority to do so, organizations such as the Union of BC Municipalities and the Federation of Canadian Municipalities petition the senior levels of government for legislative changes that enable them to establish specific regulations, including those governing the supply of affordable housing. Through the literature review, surveys and key informant interviews, a number of potential improvements to the legislative and funding frameworks at the federal and provincial level were identified to enable local governments to more effectively address homelessness and the need for affordable housing in their communities.

4.7.1 Proposed Federal Actions:

4.7.1.1. Changes to federal tax treatment for rental housing.

One of the most pressing needs is change to the tax regime to make rental housing more attractive option for investors.

4.7.1.1.1 Elimination of the GST on private rental housing.

While new social housing and first time home buyers are exempt from GST, developers of new private rental housing are subject to the full 7% Federal Goods and Services Tax (GST). This adds significantly to the costs of developing new rental projects.

Moreover, investors in rental housing have to pay GST on operating costs (in contrast to those investing in commercial real estate). Commercial real estate investors can deduct the GST paid on operating expenses (e.g. management and maintenance fees and supplies) from GST collected. Since residential rents are exempt from GST, rental landlords do not collect GST and, therefore, cannot deduct GST.

4.7.1.1.2 Changes in the federal income tax regime

Beginning with tax reforms introduced in 1972, the federal government enacted a number of changes which reduced the tax advantages of investment in rental housing. With the availability of strata titled housing tenure⁶⁷ and the changes to tax treatment of rental properties, the construction of purpose built rental housing virtually came to a standstill in the 1990's.

Recommended changes that would enhance the attractiveness of investment in new rental housing in Canada include:

- Allowing investors to defer Capital Cost Allowance (CCA) recapture and capital gains on the proceeds from the sale of rental property when the proceeds are invested in another rental property within a reasonable period (as is allowed in the US, and for other types of businesses in Canada).

67. Strata title was first introduced in the New South Wales District of Australia in 1961. Source: Wikipedia, retrieved from the World Wide Web June 8, 2009 http://en.wikipedia.org/wiki/Strata_title

-
- Allowing all investors in rental housing (not just companies in the business of real estate) the opportunity to deduct CCA losses against income from other sources.
 - Expanding the range of 'soft costs' which can be deducted in the first year of operation of a new rental project.
 - Allowing rental property owners to defer taxes on sale of rental properties

4.7.1.2. Reinstate tax credits for provision of purpose-built rental housing

During the 1970's, the federal government introduced the Multiple Unit Residential Building Program (MURB), a tax incentive program designed to encourage investment in rental housing. Under this program, the federal government allowed investors in new apartment buildings to claim their annual depreciation against other income for tax purposes. This program was criticized because investors were able to leverage their investment with as little as 10% down, and many were left with large debt and properties with very little value when the market crashed in the 1980's. However, the program resulted in the building of thousands of rental units across the country in the late 1970's and early 1980's, which forms the bulk of the affordable rental stock today.

It is recommended that the Federal government work with the Provincial government and other housing partners to develop a new low income tax credit to stimulate the construction of new affordable rental housing.

4.7.1.3 Increase per unit maximums for financial assistance provided through the Rental Rehabilitation Assistance Program (RRAP) and promote the program more actively

While RRAP has been a very useful program for rehabilitation of affordable rental stock, the maximum per unit have not increased to keep pace with the increase in construction costs. Increasing maximum loan available per unit through RRAP would improve access to these programs for high cost urban areas, including Metro Vancouver.

4.7.1.4 Maintain current levels of spending on “legacy programs”

Funding agreements for approximately 650,000 units of social housing that have been built over the past 60 years are beginning to expire and will do so in large numbers over the next 10 years. Maintaining the existing levels of federal spending on these programs can protect the rent-gear-to-income (RGI) capacity of Canada’s social housing providers so they can continue to provide housing that is affordable for low-income Canadians.

4.7.1.5 Broaden CMHC’s Direct Lending program to Cooperative Housing

Canada Mortgage and Housing Corporation’s Direct Lending Program provides financing and renewals for eligible social housing projects and offers the lowest average financing rate available. CMHC commenced Direct Lending to finance new commitments and renewals for social housing projects in order to reduce subsidy expenditures and make the best possible use of financial resources.

Currently, co-operative housing is not eligible under this lending program. It is recommended that the Direct Lending Program be extended to co-operative housing, so that co-ops can borrow funds to refinance and reinvest in their properties in order to serve new co-op housing members.

4.7.1.6 Reduce the CMHC mortgage insurance fee

While the Federal Government through Canada Mortgage and Housing Corporation has provided leadership in addressing affordable housing needs, the CMHC mortgage insurance requirements are very restrictive. At the present time, the mortgage insurance fee is 5.25 percent of the capital cost of a project. Reducing this amount to 2.00 percent would make a positive difference in the overall financial viability of an affordable housing development.

4.7.2 Proposed Federal/Provincial joint action:

4.7.2.1. Maintain and enhance Social Housing Programs

Federal cuts to funding for housing and related programs started in the 1980's. Then in 1993 the federal government cancelled all funding for new non-profit and co-op housing and capped the total spent on the existing national social housing portfolio at \$2 billion annually. Only Quebec and BC continued to fund the creation of new non-profit and co-operative housing for families and individuals. In 2001 the BC provincial government ceased additional funding under the Homes BC program, and focused only on providing housing for those in greatest need.

In recent years, Federal-Provincial Housing Agreements have resulted in funding being made available once again for housing. Under the Affordable Housing Agreement between Canada and British Columbia, the Federal Government is contributing \$51.5 million for the capital costs of 2,500 units. BC Housing will provide \$16.7 million annually for the operating costs, and the units will be managed by a non-profit organization who will be putting equity towards the capital costs. The Province of British Columbia is also providing a rent supplement for an additional 1,000 units.

While some municipalities are well-placed to provide in-kind supports to new housing development, they are not in the financial position to fund capital costs of new housing projects, and they will continue to rely on the contributions from senior levels of governments. However, most of the recent funding allocated to non-market housing in BC through the Canada-BC Affordable Housing Agreement has been for supportive housing, and has required municipal contributions of land. As discussed, not all municipalities have land or financial resources to bring to the table, and it is recommended that the BC and Federal Government expand the program to provide financial support for non-market housing, and fund projects in communities that demonstrate need but are not necessarily able to bring resources to the table.

4.7.2.2 Consider including investment in new co-operative housing as part of affordable housing funding programs

Co-op housing is cost-effective for government and offers a community-driven housing solution that puts the member-residents in control of their housing. Co-ops offer a low-cost opportunity for home ownership.

4.7.2.3 Introduce a Low Income Housing Tax Credit

In the US, the Low Income Housing Tax Credit (LIHTC or Tax Credit) program was created by the Tax Reform Act of 1986 as an alternate method of funding housing for low- and moderate-income households, and has been in operation since 1987. In 1987, the tax credit was established at a rate of \$1.25 per person that states could allocate towards funding housing that meets program guidelines. This per capital allocation was raised to \$1.50 in 2001, to \$1.75 in 2002, and adjusted for inflation beginning in 2003. These tax credits are used to leverage private capital into new construction or acquisition and rehabilitation of affordable housing.

The tax credits are determined by the development costs, and are used by the owner. Tax Credits must be used for new construction, rehabilitation, or acquisition and rehabilitation. Projects must meet the following requirements:

- 20 percent or more of the residential units in the project are both rent restricted and occupied by individuals whose income is 50 percent or less of area median gross income or 40 percent or more of the residential units in the project are both rent restricted and occupied by individuals whose income is 60 percent or less of area median gross income.
- Properties receiving tax credits are required to stay eligible for 30 years.

The Federal and Provincial governments should explore the feasibility of establishing an LIHTC for municipalities.

4.7.3 Proposed Provincial Action:

4.7.3.1. Eliminate provincial sales tax on rental properties

Like the Federal government, the Province could encourage the construction of rental property by exempting them from provincial sales tax.

4.7.3.2 Distribute revenues from Property Transfer Taxes (or other federal or provincial revenue sources) into housing programs

One of the major barriers to provision of affordable housing by municipal governments is lack of financial resources. In British Columbia, the annual Property Transfer Tax revenue is over \$800 million and these funds currently flow into Provincial general revenues. These funds could facilitate the provision of a significant amount of non-market housing. This source has the added benefit of generating more revenues during strong real estate markets when there is increasing need for affordable housing, and generating the funds in the communities where they are most needed.

4.7.3.3 Changes to legislative tools:

4.7.3.3.1 provide municipalities with the ability to collect development cost levies for the purpose of creating affordable rental housing.

4.7.3.3.2 permit regional development cost charges to be waived for non-profit rental housing, supportive housing and affordable housing that is secured for a minimum of 20 years.

4.7.3.3.3 give municipalities more tools for enforcement of standards of maintenance bylaws;

4.7.3.3.4 allow municipalities to zone for rental housing

These four legislative changes were identified by BC municipalities and/or regional districts to increase the effectiveness of existing tools for addressing homelessness and affordable housing, or to allow for the use of new tools.

4.7.3.4 Changes to allow municipalities to raise funds for non-market housing through issuing bonds.

Municipalities have limited fund-raising mechanisms at their disposal. The Province should, in cooperation with the Union of BC Municipalities, implement a form of tax-exempt bond financing to enable municipalities to raise capital for housing projects.

4.7.4 Proposed Municipal Action

4.7.4.1 Create a Task Force to Eliminate Municipal Barriers To Affordable Housing

In Vancouver (and in other BC municipalities), subdivision and infill regulations (code, fire access, subdivision regulations) work against the ability of the housing industry to provide innovative forms of housing, such as laneway housing. In particular, regulations in Vancouver could be changed to allow existing houses to stay unchanged on development sites, without having to fully upgrade for code compliance. Another example of a barrier is the inability for developers in Vancouver to leave new dwellings “unfinished” for the owners to install the (often expensive) finishings such as flooring and wall treatments themselves as they get time and money. This requires regulatory changes, as currently a unit must be “finished” before an occupancy permit will be issued by the City of Vancouver. In contrast, the City of North Vancouver recently approved a rezoning application from a developer who intends to partially renovate an existing house, leaving the interior finishing to the purchaser. A second house will be built on the lot, and the lot will become a two-party strata title once sold (at cost plus 20%).⁶⁸

It is suspected that other municipalities have also inadvertently blocked the provision of affordable housing through existing bylaws and zoning regulations.

68. Strata title was first introduced in the New South Wales District of Australia in 1961. Source: Wikipedia, retrieved from the World Wide Web June 8, 2009 http://en.wikipedia.org/wiki/Strata_title

The municipal strategies that are the most effective in a particular municipality to address homelessness and lack of affordable housing depend on the resources available in that municipality. Interestingly, the size of the municipality does not seem to be a determining factor in the use of a tool. It appears to be more dependent upon the types of development pressures a community is facing, and the resources the community has to bring to the table. Municipal land is a particularly valuable asset to have available when a municipality wishes to enter into partnerships with others for the provision of affordable housing or emergency shelters.

Strategies that have been effective in addressing homelessness and the lack of affordable housing include legalization of secondary suites, provision of land for emergency/transition/supportive/below-market, and density bonusing. Strategies that have been less popular are those that require municipalities to provide significant financial resources, and those which may impact the property rights of landowners.

Senior government actions that would enable municipalities to make better use of the tools and strategies that are available include:

- changing the tax regime to encourage the construction of rental housing
- strengthening existing legislation,
- maintaining and expanding existing funding programs for homelessness and affordable housing.

Municipalities too, have a role in examining their own regulations to identify and eliminate barriers to the provision of affordable housing.

Gaps in knowledge are not widespread, although some municipal staffs and councils would benefit from information about the various tools available to promote affordable housing and address homelessness. Senior government resources could be put to good use to

- explore innovative solutions,
- test new building technologies for 6 storey wood-frame construction
- develop a manual of model bylaws to facilitate the development of affordable housing, and
- disseminate information about all of the above to municipal councils and planning staff, as well as the building industry.

APPENDICES

APPENDIX A: Literature review

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Affordable housing strategies

In Metro Vancouver Regional District

Greater Vancouver (Study)

Deborah Kraus, Jim Woodward, Margaret Eberle and Dianna Hurford, *Strategies to Preserve the Existing Rental Housing Stock in Greater Vancouver*, February 2004

<http://www.tenants.bc.ca/othpubs/Strategies%20to%20Preserve%20the%20Existing%20Rental%20Housing%20Stock%20in%20Greater%20Vancouver.pdf>

This report is the result of a study funded by CMHC. Its purpose was to identify and consider a variety of tools that could be used to preserve the existing rental housing stock, and determine which of them would have the most potential for preserving the rental housing stock in Greater Vancouver. The report describes the tools that are used by some municipalities in Greater Vancouver, in other Canadian provinces and in the United States to try to preserve the existing, purpose built, rental housing stock. It provides an overview in Greater Vancouver of issues affecting the rental housing market, the effectiveness of some of the tools available, and suggestions about what is needed to preserve this stock. It contains a discussion on the pros and cons of the following tools: standards of maintenance, government programs, tax incentives, financing tools, acquisition and rehabilitation, and zoning. Then it provides key findings and recommendations for local, provincial and federal governments, landlords and community agencies to preserve the existing rental housing stock in Greater Vancouver.

The research team developed the following recommendations for local governments based on feedback obtained through the key informant interviews, workshop with stakeholders, and information from the literature:

Planning and Policy

- 1) Provide direction to help preserve the rental housing stock through statements in various types of policies, including Official Community Plans, housing plans, social plans and neighbourhood plans.
- 2) Monitor the number of purpose built rental apartments in their municipality and update this database whenever change occurs.

Standards of maintenance

- 3) Promote maintenance of rental housing by:
 - a) Adopting a standards of maintenance bylaw;
 - b) Allocating more resources (including more staff) for inspections and enforcement; and
 - c) Considering additional measures of enforcement including:
 - Removing of a landlord's business license if his building causes health or safety concerns;
 - Increasing fines for non-compliance;

- Taxing derelict properties at a higher rate to provide a disincentive for landlords to let their buildings deteriorate; and
- Implementing a bylaw that would enable local governments to impose extra charges on property owners who place greater than average demands on municipal services.

Conversion and demolition control

4) Consider conversion and demolition control policies as needed.

Zoning: regulations and incentives

5) Use zoning regulations and incentives as a way to preserve the existing rental housing stock e.g. maintain low density zoning, provide a density bonus to permit conversion of non-rental housing to rental, and promote the redevelopment of existing rental-to-rental housing.

Direct Expenditure Government Programs

6) Advocate for government funding/programs to support local initiatives to preserve rental housing.

Tax Incentives

7) Recommend and support objective research to consider the implications of changing the federal tax system to promote greater investment in rental housing.

Financing tools

8) Consider what types of financing tools might be of interest to encourage the preservation of rental housing, including a housing levy similar to that used in Seattle, and DCCs that can be used for affordable housing.

Acquisition and rehabilitation by municipalities and non-profit housing organizations

9) Investigate opportunities for acquisition and rehabilitation of appropriate rental housing and support initiatives by non-profit societies and other levels of government.

Leadership and coordination

10) Work with other levels of government and stakeholders to implement a coordinated strategy to promote maintenance of the existing rental housing stock.

Education and information

11) Provide support for education and information initiatives.

The research team also developed recommendations for the Provincial and Federal Governments, Landlords and Landlord Organizations, and community agencies.

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Greater Vancouver

Greater Vancouver Regional District, *Metro Vancouver Affordable Housing Strategy*, November 30, 2007

<http://www.gvrd.bc.ca/growth/pdfs/AdoptedMetroVancAffordHousStrategyNov302007.pdf>

Metro Vancouver is currently preparing their new Regional Growth Strategy (“Sustainable Region Initiative”), which will replace the existing Livable Region Strategic Plan being processed since 1996.

They base their new strategy on the following 3 goals:

- Increase the supply and diversity of modest cost housing
- Eliminate homelessness across the region
- Meet the needs of low income renters

They intend to reach them by adopting the following 4 kinds of strategies:

Regulatory actions

- e.g.▪ Set targets for the number of new affordable housing units required by 2016
- Revise the method of calculating regional development cost charges to account for variations in size with the purpose of reducing costs for smaller units and lots
 - Identify sites which are suitable for affordable housing (municipal action M)
 - Amend existing by-laws to permit increased density in areas appropriate for affordable ownership and rental housing (M)
 - Incorporate smaller affordable housing design into neighbourhood planning (M)
 - Adopt inclusionary housing policies or density bonus provisions (M)
 - Adopt measures to prevent the loss of existing rental housing stock including strata conversion policies, replacement policies for loss of rental housing stock and legalization of secondary suites. (M)
 - Reduce parking requirements in areas with good access to public transit (M)
 - Develop Official Community Plans, Regional Context Statements and housing action plans (M)

Fiscal actions

- e.g.▪ Make sites which are suitable for the development of affordable housing available at or below market value
- Establish and manage a Regional Affordable Housing Trust Fund
 - Waive development cost charges for forms of rental housing where affordability is secured for a minimum of 20 years
 - Identify City-owned sites which are appropriate for affordable housing and which can be leased at or below market value to non-profit housing organizations (municipal action)
 - Consider property tax exemptions or property tax forgiveness for 10 to 20 years to encourage new rental housing construction (municipal action)

Education and advocacy

- e.g.▪ Design and deliver a community outreach initiative to demonstrate the benefits and opportunities of increased density and diversity

- Promote support for emergency shelters & transitional/supportive housing
- Advocate for increased funding from senior levels of government for the provision of 5,000 new supportive and transitional housing units across the region over the next 10 years

Direct service provision

- e.g.
- Increase the GVHC portfolio by 100 units per year through densification
 - Develop a strategy to assist municipalities in the management of properties acquired through municipal processes
 - Develop partnerships to explore opportunities to promote access to entry-level ownership

In order to assess and to better implement these strategies, they have defined some measures of performance for each goal, as well as a target of improvement and a reporting period.

They also propose actions that national and provincial governments could take to reach the three goals.

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City of Burnaby

City of Burnaby, “Affordable Housing and Homelessness – A Response to Issues and Proposals”, February 2007

The City of Burnaby has pursued the following range of initiatives to support the development of affordable housing:

- **City land lease:** Leasing city land for 60 years at 75% of market value to non-profit and cooperative housing providers
- **Market purchase:** Purchasing an existing 58 unit rental housing development under threat of demolition for lease back for 60 years at 75% of market value to a housing co-operative
- **Rental of City property:** Renting City property for group living houses for high risk youth
- **Donation of City land:** Providing surplus land and unopened road right-of-way at no cost to assist with the development of a seniors housing project
- **City grant**
- **Affordable housing policy:** Establishing a policy requiring that 20% of units in newly developing communities on larger publicly-owned land be affordable (=> development of non-market housing units)
- **Rental conversion control:** Maintaining the restriction on conversion of existing rental apartment buildings to condominium ownership
- **Group Home Policy:** Adopting a Group Home Policy to provide a framework for future planning and ease of the approval of group homes in Burnaby
- **Secondary in-law and caregiver suites:** Including provisions in the Zoning Bylaw to provide for the accommodation of these suites in single family dwellings

- **Secondary suites in multiple family units**
- **Residential Rehabilitation Assistance Program:** Directly administering the RRAP
- **Fast-track approvals process:** Adopting a policy to fast-track rezoning
- **Density Bonusing:** Establishing a density bonus program for securing community amenities, including provision of affordable housing units
- **Density Bonus cash-in-lieu:** Designating that a minimum of 20% of the cash contribution be set aside for affordable housing
- **Reduced parking standards:** for non-profit, seniors and supportive housing
- **Comprehensive Development District zoning:** Through the CD District zoning, supporting affordable and supportive housing developments by amendment or waiving of established requirements
- **Mixed use Floor Area Ratio density provisions:** Establishing that the commercial density component is added to the permitted density of the site
- **Tenant support:** Connecting tenants with available supports for maintenance issues
- **Rezoning support:** Providing advice and assistance to non-market housing providers as their development applications proceed through the rezoning process
- **Advocacy for non-market, affordable housing and support**
- **Local and regional co-operation**

The City identified the following key initiatives to continue to address the affordable housing issue:

- **Non-market housing units:** Funding and development of new non-market housing units for low-income families, seniors requiring assistance with daily living, and vulnerable populations requiring support. This housing could include new public, non-profit, and co-operative housing units.
- **Homelessness:** Funding and programs to assist homeless people move from the street into stable housing with adequate support.
- **Market rental stock:** Increasing and maintaining the stock of affordable market rental housing including more proactive protection of tenant rights.

And they made the following specific proposals:

- Fast tracking the development process for affordable housing
- Using density bonusing more effectively and more innovatively by pooling units
- Reducing off site servicing fees
- Reducing parking requirements
- Eliminating unnecessary design requirements such as car wash facilities
- Waiving or reducing development cost charges
- Refunding development permit and building permit fees
- Deferring the payment of development cost charges, development permit fees, and associated charges
- Reducing property taxes
- Foregoing property taxes on the value of the improvements being constructed
- Making interest free loans or cash grants to non-profit societies
- Entering into a subsidized prepaid long term lease, possibly for as little as \$1 per year

- Transferring density to encourage developers to subsidize affordable housing projects
- Entering into housing agreements with non-profit societies
- Issuing proposal calls respecting the development of affordable housing projects on City owned land

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City of Coquitlam

City of Coquitlam, “Affordable Housing in Coquitlam”, April 2007

<http://www.coquitlam.ca/NR/rdonlyres/4940C42B-D5D3-44D4-A1F7-C2B1B7BB408D/66244/AffordableHousingStrategyforweb.pdf>

Appendices:

<http://www.coquitlam.ca/NR/rdonlyres/4940C42B-D5D3-44D4-A1F7-C2B1B7BB408D/66245/AffordableHousingStrategyAppendicesforweb.pdf>

In April 2007, the City of Coquitlam adopted a new Affordable Housing Strategy titled “Affordable Housing in Coquitlam”. It updates and replaces the former one that had been processing since 1994.

The strategy is supposed to address the following three goals:

- To preserve and increase Coquitlam’s stock of safe, affordable, appropriate housing.
- To decrease the number of Coquitlam residents in housing need.
- To support Coquitlam residents in moving through the stages of the housing continuum, from homelessness to independent market housing.

The core of the strategy is presented in the context of 10 established municipal roles and associated actions in addressing housing affordability. The 10 roles are:

1. *Service Land Supply*. Maintain a planned supply of serviceable land for residential development of various types and densities.
2. *City Land*. Use some of the City’s land holdings to help meet affordable and special housing needs.
3. *Zoning, Subdivision, and Building Regulations*. Minimize regulatory barriers for residential developers.
4. *Advocacy and Involvement*. Advocate about Coquitlam’s housing issues and needs. Participate in and support Tri-Cities, regional and provincial housing initiatives.
5. *Information and Outreach*. Increase public awareness of housing needs, issues and opportunities for action.
6. *Measuring Accomplishments*. Analyze measures associated with achieving goals; spot emerging trends and monitor issues to help inform City policy and decision-making.
7. *Policy and Implementation*. Keep housing affordability on the City’s agenda through continued implementation of the Affordable Housing Strategy.
8. *Policy Development*.

- (i) Work with residential developers towards the goal of an inclusionary housing mix in residential and mixed use developments.
 - (ii) Encourage adaptable and accessible housing in multi-unit buildings.
 - (iii) Protect against the loss of affordable rental housing and assist displaced tenants.
 - (iv) Encourage the development of new rental housing.
9. *Assistance to Non-market Housing Providers*. Assist Non-market housing providers to produce additional rental and special needs affordable housing.
10. *Market Rental Housing Stock*. Encourage the development industry to add more rental housing and landlords to upgrade existing rental housing.

The Strategy is organized into three different sections:

1. Current and ongoing engagement in affordable housing

- Continue to plan land use and services up to 10 years in advance of need.
- Designate and/or acquire land for a “land bank” for affordable and special needs housing as opportunities become available.
- Reduce/minimize regulatory barriers to help reduce development costs.
- Continue to advocate to senior government.
- Continue to engage in discussions with the local Community to develop and implement community-based strategies for responding to homelessness.
- Continue to participate in Tri-Cities, regional and provincial housing initiatives and forums.
- Collect, monitor and analyze data in order to track trends and identify issues to help inform City policy and decision-making and monitor progress in achieving goals.
- Ensure affordable and special needs housing objectives and policies are included in all area and neighbourhood plans
- Assign a staff person to shepherd non-market housing proposals through the development review and approvals process.
- Continue enforcement of the City’s Strata Title Conversion Guidelines to protect against the loss of affordable rental housing.
- Continue to apply the Mobile Home Park Redevelopment Tenant Assistance Policy

2. Three year workprogram 2007-2009

2007 Work Program:

- Require affordable housing as a component and a condition of the sale/lease of some of the City’s land holdings.
- Explore policy options for new housing forms that address affordability.
- Work with the Coquitlam community on NIMBY issues. Prepare and distribute information materials and make presentations to community groups re: NIMBY issues.
- Implement incentive-based approaches i.e. density bonusing and other financial incentives to secure affordable housing and community amenities.
- Establish an Affordable Housing Reserve Fund.

- Develop housing delivery strategies for the lands in Northeast Coquitlam that have been designated for non-market/special needs housing.
- Consider the endorsement of the principles and targets of the 2006 Greater Vancouver Shelter Strategy, 2006 - 2015.

2008 Work Program:

- Retain and update the affordable and special needs housing objectives, policies and definitions in the Citywide Official Community Plan and Zoning Bylaw. Amend the Citywide OCP.
- Produce and distribute annual reports on “Progress Toward Affordable Housing” for community feedback and discussion.
- Encourage new detached homes to be built as “secondary suite ready”.
- Consider the adoption of a Standards of Maintenance bylaw to upgrade and protect rental (market and nonmarket) housing.
- Develop a replacement policy for the loss of rental units through redevelopment.
- Develop a policy to ensure adequate notice and appropriate compensation to assist tenants who are displaced through the redevelopment of rental housing.

2009 Work Program:

- Prepare and adopt guidelines for adaptable and accessible housing for use by applicants and City staff.
- Initiate process involving staff and Council to review regulatory barriers to housing affordability.
- Work with landlords and homeowners re: utilizing senior government housing programs e.g. RRAP program.

3. Longer-term actions - 2010 and beyond

- Explore the feasibility of upzoning appropriate sites for multiple-unit development following Council’s adoption of area and neighbourhood plans.
- Explore policy options for allowing newly constructed duplexes, townhouses and condominiums to have a secondary suite.
- Explore the feasibility of incentive-based approaches for securing affordable housing and community amenities from large scale commercial, office and industrial developments.
- Facilitate the regeneration (infill and redevelopment) of existing older non-market housing that may be approaching the end of its economic life.
- Consider incentives such as reduced DCCs or lower/graduated property tax over a specified period in order to encourage new rental construction.

For each goal, they defined several indicators to annually measure accomplishments in order to monitor and assess the strategy.

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City of North Vancouver

“Affordable Housing Policies”, September 1996

“Housing Initiatives and Policies”, January 2007

[http://www.cnv.org/c//DATA/3/405/D%20-](http://www.cnv.org/c//DATA/3/405/D%20-%20HOUSING%20INITIATIVES%20AND%20POLICIES%20(UPDATED%20JANUARY%202007).PDF)

[%20HOUSING%20INITIATIVES%20AND%20POLICIES%20\(UPDATED%20JANUARY%202007\).P](http://www.cnv.org/c//DATA/3/405/D%20-%20HOUSING%20INITIATIVES%20AND%20POLICIES%20(UPDATED%20JANUARY%202007).PDF)

[DF](http://www.cnv.org/c//DATA/3/405/D%20-%20HOUSING%20INITIATIVES%20AND%20POLICIES%20(UPDATED%20JANUARY%202007).PDF)

“2007 Affordable Housing Strategies”, November 2006

The City of North Vancouver adopted the following policy on affordable housing on September 1996.

1. The City will focus primarily on development of affordable rental housing.
2. In terms of affordable home ownership, the City will continue to encourage the private market to provide modest and more affordable units through the requirement of a proportion of smaller units, and through the support of modified ownership options such as equity co-ops.
3. The City will continue to make City-owned properties available for affordable housing projects and, where appropriate, for social housing through senior government housing programs. In addition, the City will facilitate affordable housing and non-profit development proposals on non-City sites. Consideration will also be given to exchanging City sites for other sites to promote affordable housing development.
4. The City will endeavour to retain rental housing stock with policies and practices to eliminate conversions and control demolitions.
5. Inclusion of community amenities in affordable housing projects is strongly supported.
6. Suitable locations for affordable housing have the following attributes: transit availability and access to services, shopping, and recreation and leisure activities.
7. Rental of a portion of City-owned residential properties at lower than market rates will be considered as part of the City’s leadership role in affordable housing.
8. A portion of the revenues acquired from non-tax sale lands will be utilized for affordable housing.

Since the adoption of this policy, the City has developed the following actions:

- Policy to allow for the creation and legalization of additional suites in existing multiple unit apartments
- Housing Initiatives Grant Program
- Standards of Maintenance Bylaw
- Affordable Housing Task Force

- Negotiated density bonuses (non-market rental and strata development, rental supportive housing)
- Third Party Building Envelope Bylaw
- Satisfaction Survey, Rental Housing Study, Affordable Rental Housing Workshop
- Purchase of a site for Adult Emergency Shelter & Transition Housing facility
- Affordable Home Ownership Workshop, Affordable Housing Action Forum
- Negotiated density bonus to create site for a seniors non-profit housing project
- Non-Market Housing Units – total 1028 units (851 non-profit and 177 co-operative housing)

In their *2007 Affordable Housing Strategies*, they intend to develop the following strategies:

1. Affordable Housing Policies
 - Review & update the existing policies, include a statement of values in OCP
2. City Land
 - City land set aside for affordable housing projects
 - Demonstration project on a City-owned, leased or partnership site
 - Purchase of existing apartment buildings, covenant as rental housing, then sell as covenanted market rental housing
3. Zoning
 - Options for monitoring and controlling units which have restricted resale values
 - Investigate the potential for inclusion of lock-off units in multiple unit developments
 - Reduction of minimum unit sizes
 - Reduction of required parking for rental units as a City policy
 - Investigate use of Right of 1st Refusal on new units/groups of strata units to enable purchase at discounted values by City to create affordable rental housing
 - Stratification of a limited number of existing rental buildings to provide affordable homeownership units
4. Rental Housing
 - Densification of non-market projects to provide additional affordable units
 - Inclusion of market or non-market rental housing in major redevelopment above a minimum floor area (gross floor area incentive required)
 - Revise the Zoning bylaw to decrease the permitted outright density, then bonus for inclusion of market or non-market rental housing up to the stated OCP density
 - Provide for creation of rental units in underutilized areas (cellars, basements)
 - Remove barriers to creation of additional suites in existing rental apartment buildings
5. Secondary Suites
 - Consider on a case by case basis permitting 2 suites in larger single family dwellings where additional parking requirements can be met

6. Public Education
 - Information bulletins which present the City policy statements, strategies, etc.
 - Promote past successes utilizing tools such as density bonusing
 - Publicize good practices and innovative approaches
 - Prepare and distribute readily understood information regarding densification
7. Advocacy
 - Lobby Senior, Provincial and Federal Governments
8. Consultation & Collaboration

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City of Richmond

City of Richmond, “Richmond Affordable Housing Strategy”, May 2007

http://www.richmond.ca/shared/assets/Affordable_Housing_Strategy_-_200717702.pdf

Key priorities

The City has established the following three key priorities to address the need for affordable housing in Richmond:

1st priority: subsidized housing

- Accept cash-in-lieu contributions for affordable housing from townhouse developments where a minimum of 4 affordable housing units are not provided.
- Utilize the monies collected in the Affordable Housing Reserve Fund first and primarily for subsidized housing.

2nd priority: low end market rental

- Require each four storey low rise apartment and every high rise development containing more than 80 residential units to construct at least 5% of the building area and not less 4 low end market rental units.
- Require that all rezoning applications involving a single lot that is being rezoned but not subdivided and at least 50% of any new lots that are being rezoned and subdivided include either a secondary suite or a coach house unit.

3rd priority: entry level homeownership

- Encourage the construction of smaller apartment units and/or lower cost finishings
- Encourage innovative new housing forms and financing schemes.
- Permit the development community to built entry level ownership housing on their own initiative without necessarily securing this form of housing as “affordable” for households with annual income of less than \$60,000.

Key strategic directions

1. An articulated commitment to respond to issues related to housing affordability (hiring of a full time employee in real estate services, annual work program, annual monitoring and report of the results, review of the current plans, work with GVRD, senior governments and planning and decision-making bodies)
2. The use of regulatory tools and approaches to facilitate the creation of new affordable housing (adoption of an inclusionary zoning/density bonusing approach, provision of affordable housing units as an amenity, concentration of affordable low end market rental housing units together in one building or site, adoption of a Secondary Suite Policy including the legalization of one existing or new secondary suite in any single family dwelling)
3. Preserve and maintain the existing rental housing stock (replacement for the conversion or rezoning of existing rental housing units in multi-family and mixed used developments, establishment of a process to monitor and report on the future loss and provision of existing/new rental housing units)
4. Incentives to stimulate the creation of new affordable housing (rezoning and developments permit applications expedited, with no additional cost to the applicant, where the entire building(s) or development consists of affordable subsidized rental housing units, review of the DCC Bylaw, examination of density bonus provisions, exempting affordable housing from floor area ratio calculations)
5. Build community capacity through targeted strategies and partnerships (multi-level funds for the creation of additional affordable subsidized rental housing and affordable low end market rental units, creation of a new Affordable Housing Operating Reserve Fund, regular meetings with key stakeholders, City lands used for affordable subsidized rental housing and affordable low end market rental purposes, strategic land acquisition program for affordable housing)
6. Advocacy aimed at improving the policy framework and funding resources available for responding the local housing needs

Key elements in the strategy:

- Land acquisition
- Construction of units
- Maintenance of rental units
- Leasing land/rental of units
- Subsidies for rents
- Support services
- Research
- Supportive policies and regulations
- Financial incentives
- Other elements as required, including partnerships with the GVRD, the development sector and senior levels of governments

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In other British Columbian municipalities

City of Revelstoke

Jill Zacharias, “Revelstoke Affordable Housing Strategy and Policy Options”, July 2006

<http://www.cityofrevelstoke.com/pdf/RevAffHousingStrategy-FINAL.pdf>

This report focuses on the following possible actions that the city could take to ameliorate both current and potential affordable housing challenges in Revelstoke:

1. Supporting education and advocacy
 - Expand the scope and responsibilities of the Revelstoke Housing Committee as an official subcommittee of council.
 - Continue to monitor and evaluate housing issues and needs in the community
 - Educate the community with the issues when revising and amending the OCP
 - Incorporate affordable housing directives into the OCP.
 - Report and discuss affordable housing issues and actions through local newspaper and cable TV
 - Continue to hold public forums on affordable housing
 - Work with the regional district to coordinate efforts to address issues
 - Lobby the provincial government to address affordable housing issues
2. Removing barriers and providing flexibility for the private market to lower the cost of housing
 - Allow for a greater variety of density through flexible zoning
 - Incorporate Smart Growth standards into the OCP30
 - Encourage creative design to maximize land use and lot sizes
 - Make decisions using the housing ‘affordability lens’
3. Providing incentives for the private sector to develop new private market affordable housing
 - Review development applications on a project-by-project basis to assess capacity for bonus density or the creation of secondary suites/accessory units
4. Requirements for the private sector to provide affordable housing
 - Establish a contribution policy where developers are required to develop deed-restricted, or pay cash-in-lieu to an affordable housing reserve fund
 - Establish a commercial linkage program to build workforce housing
 - Assist businesses/organizations in providing housing for their employees
5. Other requirements
 - Control vacation rentals through zoning
 - Explore controlling absentee homeownership through zoning
6. Levying fees or taxes to be used for affordable housing

- Explore instigating an Employee Service Charge Bylaw
- Establish the accommodation tax and explore potential of negotiating dedicating a percentage to assist in financing amenities like affordable housing
- Lobby the provincial government to turn back revenues from the PTT to municipalities to help fund affordable housing requirements

7. Assisting private non-profits or co-ops to build affordable housing

- Keep an eye out for new federal and provincial programs as they emerge
- Consider expanding the scope of an existing community nonprofit group or developing a ‘seed’ organization that could become a future housing corporation
- Work with any non-profit groups that have proposals for housing options

8. Using municipal land

- Establish a community land trust for affordable housing
- ‘Land bank’ existing municipal land for affordable housing
- Pursue an active municipal land acquisition program
- Explore ways to acquire land from developers as an amenity contribution
- Develop surplus school district properties for affordable housing
- Develop perpetually affordable housing in Crown land
- Investigate the possibility of using remaindered federal land for a housing project

9. Establishing own housing corporation or housing authority

- Establish a Community Housing Corporation to direct affordable housing initiatives

10. Providing financial assistance

Use other means to build up an affordable housing reserve fund to finance a community housing corporation and develop affordable housing units

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City of Vernon

City of Vernon OCP, *Major Issues Paper #6 – Housing*, 2008

http://www.vernon.sgas.bc.ca/tiny_mce_uploads/documents/6_housing.pdf

The City of Vernon could adopt the following strategies to achieve affordable housing goals:

- Taxes on rental properties should be lower than those on owner-occupied properties
- Multi-family dwellings should not be charged user fees for water and solid waste removal; fees that should be applied to single family dwellings
- By encouraging renovation rather than building, developers could save 40-50% in building costs
- Demolition taxes could discourage the destruction of older homes and affordable housing stock
- Remove or reduce GST on specific housing developments

- Developers should set aside a small premium on developments to go to dedicated non-market housing onsite
- Covenants on property deeds that maintain price at % below market for ever
- Laneway housing, similar to granny flats, or conversion of existing garages, building new single storey granny flat off laneways
- Market rate cooperatives and Co-housing
- Community Land Trusts are “organizations that acquire land through purchase or donation and hold it in perpetuity to meet affordable housing needs by removing it from the speculative real estate market”

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City of Victoria and the Capital Regional District
CRD Planning & Protective Services, *Regional Housing Affordability Strategy for the Capital Regional District*, March 2007

http://www.crd.bc.ca/reports/regionalplanning/_generalreports/_housingaffordability/_housingaffordability/_adoptedregionalhousi/Adopted-RegionalHousingAffordabilityStrategy-FINALforweb.pdf

This document sets out a Regional Housing Affordability Strategy (RHAS) for the Capital Region (CRD).

Goals

To achieve the vision of safe, adequate, and affordable housing for all of the region’s residents, the RHAS has three goals:

- To increase the supply of more-affordable housing in the region.
- To reduce the number of people in core housing need, especially low income renters.
- To reduce the number of homeless people, and support the transition out of homelessness.

Recent actions to improve housing affordability in the region

- establishment of a Regional Housing Trust Fund (March 2005)
- legal secondary suite policies
- programs to build low-end of market housing funded from development fees
- density bonus programs
- other incentives to encourage the construction of more housing

Strategies

Strategy 1: Secure more funding for non-market and low end of market housing

- Expand participation in the Regional Housing Trust Fund to all of the CRD
 - Use charitable tax credits for more-affordable housing
 - Encourage access to grants, donations and philanthropic support
- Facilitate access to information on all existing federal and provincial housing-related programs.

- Coordinate with municipalities, HAP, and the Capital Region Housing Corporation to actively lobby senior governments for programs and housing to improve housing affordability.
- continue to provide expertise to facilitate the development of non-market and low end of market housing projects

Strategy 2: Establish and enhance pro-affordability local government policies and regulations across the region

Regulatory Actions:

- Develop policies to encourage greater densification, inclusionary zoning (secondary suites, small lot infill in existing neighbourhoods, mixed-use developments in town-centre areas, flexible housing forms)
- Streamline and harmonize housing development approval processes

Fiscal Actions:

- Create additional rental stock through tax incentives for the conversion of non-residential properties into housing.
- Preserve existing rental stock through the strategic use of federal Residential Rehabilitation Assistance Program (RRAP) funding and maintenance by-laws.
- Review and examine options to creatively adjust building and development fee structures to encourage affordable housing.

Policy Development:

- Require the inclusion of affordable housing policies in Official Community Plans (OCPs) and Regional Context Statements.
- Include policies regarding inclusionary zoning in OCPs.
- Establish an “affordable housing first” policy and either donate or lease surplus municipal lands to non-profit community organizations for housing purposes.

Strategy 3: Facilitate community-based affordability partnerships and initiatives

- Provide information on alternative tenure, construction and financing options for more-affordable housing to industry, community organizations and individuals.
- Lobby senior governments to develop tax incentives for the creation of purpose-built affordable rental housing.
- Encourage individual non-profit organizations in the Capital Region to promote the re-development of older, lower-density non-profit housing projects.
- Encourage the development of a community land trusts when considering the disposal of surplus lands.

Strategy 4: Build neighbourhood-level support for housing affordability

- Process regular monitoring and public reporting on the effectiveness of RHAS by the Capital Region
- Share & disseminate the information promoting more-affordable housing practices

Strategy 5: Expand the scope of the Victoria Homelessness Community Plan (VHCP) to the region as a whole

- Establish a Regional Homelessness Task Force.
- Review and update the VHCP and recast it as a regional homelessness plan.

- Continue to build partnerships.

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District of Squamish

City Spaces Consulting Ltd, *Squamish Affordable Housing Strategy*, September 2005

http://www.district.squamish.bc.ca/files/PDF/0510_Squamish_AH_final.pdf

In April 2005, the District of Squamish initiated a housing study with the objective of adopting an Affordable Housing Strategy by fall, 2005. This report is the outcome of that initiative.

Three Objectives

- To use the District's powers effectively in order to facilitate the development of affordable market and non-market housing, and to address the potential loss of existing affordable housing.
- To establish an environment that allows the private market to build affordably and sets expectations of the private market to do so.
- To actively engage the real estate community, non-market housing providers and other community interests in helping to develop and maintain affordable housing.

Ten Strategic Directions

Strategic Direction 1: State District's vision and policies clearly

- Adopt this Affordable Housing Strategy and ensure that it is regularly consulted
- Amend the District's OCP

Strategic Direction 2: Engage the Squamish development community

- Hold a facilitated full-day workshop to explore incentives, regulatory reform and requirements:
 - Prepare background papers on how to update the zoning bylaw and other regulatory bylaws, on how to clarify and streamline the development approvals processes and their associated costs, on what development financing mechanisms could facilitate more equitable and affordable infrastructure

Strategic Direction 3: Consider the potential loss of existing affordable housing

- Consider preventing loss of affordable stock or require compensation for the loss of existing affordable rental housing:
 - Require the applicant to provide a plan of "no net loss"
 - Establish a District demolition control bylaw and demolition reserve fund
 - Undertake further analysis of manufactured housing
 - Consider establishing a policy to limit the conversion of rental housing into strata ownership or other uses

- Re-consider secondary suites policy and zoning regulations to ensure that secondary suites remain a significant market contributor

Strategic Direction 4: *Facilitate community partnerships*

- Create a group that would act as an ongoing resource for the District and help monitor the implementation of the affordable housing strategy
- Work with the development community, non-profit housing providers and health authorities to build seniors' and other special needs housing with support services

Strategic Direction 5: *Investigate creating a municipal housing corporation*

- Adopt a “due diligence” approach, one that develops a “business plan” for the possible establishment of a municipal housing corporation

Strategic Direction 6: *Investigate creating a Housing Reserve Fund*

- Establish a Housing Reserve Fund to spend received public revenues on housing

Strategic Direction 7: *Ensure available land supply*

- Consider pre-designating and pre-zoning for both multi-family housing in master planned areas and manufactured homes

Strategic Direction 8: *Examine financial tools to ensure affordability*

- Examine the costs of bringing housing onto the market
- Use financial incentives for affordable housing such as:
 - Waiving or reducing development cost charges or other development charges
 - Providing property tax rebates for a period of time
 - Funding feasibility studies to determine the viability of a project
 - Offering other loans and grants

Strategic Direction 9: *Gift or provide a long-term lease of municipally owned land*

- Gift or lease land to non-profit housing providers through existing holdings or land swaps and dedications from newly developing areas

Strategic Direction 10: *Maintain fair, consistent guidelines. Make information available*

- Ensure that policies, procedures, and information packages are in place to encourage and support the development of affordable housing
- Establish guidelines (and keep the community informed) on how the District spends funds raised through development cost charges or other amenity charges
- Make information available to developers and property owners in the form of fact sheets that outline procedures, fees, and timelines
- Promote various programs for seniors
- Provide information services to low and moderate-income residents (registry of legal suites and rental units, lists of provincial grants and subsidies, rent supplements and other related opportunities)
- Develop and maintain an online source of documents and links

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In other Canadian provinces

City of Calgary, AB

City of Calgary, *Corporate Affordable Housing Strategy*, July 2002

http://www.calgary.ca/docgallery/bu/corporateproperties/affordable_housing/affordable_housing_strategy.pdf

The City of Calgary identified eight affordable housing roles and their related strategies.

1. Management and operation of non-market (social) housing
 - Continue to be the primary operator of non-seniors non-market housing and related programs
 - Maintain or increase the ratio of subsidized housing to market housing
 - Review current City initiatives supporting subsidized housing and explore new funding sources for this housing
 - Support non-profit organizations in the development and operation of social housing programs
2. Administration of resources from other governments
 - Continue to administer programs provided by senior government levels
 - Support senior government initiatives that enable municipalities to better provide for affordable housing activities such as providing grants and other financial incentives, and tax benefits or reductions
3. Direct funding and development
 - Contribute financial resources, preferably in the form of land, to capital projects
4. Strategic partnerships
 - Contribute civic assets, generally in the form of leased land, to leverage other resources
 - Identify municipal lands appropriate for future development of affordable housing, which could be leased in strategic partnership
 - Cultivate partnerships with all relevant stakeholders
5. Planning and regulation
 - Develop regulatory incentives to encourage the private sector to provide and protect lower cost housing
 - Encourage the development of new rental housing and the protection and enhancement of existing rental housing stock
 - Support actions to encourage competition and choice in the housing marketplace
 - Enforce building and fire safety standards to regulate older, multiple unit rental housing and the demolition of that housing if required
 - Facilitate the provision and retention of affordable housing by supporting changes to land and building development standards and land use by-law regulations

6. Community development and education
 - Work with community agencies and support providers to reduce local opposition to affordable housing initiatives through an education and participation approach
 - Communicate the role of affordable housing in terms of a determinant of health, well-being and stability of individuals, families and communities
7. Research
 - Develop a Biennial Housing Needs Assessment
 - Develop a base of information and expertise about affordable housing
 - Establish common protocols for the collection, measuring and reporting of housing data
 - Encourage research and experimentation to reduce housing costs through innovation in housing types and construction methods
 - Monitor the outcomes of housing and social programs
 - Continue to provide municipal resources
8. Advocacy
 - Advocate for the provision of capital and operations funding from senior government levels for affordable housing
 - Support initiatives to encourage the provision of support services and appropriate employment opportunities to help reduce the need for affordable housing

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Town of Canmore, AB

Town of Canmore, *Town of Canmore Affordable and Entry Level Housing Study – Final Report*, March 2003

<http://www.canmorehousing.ca/pdf/files/completefinalreport.pdf>

The Town of Canmore and Three Sisters Mountain Village commissioned The Affordable and Entry Level Housing Study, which was delivered in March 2003.

The Study's seven recommendations are to:

1. Develop an affordable housing strategy which clearly outlines how affordable housing will be created in Canmore
2. Establish a “linkage program” on commercial and residential developments to build workforce housing or add to the housing reserve fund
3. Apply a levy on visitor accommodation with funds to be directed to the housing reserve fund
4. Exempt perpetually affordable units from growth management quotas, including accessory dwelling units.

5. Build new housing or buy units (e.g. trailers, cottages, units in condominiums) to be owned and managed as perpetually affordable housing by the municipal housing corporation.
6. Co-owning by individual households and a municipal housing corporation; these units would remain perpetually affordable through deed restrictions
7. Work with local lenders to create a “home start” or “suite smart” lending program

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City of Saskatoon, SK

City of Saskatoon, *Housing Business Plan – 2008*, October 2007

http://www.city.saskatoon.sk.ca/org/city_planning/affordable_housing/resources/2008%20Housing%20Business%20Plan%20Att2.pdf

This business plan sets out the City’s role and action plan in the area of housing to the year 2008 and beyond. The City of Saskatoon will carry out the following strategies:

1. Undertake and support **policy improvements**, which provide as many practical, effective housing solutions as possible and to engage as many sectors of the economy to provide a greater range of affordable housing choices.
 - a. New ‘First Home Ownership Program’ (FHOP)
 - Implement this program and identify suitable locations for this type of housing in new City-owned neighbourhoods
 - Coordinate the design and implementation of a Request for Proposal process for the disposition of land under the FHOP
 - Consult with the private development industry towards a voluntary approach to implement the FHOP in all privately-owned neighbourhoods
 - b. New Zoning District for Entry Level and Affordable Housing
 - c. Bonuses to encourage Inclusionary Housing Development
 - proceed with formal consultations with housing providers and land developers to implement a bonus provision in the zoning bylaw for inclusionary affordable housing developments
 - d. Permanent Affordable Housing for Working Families (Land Trust)
 - e. Providing Disposable Land to Affordable Housing Providers
 - f. Priority Review for Affordable Housing Development
 - g. Policy Review for Granny, Garage, Carriage and Secondary Suites
 - h. New Neighbourhood Design Standards
2. Provide a wide range of **housing incentive plans** to reduce barriers associated with providing a range of housing choices, in a variety of locations, and to support innovative and downtown housing.
 - a. Innovative Housing Incentive Policy
 - b. Incentives for Secondary Suites

- Implement a permit fee rebate for construction or renovation to provide Secondary Suites
 - c. Five Year Tax Abatement for all rental and co-op affordable housing developments provided by a non-profit housing developer
 - d. Support for Affordable Housing Business Planning
 - e. Downtown Housing Program
 - f. Municipal Enterprise Zone
- 3. Continue **research and monitoring functions** in order to provide current and relevant information on housing conditions and trends.
 - a. Saskatoon State of Housing Report
 - b. Neighbourhood Profiles
 - c. Local Area Plans
 - d. Saskatoon Community Plan for Homelessness & Housing
- 4. Develop **partnerships/joint ventures/networks** with various orders of government and community-based organizations to take action on affordable housing needs. One of their strategies set out in *The City of Saskatoon Corporate Business Plan (2007-2009)* was to pursue public/private partnerships for housing projects.
- 5. Support **education and awareness programs** to inform the public about housing issues, such as renters' rights, and community safety.
 - a. Renters Handbook
 - b. Affordable Housing Week

The City's housing activities are funded by the Affordable Housing Reserve. This reserve is unique in Canada in that it receives on-going funding from the City Land Development Program, and is therefore much like a Housing Trust.

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City of Toronto, ON

City of Toronto, *Housing Opportunities Toronto 2008-2018 (HOT)*, 2007

<http://www.toronto.ca/affordablehousing/pdf/hotframeworkOct07.pdf>

This document is a comprehensive plan to create and maintain affordable housing in the City of Toronto.

Accomplishments

The following outlines the previous accomplishments of the City of Toronto with respect to affordable housing:

- Revitalization of mixed-income communities
- Approval of 4,200 affordable and transitional units since 2000
- Repair and refurbishment of Toronto Community Housing Corporation homes
- Housing allowance, rent supplements
- Rental Housing Demolition and Conversion By-law
- Creation of the Affordable Housing Office and Affordable Housing Committee
- Funding Partnerships
- Key funding investments:
 - ⇒ to create new rental housing
 - ⇒ to support new housing and other initiatives
 - ⇒ to renovate and rehabilitate rental and ownership housing; and to fund second suites, hostel repairs
 - ⇒ to create new homes.

Action plan

In this document, the City of Toronto sets out the following action plan:

1. Provide Supports to Help Homeless and Vulnerable Individuals and Families Find and Keep Homes
 - a. Expand the “housing-first” approach to help people living on the street or in shelters find permanent affordable housing
 - b. Co-ordinate and provide supports and housing to ensure homeless and vulnerable people are able to keep their homes
 - c. Redevelop certain emergency shelter sites as new affordable housing
 - d. Conduct the City’s second Street Needs Assessment in spring 2009
1. Assist Families and Individuals to Afford Rents
 - a. Keep tenants housed through eviction prevention and education
 - b. Transform the social housing waiting list into a proactive social housing access system
2. Preserve and Fix Rental Housing and Keep it Affordable
 - a. Preserve affordable rental housing using the Official Plan and regulations such as demolition and condominium controls
 - b. Leverage the value in social housing in order to reinvest in repairs and regeneration
 - c. Strengthen non-profit and co-operative housing providers to make them an even more effective partner in delivering and maintaining social housing communities
 - d. Support the Toronto Community Housing Corporation in strategic asset management, including selective sale of property to generate capital for new affordable housing and repairs to existing stock, while protecting tenants
 - e. Develop partnerships with private high-rise owners to prompt the repair and environmental retrofit of apartments to help ensure ongoing rental affordability

- f. Help homeowners make safe and legal second suites through education, promotion and incentives
3. Create and Renew Mixed, Inclusive, Sustainable Neighbourhoods
 - a. Accelerate planning and support for the redevelopment and revitalization of social housing
 - b. Implement inclusionary housing policies, to require some affordable housing to be included in private development
 - c. Develop new, innovative means of funding where affordable housing catalyzes mixed developments, e.g., tax increment financing
 4. Create New Affordable Rental Housing
 - a. Identify and bank City land and other properties/buildings for affordable housing
 - b. Promote and facilitate new affordable residential buildings in growth areas
 - c. Replenish “seed” funding by boosting the Capital Revolving Fund for Affordable Housing
 - d. Set criteria for new affordable housing developments that provide a specific number of rent-g geared-to-income units which are highly affordable
 5. Help Households Buy and Maintain Ownership
 - a. Partnering with private sector and non-profit proponents
 - b. Provide enhanced tax deferrals/rebates and other support
 - c. Review Official Plan policies to better enable affordable home ownership
 6. Create Housing Opportunities in All Neighbourhoods
 - a. Promote *Housing Opportunities Toronto* by engaging the public in consultations and through ongoing education
 - b. Seek opportunities and partnerships where affordable housing can be created and welcomed in all neighbourhoods.
 7. Work Together with All Governments and the Non-Profit and Private Sectors
 - a. Finalize the 10-year Affordable Housing Plan to guide government and community actions
 - b. Create a multi-party Affordable Housing Action Group to assist in implementing the plan
 - c. Draft a Federal-Provincial-City Agreement on homelessness and affordable housing to focus investment, strategies and outcomes over 10 years
 - d. Identify opportunities for creative partnerships with the business sector, the community and the labour movement to meet the affordable housing needs of “key workers”
 - e. Pursue creative partnerships with other organizations to incorporate affordable housing in other city building initiatives
 - f. Work with federal and provincial governments to identify savings on health care, prisons, emergency services and other programs from the creation of affordable housing

The City of Toronto is also developing a AHP (Affordable Housing Program), which is a program to create affordable housing through affordable housing development and housing allowances, with equal funding from the federal and provincial governments ([2006 Action Plan for Affordable Housing Development](#)). It sets out the City's priorities for delivery of the Affordable Housing Program (AHP) in 2006 onwards.

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County of Wellington, ON

County of Wellington, "Wellington and Guelph Housing Strategy", March 2005

http://www.guelph.ca/uploads/PBS_Dept/planning/documents/Affor_Housing_Strategy_march2005.pdf

County of Wellington Council approved its first Affordable Housing Strategy in March 2005. The strategy provides the following framework of five strategic principles, covering a full range of proposed housing initiatives to address housing needs and gaps in the community.

1. Need to produce new affordable and social housing
 - Participate in Federal-provincial housing initiatives
 - Enact local programs to create rent supplements for low income tenant households and to create apartment units in houses or convert vacant commercial spaces for new modest housing units
 - Seek funding for a minimum of 100 affordable rental units each year
 - Encourage senior governments to provide Income Tax and other tax breaks for individuals or corporations that are providing funding to build affordable rental housing
 - Direct staff to investigate housing for special needs groups
 - Seek partnerships with others to produce affordable and/or social housing.
 - Consider mechanisms to waive development charges for new affordable housing units.
 - Provide information to the City regarding taxation and development charge incentives for affordable housing

2. Protect Persons who Risk Losing their Housing and Becoming Homeless:
 - Establish rent bank and utility fund with appropriate support agencies
 - Support implementation of tracking and other homelessness initiatives by senior level governments.
 - Encourage Province to make adjustments to minimum wage and social assistance incomes to assist low income households.
 - Work with rural municipalities to identify extent of homelessness issues and outline potential mechanisms to address issues where warranted
 - Investigate funding and support mechanisms for social housing clients requiring life skill and tenancy assistance.
 - Work with others to support neighbourhood and community development

3. Preserve Existing Rental Housing
 - Investigate assuming the direct Canada Mortgage and Housing Corporation delivery agent role for housing rehabilitation assistance programs
 - Comment on development application proposals for demolition/conversion of rental housing
 - Conduct a Building Condition Audit Review of the social housing portfolio, and investigate funding mechanisms to maintain the housing stock in good condition
4. Planning and Land Use Regulation Considerations
 - Encourage accessory apartment in County municipalities
 - Promote continued collaboration on the review of development applications/policy issues in the County to support affordable housing objectives
 - Encourage staff to continue to work with City staff on affordable housing issues
 - Identify barriers to affordable housing provision in the community and recommend potential solutions
5. Education, Research and Monitoring of Affordable Rental Housing
 - Establish a Housing Resource Centre to provide a single point of information on housing in the community
 - Develop and implement a community education and outreach action plan
 - Monitor economic factors, housing market and changes to legislation, by-law changes to identify housing issues and trends on an ongoing basis

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Homelessness plans

City of Lethbridge

Social Housing in Action (SHIA), “Bringing Lethbridge Home”, 2005

<http://www.socialhousing.ca/pdfs/bringingLethHome.pdf>

Social Housing in Action (SHIA) has designed “Bringing Lethbridge Home”, which is a strategic plan to end homelessness through housing first in the city of Lethbridge by 2011.

They have created emergency shelters and developed transitional housing programs, and they provide supported housing. They have also targeted three main areas of focus for permanent housing for families and individuals who are either homeless or at risk of becoming homeless: Single Resident Occupancy (SRO), affordable rental accommodation, and affordable home ownership.

As part of their plan to end homelessness, SHIA has developed a structure and process to help achieve this goal, whose framework includes:

1. Assessment
 - Implement and maintain an Outcome Evaluation System

2. Closing the Front Door

- Oversee the implementation of an emergency homelessness prevention program that includes:
 - rent/utility assistance
 - case management
 - landlord/tenant education and mediation programs
 - other community-based strategies to prevent eviction and homelessness
 - access to the 'right' housing and supports
- Offer support service programs that:
 - provide care and services to people living with low incomes and/or disabilities, addictions or mental illness
 - assess and respond to their housing needs through information and referral to the appropriate services
- Ensure an outreach support service is systemic, coordinated and:
 - designed to reduce barriers to housing and services
 - client-focused
 - utilizes a case-management model with a single portal to access services
 - encourages and supports homeless people and those at risk to access appropriate housing and is linked to effective support services
 - provides information and referral services
 - monitored and evaluated for its impact and effectiveness

3. Opening the Back Door

- Reduce and minimize the length of time people are homeless and the number of times they become homeless
- Ensure the right housing is available for homeless people and those at risk of homelessness
- Ensure that services are available and accessible to rapidly house the homeless and retrain housing for people who are at risk of becoming homeless
- Ensure that the re-housed have rapid access to appropriate support services
- Ensure that a sufficient supply of permanent supportive housing is in place to meet the needs of the aging and chronically homeless people, youth and families
- Ensure that a plan is in place to address the permanent housing needs of people living with a low income

4. The Implementation of the Wheel of Housing and Support

- Increase the supply of innovative, supported and safe and affordable housing options.
- Strengthen and sustain appropriate support and outreach services.
- Complete the Demonstration Projects (Rental and Ownership) for individuals and families living with a low income.

The detailed roles and associated strategies are listed below:

1. Decrease the number of people living on the streets, in the coulees and in the Emergency Shelters

- Adopt a city wide “ending homelessness” approach by ensuring an adequate supply of appropriate, safe and affordable housing options with support services
 - Increase number of emergency shelter beds for the chronic aging homeless and homeless families and adjust this number downward as the need decreases
 - Ensure the homeless have access to appropriate shelter and provide the necessary support services to promote empowerment, independence and selfreliance
 - Reduce the number of homeless people and those at risk of being homeless through a combination of appropriate and accessible services;
 - Strengthen the outreach services through M.U.S.T.
 - Increase access to appropriate community resources
2. Assess, prioritize and address gaps and housing needs as identified by our citizens, services providers and community
 - Conduct and coordinate research and outcome evaluation initiatives
 - Develop and implement a Communication and Advocacy Plan to disseminate information and create awareness of housing needs in the community
 - Host forums and engage the community;
 - Identify priorities and action plans required to reduce and prevent homelessness
 - Identify housing and support service assets, needs and gaps
 3. Implement and maintain a current community social housing plan aligned with the community based process
 - Implement and maintain the housing framework and continuum
 - Provide opportunities for evaluation and community consultation
 - Ensure diverse community participation in the community based organization from all stakeholder sectors
 4. Provide direction and support to oversee the strategic implementation of the subcommittees required to implement the plan and continued evaluation of overall strategic direction
 - Implement the SHIA
 - Review Membership of the Steering Committee to reflect diverse Stakeholders
 - Provide Fiscal Stewardship;
 - Monitor process, progress and outcomes
 - Evaluate, identify and implement best practises
 5. Increase community awareness and education of the overall impact of homelessness, status and outcomes of community initiatives through strengthening the following:
 - Newsletter
 - Website
 - Research and information dissemination
 - Social marketing campaign
 - Conduct Neighbourhood consultations/forums to reduce the impact of NIMBY
 - De-mystify homelessness and define the benefits of safe and affordable housing

6. Continue the implementation of the housing continuum and appropriate support services
7. Preserve and increase the supply of affordable housing and promote sustainable neighbourhoods
 - Engage and provide a guide to the community to take ownership to end homelessness through access to safe and affordable housing options
 - Build partnerships with the private sector and stakeholders
 - Define and implement appropriate Affordable Housing Policy and the required projects
 - Continue the implementation of the *Affordable Housing: Strategies for our Community*
 - Lobby for timely access to available provincial and federal grants
 - Implement an education and awareness campaign to cultivate community support for affordable housing development and promote options
 - Implement the *H.O.M.E. Program*
8. Strengthen and support partner agencies and stakeholders that contribute service for homeless people and those at risk of homelessness
 - Enhance existing programs and increase the capacity and sustainability of agencies within the community to further implement the housing continuum
 - Promote self-care and wellness
 - Support Not-For-Profit organizations championing new initiatives and ensuring the programs and services are coordinated
 - Strengthen and promote collaborative partnerships with all sectors
 - Integrate, redesign and improve support service delivery systems to increase the ability/accessibility to rapidly house and re-house people who become homeless
 - Increase opportunities for the homeless and at risk people to increase their income through community economic development, employment and appropriate access to support services;
 - Lobby and advocate for appropriate, sustainable and predictable funding for community based initiatives
 - Organize/deliver best practise and organizational development education sessions
 - Support and strengthen the capacity of agencies in growth and organizational development initiatives
 - Encourage and support agencies in innovative and evidence based practise
 - Continue implementation of outcome evaluation and quality improvement strategies
9. Increase Lobbying and advocacy efforts at the local, provincial and federal levels
 - Identify opportunities, barriers and challenges encountered in to implement the Housing Continuum
 - Provide regular progress reports, outcomes of initiatives and quality improvement initiatives
 - Maintain and strengthen investment in positive relationships and partnerships
 - Continue Participation in existing events and organizations

10. Nurture and value diversity and inclusiveness as it relates to “ending homelessness”
 - Ensure the engagement of appropriate protocols and process to strengthen relationships and participation with Aboriginal people, new Canadians, persons with disabilities, youth

11. Improve the overall health and social well-being of the homeless and at risk children youth, adults and families through the successful implementation of the housing continuum and addressing root causes of homelessness
 - Lobbying and advocacy
 - Work collaboratively with the Community & Social Development Committee to further implement the Social Policy
 - Strengthen initiatives at provincial and federal levels to “end homelessness”
 - Ensure appropriate community support systems are in place
 - Continue the implementation of the inter-disciplinary service delivery at the Resource Centre
 - Foster Multi-service Partnerships

12. Continue to develop and implement evidence based Best Practices
 - Research strategies and Best Practices to minimize the impact of NIMBY
 - Implementation of plans and best practices
 - Engage experts throughout the implementation of the housing Continuum
 - Conduct research and outcome evaluation

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Overview of resources and publications

Current situation on housing and homelessness

Tenant Resource and Advisory Centre (TRAC), *Municipal Report Card on Housing and Homelessness*, January 2007

<http://www.tenants.bc.ca/bulletin/report%20card.pdf>

In this report card, TRAC highlights the need for a local government role in addressing housing and homelessness. As a result of their observations, they graded 16 municipalities in the Greater Vancouver Regional District based on the following criteria: permitting and/or legalization of secondary suites; how they attempt to preserve their existing rental stock through a Standards of Maintenance by-law; the steps they take to provide affordable housing; and how they tackle homelessness. In the face of a worsening problem of affordable housing availability and homelessness, none of the GVRD municipalities have been given an A.

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Addressing the affordable housing issues

Tim Wake, *Review of Best Practices in Affordable Housing*, SmartGrowth BC, October 2007

http://www.smartgrowth.bc.ca/Portals/0/Downloads/SGBC_Affordable_Housing_Report_2007.pdf

Smart Growth BC commissioned this report, whose purpose is to review the range of affordable housing approaches used by local governments in select jurisdictions in Canada and the U.S. and to provide some preliminary comments about the effectiveness of these tools.

This report provides definitions, reviews and discusses a variety of affordable housing initiatives, projects and models, and sets out five case studies.

The heart of the report consists of a description and a review of the following policies and programs as well as strategies for affordable housing:

Policies and programs:

- Inclusionary Zoning
- Density Bonus
- Rent Restriction
- Resale Price Restriction
- Secondary Suite Policy
- Housing Fund
- Demolition Policy

Strategies:

- Affordable Housing Strategy
- Real Estate Escrow Interest Grant
- Growth Management Strategy
- Public Private Partnership
- Housing Needs Assessment
- Housing Organization
- Land Banking
- Waitlist System
- Real Estate Transfer Tax Allocation

This report suggests the need for more robust affordable housing initiatives that reflect the learning from approaches undertaken in the U.S. since the 1980's.

In his [*Tools for Affordable Housing*](#), resulting from this previous review, Tim Wake provides BC communities with tools to help them address the affordable housing issues.

First, BC municipalities should undertake the following steps:

- Growth Management Strategy
- Affordable Housing Strategy
- Housing Needs Assessment

Then, they should develop the following best practices:

- Inclusionary Zoning
- Secondary Suites
- Density Bonus
- Resale Price Restrictions
- Housing Fund
- Land Banking
- Housing Organization
- Partnerships for Affordable Housing

They should also focus on non-market rental and ownership mechanisms.

Finally, to help them get started, Tim Wake provides them with the following tips:

- Develop an affordable housing strategy
- Adopt smart growth principles to create compact, complete communities
- Educate the public and development sector
- Create a housing organization and/or designated affordable housing staff
- Implement some policies immediately
- Attend to regional planning policies

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The Toronto Board of Trade, *Affordable, Available, Achievable – Practical Solutions to Affordable Housing Challenges*, April 2003

<http://www.bot.com/assets/StaticAssets/Documents/PDF/Policy/FINALBOTAffordableHouseReport031.pdf>

Coming from a business perspective, this Toronto Board of Trade report describes how the supply of affordable housing affects the success of all businesses, helping to determine whether or not companies and employees locate in the city. A lack of affordable housing can lead to a host of other, more serious social and economic problems. The report provides the federal, provincial and municipal governments with practical solutions for the short term and for the long term to increase the availability of affordable rental and ownership housing.

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Nick Falvo, *Addressing Canada's Lack of Affordable Housing*, June 2007

<http://www.streethhealth.ca/Downloads/NickCEA-0507.pdf>

This report examines the trends in financing affordable housing and proposes the following four alternatives to addressing the lack of affordable housing in Canada: non-profit housing, rent supplements, the U.S.- style tax credit system for developers of rental housing, and an income-security approach. The author provides a historical analysis of the federal government's approaches to affordable housing and summarizes their unique features. Then, he discusses the four alternatives one by one, and spells out what they would look like in today's Canadian context. At the end of the paper, he conducts an interesting costing-out exercise examining each alternative, in which he supposes that the federal government wants to make a one-time expenditure of \$100 million. Noting the advantages and disadvantages of each model, the author concludes that the policy alternatives should be complementary.

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HUD - PD&R, *Best Practices for Effecting the Rehabilitation of Affordable Housing - Volume 1: Framework and Findings & Volume 2: Technical Analyses and Case Studies*, Septembre 2006

<http://www.huduser.org/publications/affhsg/bestpractices.html>

This two-volume report distills the practices that have been shown to work in many settings to implement the renovation of affordable housing. These best practices are designed to address the challenges to rehab at its development, construction, and occupancy stages. Volume I is a comprehensive resource guide to state, local, and federal tools for overcoming barriers. Volume II provides analyses of key rehab resources and barriers, and case studies of state and local efforts to overcome major regulatory impediments.

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Preserving the rental housing stock

Canadian Housing and Renewal Association, *Municipal Initiatives – Stemming the loss of rental stock*, October 2002

<http://www.urban-renaissance.org/urbanren/index.cfm?DSP=content&ContentID=7202> (registration required)

This report is the result of a CHRA study, which aimed at assisting municipalities in understanding the type of initiatives they can undertake to combat loss of stock and affordability. The heart of the report consists of a description of 12 mechanisms that Canadian cities have introduced to help stem rental housing losses in their communities. These case studies are for communities to consider how they might be adapted for use in their context. It also provides statistics on the importance of the rental stock, its condition, its cost and affordability, and the incidence of demolition and condo conversion are charted for many of Canada's metropolitan centres over the last decade. It includes a literature review focused on Canadian and US sources pertaining to the preservation of the existing rental housing stock in both countries. It also describes how the provinces view the issues and what steps they have taken to help the municipalities stem the loss of the affordable rental housing stock. Some municipal approaches are also described.

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B.C. Ministry of Community, Aboriginal and Women's Services, *Rental Housing Planning Guide*, September 2002

http://www.housing.gov.bc.ca/housing/rentguide/guide_2002.pdf

While the Province of British Columbia is seeking ways to increase the supply of affordable housing, especially in the private market, they developed this guide to assist local governments, community groups and the business sector develop plans to address

issues related to rental housing. The guide provides tools for local government to promote the preservation of existing and the construction of new rental housing. It contains strategies for small and large communities to use when working with the housing sector to meet the rental housing needs of residents.

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Ending homelessness

Alberni Valley Stakeholders Initiative to End Homelessness, *At Home in Alberni Valley – Our Plan to End Homelessness*, December 2007

This report is Alberni Valley's second draft plan to end homelessness. They first describe the situation on homelessness in Alberni Valley. Then, they provide a list and a brief description of the agencies that are currently working towards the goal of ending homelessness in their community. And after identifying the numerous gaps in infrastructure and services, they recommend specific strategies and actions that could achieve their goal, such as the promotion of affordable home ownership and rent options, and the creation of transitional housing.

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Literature reviews and catalogues of resources

Sharon Chisholm, *Affordable housing in Canada's urban communities: a literature review*, July 2003, Canada Mortgage and Housing Corporation, <http://www.chra-achru.ca/CMFiles/documents/2003%20Affordable%20Housing%20Literature%20Review1NPK-1282008-4851.pdf>

This literature review identifies issues with respect to urban affordable housing. The author summarizes the major transitions in Canadian housing policy regarding affordable housing. Then she explores the linkages between housing and other social, economic and environmental issues of concern to Canada's urban centres, such as social inclusion, homelessness, vulnerable people, economic development, and health. She concludes with steps that urban communities should undertake in order to address affordable housing issues.

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The Ministry of Community Services and the Office of Housing and Construction Standards, Publications
<http://www.cserv.gov.bc.ca/lgd/planning/housing.htm>

This web page provides resources about housing. The publications below were produced by the Ministry of Community Services and the Office of Housing and Construction Standards to support local governments in developing housing policy.

Planning for Housing 2004: An Overview of Local Government Initiatives, 2004

The guide provides examples of the initiatives undertaken by local governments in British Columbia to encourage the development of housing options.

A Local Government Guide for Improving Market Housing Affordability, 2005

The guide illustrates how local governments across British Columbia are working to increase the supply and general affordability of market housing. It highlights effective practices and provides practical information for planners, local government officials, non-profit housing providers and private sector developers.

Rental Housing Planning Guide, 2002

The guide provides tools for local government to promote the preservation of existing and the construction of new rental housing. The guide contains strategies for small and large communities to use when working with the housing sector to meet the rental housing needs of residents.

Supportive Housing for Seniors: A Policy and Bylaw Guide, 1999

The guide addresses the challenges of providing housing for an aging population. The guide includes information for local governments on drafting policies, bylaws and guidelines as well as encouraging and evaluating proposals for supportive housing developments.

Local Responses to Homelessness: A Planning Guide for BC, 2000

The guide has been developed to help address the housing needs of those who are homeless or on the verge of becoming homeless. Case studies and examples illustrate a variety of strategies that may be used by all levels of government, health authorities, private business and community groups to reduce homelessness.

Secondary Suites: A Guide for Local Governments, 2005

The guide is designed to help local governments develop and implement secondary suite programs. The guide highlights practices intended to promote affordable rent, tenant security, and suite quality as well as provide practical information for elected officials, planners, and others.

Density Bonus Provisions of the Municipal Act: a Guide and Model Bylaw, 1997

The guide provides local governments in British Columbia with a model zoning bylaw amendment that includes a provision for density bonusing. The guide also presents several practical considerations for local governments to assess while developing and implementing a density bonus system of their own.

Standards of Maintenance Bylaw Guide and Sample Bylaw, 1996

The guide is intended to help local governments develop a Standards of Maintenance bylaw to ensure that rental housing meets minimum standards of comfort and safety. A model standards of maintenance bylaw has been included as well as some suggestions to help ensure the bylaw meets community needs.

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Metropolitan Council's Land Use Advisory Committee (LUAC), *Best Practices Review: Housing Affordability and Regulatory Barriers*, St. Paul, MN, 2007

<http://www.metrocouncil.org/planning/housing/LUACBestPracticesReview2007.pdf>

This list, prepared by the St. Paul Metropolitan Council, is a collection of best practices for identifying and reducing regulatory barriers and increasing the supply of affordable housing in the United States. This resource provides links and corresponding highlights to important points of the collection. The list is organized into five categories: regulatory barriers to affordability, promoting affordable housing, model codes, tools and resources, and interregional comparison.

The first category, regulatory barriers to affordability, addresses zoning restrictions, excessive fees, complex administrative and permitting processes, rigid building codes, lack of fair housing law enforcement, and restrictions in planning, growth, infill, redevelopment, and tax policies. This first category illustrates how regulations and infrastructure costs affect housing affordability, as well as ways to lessen these barriers. Other categories provide strategies and methods for minimizing these barriers and promote housing that is affordable. The strategies include:

- an efficient coordination and implementation of policies and procedures,
- reducing excessive regulations for lot sizes and density requirements,
- enforcing fair housing laws,
- preserving and rehabilitating the existing housing stock,
- new and flexible development techniques and building codes,
- planning for a variety of housing types and mixed uses,
- improving financing practices.

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U.S. Department of Housing and Urban Development, *Regulatory Barriers Clearinghouse*, On-going

<http://www.huduser.org/rbc/FirstTimer.html>

The Clearinghouse is a centerpiece of HUD's Affordable Communities Initiative. The Clearinghouse catalogues thousands of publications and resources on state and local barriers to affordable housing, as well as solutions and strategies to overcome them. The barriers, solutions and strategies are organized into 10 categories:

- Administrative Processes & Streamlining
- Building & Housing Codes

- Fair Housing & Neighborhood Deconcentration
- Fees & Dedications
- Planning & Growth Restrictions
- Redevelopment/Infill
- Rent Controls
- State & Local Environmental & Historic Preservation Regulations/Enforcement Process
- Tax Policies
- Zoning, Land Development Construction & Subdivision Regulations

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Appendix B: Survey of municipal strategies for addressing homelessness and lack of affordable housing



**Social Planning and Research Council
of British Columbia**
201.221 East 10th Avenue
Vancouver, BC Canada V5T 4V3
Tel (604)718.7733 Fax (604)736.8697
info@sparc.bc.ca www.sparc.bc.ca

Please check whether the listed initiatives to preserve and enhance affordable housing have been taken, considered or rejected as unfeasible by your municipality. There is a space at the end of this form to list other municipal initiatives not otherwise listed below. Please also give the name and contact number of a municipal representative who can speak to the initiatives, and their efficacy or appropriateness in a follow-up interview.

Please return to the SPARC office before February 29, 2008, and feel free to attach further information and documentation.

Name of Municipality: _____

Does your municipality have an Affordable Housing Strategy? _____

Does your municipality have an Affordable Housing Definition? _____ (if yes, please attach)

Initiatives	Undertaken	Considering	Rejected
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Protecting Existing Stock

Mandated commitment to affordable housing in OCP, housing plans or policies

Monitor number of licensed rental units in municipality/region

Standards of maintenance bylaws

Conversion control policies

Conversion fees

Demolition controls

Maintaining low density zoning (discouraging rezoning requests)

Facilitating use of RRAP funding for rehabilitation or conversion to rental units

Municipal rehabilitation subsidy programs

Initiatives**Undertaken Considering Rejected**

Developer responsibility to assist in relocation of tenants

Developer required to offer new units to existing tenants

Developer required to provide one-to-one replacement of rental units

Housing agreements to provide rental units in converted developments

Statutory leases upon conversion (tenants given up to two years in converted unit at fixed rent)

Permit secondary suites

Rent controls

Loan program for conversion of non-residential to residential use or renovation of existing rental housing

Tax exemption for affordable or subsidized rental units

Other financial incentives

Equitable/preferential fee and charges schedule for municipal services (eg. garbage) for affordable and/or rental housing units

Advocating and maintaining communication with senior levels of government on housing issues and initiatives

Non-Profit Housing

Supporting conversion from private rental to tenant cooperatives

Supporting the purchase of rental properties by non-profits (eg. grants or tax exemptions)

Purchase of rental properties by municipality

Initiatives

Undertaken Considering Rejected

Encouraging New Construction

Affordable housing trust funds

Housing agreements to provide affordable housing units in new developments

Use of development cost levies/charges for affordable housing

Rent or lease of land for non-profit housing at now or below market rates

Donation of land for non-profit housing

Deferred lease payments for land leased for non-profit housing

Density bonuses for affordable and/or rental units

Exemptions from parking requirements

Waive development charges or application fees for new rental accommodations

Fast tracking

Allowing infill

Encouraging smaller units

Inclusionary zoning

Densification

Other initiatives taken or under consideration (please list)

Please provide the name and contact information for someone in your municipality who would be able and willing to discuss these housing initiatives in greater detail.

Name: _____

Title/Organization: _____

Address: _____

Phone & e-mail: _____

Please return this survey to Carrie Smith at the SPARC Office

e-mail: csmith@sparc.bc.ca

fax: 604.736.8697

post: SPARC BC
201 – 221 E. 10th Avenue
Vancouver, BC V5T 4V3

Appendix C: Municipalities and Regional Districts surveyed

Metro Vancouver	City of Burnaby
	City of Coquitlam
	City of Langley
	City of North Vancouver*
	City of Richmond
	City of Surrey
	City of Vancouver
	Corporation of Delta
	District of Maple Ridge
	District of North Vancouver
	District of West Vancouver
	Township of Langley
Fraser Valley	Abbotsford
	District of Hope
	District of Kent
Sea to Sky / Sunshine Coast	Bowen Island
	District of Sechelt
	District of Squamish
	Lion's Bay
	Village of Pemberton
	Whistler
Vancouver Island and Southern Gulf Islands	Central Saanich
	Courtenay
	Hornby Island
	Port Hardy
	Langford
	Salt Spring Island
	Tofino / Ucluelet
	Town of Qualicum Beach
	Victoria

* The City of North Vancouver did not complete the survey, but information on their initiatives to address homelessness and affordable housing was obtained from their website and included in the analysis.

**Appendix C: Municipalities and Regional Districts surveyed
(cont'd)**

Thompson Okanagan	Armstrong
	Coldstream
	Enderby
	Kamloops
	Kelowna
	Lake Country
	Lumby
	Oliver
	Osoyoos
	Peachland
	Penticton
	Summerland
	Vernon
	Regional District of Central Okanagan
	Regional District of Okanagan Similkameen
Kootenays	Fernie
	Invermere
	Revelstoke
	Town of Golden
	Regional District of Central Kootenay
	Regional District of East Kootenay
Cariboo	Williams Lake
	Cariboo Regional District
North	City of Terrace

Appendix D: Key Informant Interview Template

May I please speak to your housing planner?

I am _____(name) , a _____(position) with SPARC BC

I would like to ask you a few questions about housing policies and programs in the municipality of _____.

Do you have 5 to 10 minutes?

(If no) When would be a better time to call?

(If yes)

Briefly – SPARC BC received funding through Homelessness Knowledge Development Program to research strategies Municipalities in BC using to address homelessness and affordable housing. We have done a survey of which municipalities are using which strategies, and would like to ask a few follow-up questions on specific policies. In some cases we may be asking for details.

We would also appreciate receiving copies of your actual policies/guidelines/ or by-laws. You can send them to newton@sparc.bc.ca .

First, I would like to ask about your policy regarding: _____

Probe for details. Ask these questions if they are relevant:

How effective has this policy been?

What difficulties have you encountered (if any) in trying to implement this policy?

How do you think these barriers might be overcome?

What could the province/federal government do to assist municipalities in the provision of affordable housing? (If they say money, probe for other responses such as legislative changes).

Appendix E: Summary of Survey Findings

	Tool	Number of Municipalities/ Regional Districts using this tool	Percent of Municipalities/ Regional Districts surveyed	Number of Municipalities/ Regional Districts considering this tool	Number of Municipalities considering or implementing this tool	Percent of Municipalities/ Regional Districts surveyed
1	Permitting secondary suites	34	63.0%	8	42	77.8%
2	Density bonuses for affordable and/or rental units	26	48.1%	7	33	61.1%
3	Conversion control policies	21	38.9%	4	25	46.3%
4	Inclusionary zoning	19	35.2%	8	27	50.0%
5	Densification	16	29.6%	4	20	37.0%
6	Allowing infill	15	27.8%	5	20	37.0%
7	Mandated commitment to affordable housing in OCP, housing policy	14	25.9%	8	22	40.7%
8	Affordable Housing Strategy	14	25.9%	7	21	38.9%
9	Encouraging smaller units	14	25.9%	5	19	35.2%
10	Advocating and maintaining communication with senior levels of gov't on housing issues and initiatives	13	24.1%	5	18	33.3%
11	Housing agreements to provide affordable housing units in new developments	12	22.2%	1	13	24.1%
12	Real Estate Escrow Interest Grants	12	22.2%	0	12	22.2%
13	Affordable housing trust funds	11	20.4%	4	15	27.8%
14	Demolition controls	11	20.4%	2	13	24.1%
15	Waive development charges or application fees for new rental accomodations	10	18.5%	7	17	31.5%
16	Initiating municipal partnerships with non-profit organizations for non-profit and supportive housing	10	18.5%	4	14	25.9%
17	Rent or lease land at low or below market rates	10	18.5%	3	13	24.1%
18	Resale price restrictions (below-market home ownership)	10	18.5%	3	13	24.1%
19	Donating land or facilities	9	16.7%	5	14	25.9%
20	Affordable Housing Definition	9	16.7%	0	9	16.7%
21	Standards of maintenance bylaws	8	14.8%	5	13	24.1%
22	Expedited approval process (fast tracking) for non-profit/supportive housing	8	14.8%	4	12	22.2%
23	Conversion fees	8	14.8%	1	9	16.7%
24	Initiating public-private partnerships	8	14.8%		8	14.8%
25	Exemptions from parking requirements	7	13.0%	15	22	40.7%
26	Use of development cost levies/charges for affordable housing	7	13.0%	6	13	24.1%
27	Land banking	7	13.0%	5	12	22.2%
28	Expedited approval process (fast tracking) for emergency housing	7	13.0%	3	10	18.5%
29	Initiating municipal partnerships with non-profit organizations	7	13.0%	2	9	16.7%
30	Non-profit housing organization that oversees non-market housing, evaluates community need, maintains waiting lists	7	13.0%	2	9	16.7%

	Tool	Number of Municipalities/ Regional Districts using this tool	% of Municipalities/ Regional Districts surveyed	Number of Municipalities/ Regional Districts considering this tool	Number of Municipalities considering or implementing this tool	% of Municipalities/ Regional Districts surveyed
31	Fast tracking	6	11.1%	5	11	20.4%
32	Initiating municipal partnerships with senior government for emergency housing	6	11.1%	4	10	18.5%
33	Needs assessment	6	11.1%	1	7	13.0%
34	Growth Management Strategy	5	9.3%	14	19	35.2%
35	Initiating municipal partnerships with senior government for non-profit and supportive housing	5	9.3%	6	11	20.4%
36	Monitor number of licensed rental units	5	9.3%	6	11	20.4%
37	Supporting the purchase of rental properties for non-profit housing	5	9.3%	4	9	16.7%
38	Maintaining low density zoning (discouraging rezoning requests)	5	9.3%	3	8	14.8%
39	Tax exemptions for emergency/transition housing	5	9.3%	3	8	14.8%
40	Rent or lease land/facilities at low or below market rates for emergency/transition housing	5	9.3%	1	6	11.1%
41	Rent controls	5	9.3%	0	5	9.3%
42	Tax exemption for affordable or subsidized rental units	4	7.4%	7	11	20.4%
43	Developer responsibility to assist in relocation of tenants	4	7.4%	3	7	13.0%
44	Housing agreements to provide rental units in converted developments	4	7.4%	3	7	13.0%
49	Developer required to offer new units to existing tenants	4	7.4%	3	7	13.0%
45	Other financial incentives	3	5.6%	7	10	18.5%
46	ongoing tax exemptions or reductions for non-profit/supportive housing	3	5.6%	6	9	16.7%
47	Developer required to provide one-to-one replacement of rental units	2	3.7%	4	6	11.1%
48	Capital grants to non-profits to build emergency/transition housing	2	3.7%	3	5	9.3%
50	Donating land/facilities for emergency/transition housing	2	3.7%	3	5	9.3%
51	Facilitating use of RRAP funding	2	3.7%	2	4	7.4%
52	Operating grants to non-profits to operate supportive housing	2	3.7%	2	4	7.4%
53	Purchase of rental properties by municipality	2	3.7%	2	4	7.4%
54	Statutory leases upon conversion	2	3.7%	0	2	3.7%
55	Operating grants to non-profits to operate emergency/transition housing	1	1.9%	2	3	5.6%
56	Supporting conversion from private rental to tenant cooperative	1	1.9%	2	3	5.6%
57	Waitlist system	1	1.9%	0	1	1.9%
58	Equitable/preferential fee and charges schedule for municipal services for affordable and/or rental housing units	0	0.0%	4	4	7.4%
59	Deferred lease payments	0	0.0%	1	1	1.9%
60	Loan program for conversion of non-residential to residential use or renovation of existing rentals	0	0.0%	1	1	1.9%
61	Municipal rehabilitation subsidy programs	0	0.0%	1	1	1.9%

**Appendix F: Initiatives undertaken by Municipalities
to address Homelessness/Affordable Housing**

General initiatives		Affordable Housing Strategy	Affordable Housing Definition	Growth Management strategy evaluates community need, maintains waiting lists	Needs assessment	Waitlist system	Real Estate Foundation Grants
Metro Vancouver	City of Burnaby		*				
	City of Coquitlam	*	*				
	City of Langley	*	*				
	City of North Vancouver	*	*				
	City of Richmond	*	*				
	City of Surrey						
	City of Vancouver						
	District of Maple Ridge	*	*				
	District of North Vancouver	*					
	District of West Vancouver		*	*			
	Corporation of Delta	*					
	Township of Langley						
Fraser Valley	Abbotsford	*	*				
	District of Hope						
	District of Kent						
Sea to Sky Sunshine Coast	Bowen Island	*		*	*		*
	District of Sechelt	*	*				
	District of Squamish	*	*				
	Lion's Bay						*
	Village of Pemberton						
	Whistler	*		*	*	*	*
Vancouver Island and Southern Gulf Islands	Central Saanich						*
	Courtenay						
	Hornby Island	*					
	Port Hardy						
	Langford						*
	Salt Spring Island						*
	Tofino / Ucluelet	*		*	*		*
	Town of Qualicum Beach						
	Victoria	*					*

General initiatives (continued)		Affordable Housing Strategy	Affordable Housing Definition	Growth Management Strategy	community need, maintains waiting lists	Needs assessment	Waitlist system	Real Estate Foundation Grants
Thompson Okanagan	Armstrong	?		?				
	Coldstream			?				
	Enderby			?				
	Kamloops			*				*
	Kelowna	*		?	*	*		
	Lake Country			?				
	Lumby			?				
	Oliver			?				
	Osoyoos	?		?				
	Peachland			?				
	Penticton	?		?				
	Summerland	?		?	*	?		
	Vernon	?	*	?	?	*		
	Regional District of Central Okanagan	?		?		*		
	Regional District of Okanagan Similkameen	?		?	?			
Kootenays	Fernie	*		*				*
	Invermere			*				*
	Revelstoke	*						*
	Town of Golden		*					
	Regional District of Central Kootenay							
	Reginal District of East kootenay							
Cariboo	Williams Lake				*			
	Cariboo Regional District							
North	City of Terrace				*			
	Fort St. John	*						

* = Yes ; ? = Considering ; x = Rejected ; [Blank] = Don't know/no answer/not considered

*	Undertaken	19	12	5	8	6	1	12
?	Considering	7	0	14	2	1	0	0
x	Rejected	0	0	0	0	0	0	0
	Don't know/haven't considered/no answer	32	46	39	48	51	57	46

Encouraging emergency and transition housing		Donating land/facilities	Rent or lease land/facilities at low or below market rates	Deferred lease payments	Expedited approval process (fast tracking)	Initiating municipal partnerships with senior government	Initiating municipal partnerships with non-profit organizations	Capital grants to non-profits to build emergency/transition housing	Operating grants to non-profits to operate emergency/transition housing	Tax exemptions
Metro Vancouver	City of Burnaby				*	*	*		X	?
	City of Coquitlam									
	City of Langley	*								*
	City of North Vancouver	*			*			*		
	City of Richmond									
	City of Surrey		*		*	*				*
	City of Vancouver		*		*	*		*		
	District of Maple Ridge									
	District of North Vancouver	*	*		*					*
	District of West Vancouver					*	*		*	
	Corporation of Delta									
Township of Langley										
Fraser Valley	Abbotsford	?	?		*	*	*	?		*
	District of Hope									
	District of Kent				?	?		?	?	
Sea to Sky Sunshine Coast	Bowen Island									
	District of Sechelt	?	*		?	*	*	X	X	?
	District of Squamish	*			*	?	*	?	?	
	Lion's Bay									
	Village of Pemberton									
	Whistler									
Vancouver Island and Southern Gulf Islands	Central Saanich									
	Courtenay				?	?	?			
	Hornby Island									
	Port Hardy									
	Langford									
	Salt Spring Island									
	Tofino / Ucluelet									
	Town of Qualicum Beach									
Victoria										

Encouraging emergency and transition housing (continued)		Donating land/facilities	Rent or lease land/facilities at low or below market rates	Deferred lease payments	Expedited approval process (fast tracking)	Initiating municipal partnerships with senior government	Initiating municipal partnerships with non-profit organizations	Capital grants to non-profits to build emergency/transition housing	Operating grants to non-profits to operate emergency/transition housing	Tax exemptions
Thompson Okanagan	Armstrong									
	Coldstream									
	Enderby									
	Kamloops									
	Kelowna									
	Lake Country									
	Lumby									
	Oliver									
	Osoyoos									
	Peachland									
	Penticton									
	Summerland									
	Vernon		*		*		*			*
	Regional District of Central Okanagan									
Regional District of Okanagan Similkameen										
Kootenays	Fernie									
	Invermere									
	Revelstoke									
	Town of Golden						?			?
	Regional District of Central Kootenay									
	Reginal District of East Kootenay									
Cariboo	Williams Lake									
	Cariboo Regional District									
North	City of Terrace	?				?	*	*	x	*
	Fort St. John		*							

* = Yes ; ? = Considering ; x = Rejected ; [Blank] = Don't know/no answer/no to all

*	Undertaken	4	6	0	8	6	7	3	1	6
?	Considering	3	1	0	3	4	2	3	2	3
x	Rejected	0	0	0	0	0	0	1	3	0
	Don't know/haven't considered/no answer	50	49	57	46	47	48	50	51	48

Encouraging non-profit and supportive housing		Supporting conversion from private rental to tenant cooperative	Supporting the purchase of rental properties for non-profit housing	Purchase of rental properties by municipality	Donating land or facilities	Rent or lease land at low or below market rates	Deferred lease payments	Expedited approval process (fast tracking)	Initiating municipal partnerships with senior government	Initiating municipal partnerships with non-profit organizations	Initiating public-private partnerships	Operating grants to non-profits to operate supportive housing	ongoing tax exemptions or reductions
Metro Vancouver	City of Burnaby	*	*	*	*	*		*	*	*		X	?
	City of Coquitlam			*									
	City of Langley												
	City of North Vancouver				*	*	*	*		*			*
	City of Richmond												
	City of Surrey					*		*	*	*			X
	City of Vancouver		*	*	*	*	X	*	*	*		X	X
	District of Maple Ridge				*	*				*			
	District of North Vancouver				*	*	*	*		*			*
	District of West Vancouver		?		*	*		*	?	*		?	*
	Corporation of Delta												
Township of Langley													
Fraser Valley	Abbotsford		*		?	*		*	*	*			?
	District of Hope	?											
	District of Kent			X	X	X		?	?	?			
Sea to Sky Sunshine Coast	Bowen Island												
	District of Sechelt				*	*	?	?	*	*			?
	District of Squamish	?	?	?				?	?	?		?	?
	Lion's Bay												
	Village of Pemberton												
Whistler										*			
Vancouver Island and Southern Gulf Islands	Central Saanich										*		
	Courtenay				*	?		?	?	?			?
	Hornby Island												
	Port Hardy		*		?	*		*	*	*			?
	Langford												
	Salt Spring Island										*		
	Tofino / Ucluelet												
	Town of Qualicum Beach		?	?	?	?						X	
Victoria										*			

Encouraging non-profit and supportive housing (continued)		Supporting conversion from private rental to tenant cooperative	Supporting the purchase of rental properties for non-profit housing	Purchase of rental properties by municipality	Donating land or facilities	Rent or lease land at low or below market rates	Deferred lease payments	Expedited approval process (fast tracking)	Initiating municipal partnerships with senior government	Initiating municipal partnerships with non-profit organizations	Initiating public-private partnerships	Operating grants to non-profits to operate supportive housing	Ongoing tax exemptions or reductions
Thompson Okanagan	Armstrong												
	Coldstream												
	Enderby												
	Kamloops										*		
	Kelowna		*								*		
	Lake Country												
	Lumby										*		
	Oliver										?		
	Osoyoos										?		
	Peachland										?		
	Penticton										?		
	Summerland		?								?		
	Vernon					*	*		*		*		?
	Regional District of Central Okanagan												
Regional District of Okanagan Similkameen													
Kootenays	Fernie												
	Invermere												
	Revelstoke												
	Town of Golden				?				?	?			
	Regional District of Central Kootenay		*	x	?					*		*	
	Reginal District of East kootenay												
Cariboo	Williams Lake			x	*	?		*		*			
	Cariboo Regional District												
North	City of Terrace				?	*			?			*	*
	Fort St. John												

* = Yes ; ? = Considering ; x = Rejected ; [Blank] = Don't know/no answer/no to all

*	Undertaken	1	6	3	10	12	2	10	6	13	7	2	4
?	Considering	2	4	2	6	3	1	4	6	4	5	2	7
x	Rejected	0	0	3	1	1	1	0	0	0	0	3	2
	Don't know/haven't considered/no answer	54	47	49	40	41	53	43	45	40	45	50	44

Preserving existing affordable housing		Mandated commitment to affordable housing in OCP, housing policy	Monitor number of licensed rental units	Standards of maintenance bylaws	Conversion control policies	Conversion fees	Demolition controls	Maintaining low density zoning (discouraging rezoning requests)	Facilitating use of RRAP funding	Municipal rehabilitation subsidy programs	Developer responsibility to assist in relocation of tenants	Developer required to offer new units to existing tenants
Metro Vancouver	City of Burnaby	*	*	?	*			*	*			
	City of Coquitlam										*	
	City of Langley	*		*	*							
	City of North Vancouver	*		*	*							
	City of Richmond	*	*	*	*		*		?			
	City of Surrey	?			*							
	City of Vancouver	*	*	*	*		*	X		?	*	*
	Corporation of Delta	?	?	*	*	*	*	*				
	District of Maple Ridge	*		?	*			*			*	*
	District of North Vancouver			*	*			*				
	District of West Vancouver	*	*	?	*	*		*	?			*
	Township of Langley	*			*						*	
Fraser Valley	Abbotsford	?			*	*	?		*		*	?
	District of Hope	?	?	*	*	*	*				?	?
	District of Kent	?	?	?	?		?	?				
Sea to Sky Sunshine Coast	Bowen Island											
	District of Sechelt	*										
	District of Squamish	*	?		?			X			?	?
	Lion's Bay											
	Village of Pemberton	?										
Whistler												
Vancouver Island and Southern Gulf Islands	Central Saanich											
	Courtenay	*		X	*	*		?				
	Hornby Island											
	Port Hardy											
	Langford											
	Salt Spring Island											
	Tofino / Ucluelet											
	Town of Qualicum Beach	*		*	*	*	*	X				
Victoria						*						

Preserving existing affordable housing (continued)		Mandated commitment to affordable housing in OCP, housing policy	Monitor number of licensed rental units	Standards of maintenance bylaws	Conversion control policies	Conversion fees	Demolition controls	Maintaining low density zoning (discouraging rezoning requests)	Facilitating use of RRAP funding	Municipal rehabilitation subsidy programs	Developer responsibility to assist in relocation of tenants	Developer required to offer new units to existing tenants
Thompson Okanagan	Armstrong											
	Coldstream											
	Enderby											
	Kamloops											
	Kelowna						*					
	Lake Country											
	Lumby				*							
	Oliver											
	Osoyoos				*							
	Peachland				*		*					
	Penticton				?							
	Summerland				?							
	Vernon	*	*	*	*	*		X			*	*
	Regional District of Central Okanagan				*							
Regional District of Okanagan Similkameen				*		*						
Kootenays	Fernie											
	Invermere											
	Revelstoke											
	Town of Golden	*	?	?	*	?	*	X			?	
	Regional District of Central Kootenay	?		X			*	X				
Regional District of East Kootenay	*						?					
Cariboo	Williams Lake	*		*	*							
	Cariboo Regional District											
North	City of Terrace	?	?		*	*						
	Fort St. John											

* = Yes ; ? = Considering ; x = Rejected ; [Blank] = Don't know/no answer/no to all

*	Undertaken	16	5	10	24	8	11	5	2	0	6	4
?	Considering	8	6	5	4	1	2	3	2	1	3	3
x	Rejected	0	0	2	0	0	0	6	0	0	0	0
	Don't know/haven't considered/no answer	32	45	39	28	47	42	42	52	55	47	49

Creating new affordable housing		Affordable housing trust funds	Land Banking	Housing agreements to provide affordable housing units in new developments	Use of development cost levies/ charges for affordable housing	Density bonuses for affordable and/or rental units	Exemptions from parking requirements	Application fees for new rental accommodations	Fast tracking	Allowing infill	Encouraging smaller units	Inclusionary zoning	Densification	Resale price restrictions (below-market home ownership)
Metro Vancouver	City of Burnaby	*		*		*	*	?	*	*	*	*	*	*
	City of Coquitlam													
	City of Langley												*	
	City of North Vancouver					*								
	City of Richmond													
	City of Surrey					*	*				*		*	
	City of Vancouver		*	*	*	*			*	*	*	?	*	
	District of Maple Ridge			*						*	*		*	
	District of North Vancouver			*		*			*	*	*	*	*	
	District of West Vancouver			*			*		*	?	*	?	?	x
	Corporation of Delta					?	?			?	?		?	
Township of Langley					*									
Fraser Valley	Abbotsford	*		*	?	*	?	?	?	*	*	?	*	?
	District of Hope					?	?			?	?		?	
	District of Kent					?	?	?	?	*	*	*	*	
Sea to Sky Sunshine Coast	Bowen Island		*			*						*		
	District of Sechelt	*	?	*		*	?	*		*			*	*
	District of Squamish	?	?	*	x	*	?	?	?	*	*	*	*	*
	Lion's Bay													
	Village of Pemberton			?						?	*		*	
Whistler	*	*			*						*		*	
Vancouver Island and Southern Gulf Islands	Central Saanich											*		
	Courtenay			*	?	*	?	*	?	*	*	*	*	?
	Hornby Island													
	Port Hardy													
	Langford											*		*
	Salt Spring Island					*								
	Tofino / Ucluelet		*			*						*		
	Town of Qualicum Beach	*	*	*	*	*	?	?	?	*	*	*	*	?
Victoria	*				*						*		*	

Creating new affordable housing		Affordable housing trust funds	Land Banking	Housing agreements to provide affordable housing units in new developments	Use of development cost levies/charges for affordable housing	Density bonuses for affordable and/or rental units	Exemptions from parking requirements	application fees for new rental accommodations	Fast tracking	Allowing infill	Encouraging smaller units	Inclusionary zoning	Densification	Resale price restrictions (below-market home ownership)
Thompson Okanagan	Armstrong					*	*	*				*		
	Coldstream					*								
	Enderby													
	Kamloops											*		
	Kelowna	*			*	*	*	*						*
	Lake Country					*								
	Lumby					?		*						
	Oliver	*	?		*	*						*		
	Osoyoos	*			*	*	?	*				*		
	Peachland	*			*	*		*						
	Penticton	?	?		?	*	?	?				?		
	Summerland	?	*		?	?		*				?		
	Vernon	*	*	*		*	?	*	*	*	*	*	*	*
	Regional District of Central Okanagan					*	*					*		
Regional District of Okanagan Similkameen	?			?	?	?	?				?			
Kootenays	Fernie													
	Invermere													
	Revelstoke													
	Town of Golden			*	?	*	?		*	*	*	*	*	
	Regional District of Central Kootenay		x		x	?	?		*					
	Reginal District of East Kootenay			x					*	?	?	*		
Cariboo	Williams Lake		?				?	*	*					
	Cariboo Regional District								?	?	?			
North	City of Terrace				x	*	*	x		*	?		?	*
	Fort St. John										*			

* = Yes ; ? = Considering ; x = Rejected ; [Blank] = Don't know/no answer/no to all

*	Undertaken	11	7	12	6	28	7	10	6	15	15	19	16	10
?	Considering	4	5	1	6	7	15	7	5	5	5	8	4	3
x	Rejected	0	1	1	3	0	0	1	0	0	0	0	0	1
	Don't know/haven't considered/no answer	42	44	43	42	22	35	39	46	37	37	30	37	43

Appendix G: Evaluation of Municipal Strategies

	Tool	Number using tool	Type*	Ideal Conditions for application of this tool	Resources required
1	Permitting secondary suites/coach houses/granny suites/ laneway housing	34	all types	Works under most conditions, but works best where suite legalization is community-wide. Coach houses/garden suites/laneway housing work best in communities with back lanes to facilitate access to the second housing unit.	
2	Density bonuses for affordable and/or rental units	26	urban	High potential for rezoning to higher densities: existing zoning is lower than planned densities; developer interest in providing amenities for higher densities.	
3	Conversion control policies	21	all types	Municipalities that still have a significant stock of designated rental housing	
4	Inclusionary zoning / comprehensive development zoning	19	all types	Growing suburbs and towns with large lots or tracts of land available for development /redevelopment, or An urban area with a growing demand for the conversion of industrial and other non-residential land to residential use; and Rising land prices. The availability of provincial or federal funding to bring down housing costs so they are affordable to lower income households.	
5	Densification	16	urban	Developer interest in high density development and community support (or at least no significant opposition)	
6	Allowing infill/smaller lot sizes	15	all types	Larger single family lots with wide frontages, in areas with older homes	
7	Encouraging smaller units	14	urban	multi-family apartment zones ready for development/redevelopment	
8	Housing agreements to provide affordable housing units in new developments	12	can work in all types	Active residential development, particularly in areas where rezoning is required to develop lots to their full potential. Tends to work best in urban areas with strong development pressures.	
9	Real Estate Foundation Grants	12	Smaller and/or rural	Grants are available for needs assessments, planning, and to assist with costs of affordable housing projects. Smaller communities receive priority for housing projects, because they often lack the resources and fundraising base of larger centres.	

	Tool	Number using tool	Type*	Ideal Conditions for application of this tool	Resources required
10	Affordable housing trust funds	11	larger, urban	Generally works best in larger communities with significant development. Smaller municipalities have also made this work.	
11	Demolition controls	11	all types	Most important in communities with older multi-family housing stock and intense development pressures	
12	Waive development charges or application fees for new rental accommodation	10	all types	Works best when there are other financial contributions from other sources to make the rental housing financially attractive to investors. Can work well for non-profit housing.	
13	Initiating municipal partnerships with non-profit organizations for non-profit and supportive housing	10	all types	Works best when the municipality has resources to bring to the table, such as land. Works well with other tools, such as financial contributions from affordable housing trust funds, waiving development fees.	land/ money
14	Rent or lease land at low or below market rates	10	all types	Only works when municipality has land or funds to purchase land.	land
15	Resale price restrictions (below-market home ownership)	10	all types	Developer, land owner and financial institution ready to bring resources to the table. Can work without municipal contributions.	
16	Donating land or facilities	9	all types	Municipal ownership of land and/or facilities surplus to municipal needs	land
17	Tax exemptions	9	all types	Communities with significant support for affordable housing projects/emergency shelters.	
18	Standards of maintenance bylaws	8	all types	Municipal staff have time to enforce.	
19	Expedited approval process (fast tracking) for non-profit/supportive housing	8	urban	Works best in municipalities where the development process is lengthy (expedited approvals) or there is a long wait list of development permits to process ("queue jumping").	
20	Conversion fees	8	all types	Where there is a good amount of designated rental housing and the rental vacancy rates are higher than 4%	
21	Initiating public-private partnerships	8	all types	Municipality has resources (land or money) to bring to the partnership	land/ money
22	Exemptions from parking requirements	7	all types	Good access to transit at the site	

	Tool	Number using tool	Type*	Ideal Conditions for application of this tool	Resources required
23	Use of development cost levies/charges for affordable housing	7	urban / regional district	Neighbouring municipalities with comparable development charges.	
24	Land banking	7	all types	Municipality has land surplus to needs, or developers who are willing to donate land in exchange for higher densities.	land
25	Non-profit housing organization that oversees non-market housing, evaluates community need, maintains waiting lists	7	all types	Local expertise (either municipal or community-based) on running a non-profit housing organization.	
26	Purchasing/Supporting the purchase of rental properties for non-profit housing	5	all types	Local expertise (either municipal or community-based) on running a non-profit housing organization.	money
28	Maintaining low density zoning (discouraging rezoning requests)	5	suburban	Areas where older low-rise multi-family housing is in relatively good shape.	
29	Rent controls	5	all types	Rising housing costs; designated rental	
30	Capital grants to non-profits to build emergency / transition housing	3	all types	Significant contributions from senior levels of government, including commitment to ongoing operating funding.	money
31	Facilitating use of RRAP funding	2	all types	Existence of older rental stock	
33	Operating grants to non-profits to operate non-profit housing / emergency/ transition housing	2	larger, urban	Significant contributions from senior levels of government, including commitment to ongoing operating funding.	money
34	Supporting conversion from private rental to tenant cooperative	1	all types	Local expertise (either municipal or community-based) on running a non-profit housing organization.	
35	Waitlist system	1	all types	Municipality has a housing corporation that manages a stock of non-market housing	
36	Equitable/preferential fee and charges schedule for municipal services for affordable and/or rental housing units	0	all types	Works best when there are other financial contributions from other sources to make the project financially attractive to investors. Can work well for non-profit housing.	
37	Deferred lease payments	0	all types	Local non-profit housing organization with access to financial resources.	land

	Tool	Number using tool	Type*	Ideal Conditions for application of this tool	Resources required
38	Loan program for conversion of non-residential to residential use or renovation of existing rentals	0	all types	Older commercial or industrial facilities adjacent to residential zone.	money
39	Municipal rehabilitation subsidy programs	0	all types	Existence of older housing stock	money

Appendix H: Examples of Municipal Strategies

Strategies	Details
Mandated commitments in OCP (official community plans), housing policy	
Burnaby (OCP 2007)	<p>The City of Burnaby Official Community Plan includes the following goal for Special and Affordable Housing Needs: <i>To help ensure that the needs of people with special and affordable housing requirements are met</i></p> <p>“As new projects are developed, the City will seek ways to ensure that land remains secured for non-profit affordable housing. This could include Housing Agreements or covenants being registered against the property, or having the title deposited in a Community Land Trust for affordable housing.”</p> <p>http://www.burnaby.ca/cityhall/departments/departments_planning/plnng_plans/plnng_plans_offcl/plnng_plans_offcl_residential.html#goal4 retrieved April 2008</p>
Osoyoos (OCP 2007, pp. 15)	<p>A socially sustainable Osoyoos will feature:</p> <ul style="list-style-type: none"> • Improved amenities and services to support and attract year-round residents. • Enhanced employment and living opportunities for a vibrant population of young working families to counter the strong outward pulls by metropolitan centres. • Suitable housing for all, including the balancing of local community needs for affordable housing with market-driven housing demand. <p>http://www.rdosmaps.bc.ca/min_bylaws/bylaws/planning/consolidated/2450.pdf retrieved April 2009</p>
Whistler (OCP 2009, pp. 8)	<p>The Municipality regards it as desirable that the community provides a range of housing types and prices so that residents can find affordable, suitable housing. The Municipality, however, favours approaches that involve minimal intervention and restriction. Delivering affordable housing will enable those who work in Whistler to live in Whistler.</p> <p>http://www.whistler.ca/index.php?option=com_content&task=view&id=126&Itemid=352 retrieved April 2009</p>
City of Richmond	<p>The OCP seeks to “Encourage a broad variety of housing types, universal designed dwelling units, tenures and price ranges suitable to meet the needs of everyone in the community including families, singles, couples, people with disabilities and seniors.” http://www.richmond.ca/services/socialplan/housing/overview.htm</p>
Town of Golden	<p>Goal in OCP: To provide affordable, seasonal and attainable housing opportunities.</p> <p>http://www.town.golden.bc.ca/documentlibrary/index.php?SUID=33e91ec16bc94fb299dc66bf7315e75c&selectedFolder=40</p>

Affordable housing strategy	
New Westminster	<p>In 1996, New Westminster adopted their affordable housing strategy. Recommendations addressed seven key aspects, including market housing, innovative and cost effective housing, and growth management. The strategy is currently being updated, and can be viewed at http://www.newwestcity.ca/cityhall/dev_services/neighbourhood_planning/Affordable%20Housing/index.htm retrieved April 2009</p>
Vancouver	<p>The Housing Centre is responsible for the City of Vancouver's housing policy, programs and research. The City's housing focus has been partnering with senior levels of government to develop social housing. The City's goal is to enlarge the supply of housing in Vancouver with a range of tenures and dwelling types sufficient to meet the needs of a variety of socio-economic groups. This is part of the City's efforts to maintain and improve the quality of residential neighbourhoods. Provides</p> <ul style="list-style-type: none"> • the context for the development of municipal Housing Action Plans; • a comprehensive analysis of housing demand and needs across the region; • regional affordable housing targets by tenure (ownership, market rental, social and supportive housing), demographic (singles, families with children, seniors, youth, mentally ill, etc.) and cost (prices and rents) and income ranges; and • possible implementation strategies e.g. land acquisition and banking for affordable housing, inclusionary zoning, bonusing, use of Development Cost Charges for affordable housing, regional and municipal housing trusts or funds, parking relaxations, fee waivers, etc. http://vancouver.ca/commsvcs/housing/ <p>See also the City's Supportive Housing Strategy at http://vancouver.ca/commsvcs/housing/supportivehousingstrategy/pdf/StrategyJune2007.pdf retrieved April 2009</p>
Coquitlam (April 2007)	<p>The strategy takes a multi-dimensional approach to addressing housing affordability and proposes ongoing and new actions set within 10 established municipal roles. The actions are organized into three different sections: current and ongoing engagement, three year work program 2007-2009, and longer-term actions 2009 and beyond. The number of current and ongoing actions demonstrates that the city is committed to being a partner in addressing housing affordability. http://www.coquitlam.ca/Business/Developing+Coquitlam/Strategic+Plans/Affordable+Housing+Strategy.htm retrieved April 2009</p>
Vernon (December 2007)	<p>The City is in the process of implementing many of the short-term actions to be undertaken in the Attainable Housing Strategy recommendations. These include reducing DCC's for secondary suites, exempting non-profit housing from DCCs` and approving a lower DCC rate for a multiple family unit versus a single detached unit. Strategy is for moderate as well as low income households, and focuses on market housing. http://www.vernon.ca/news/docs/Attainable_Housing_Strategy.pdf retrieved April 2009</p>

Affordable housing strategy (cont'd)																	
Richmond (May 2007)	<p>The City has established three key priorities to address the need for affordable housing in Richmond, along with annual targets.</p> <table border="1" data-bbox="457 329 1774 625"> <thead> <tr> <th>Priority</th> <th>Affordable Housing Type</th> <th>Household Annual Income Threshold</th> <th>Initial Annual Target</th> </tr> </thead> <tbody> <tr> <td>1st</td> <td>Subsidized Rental</td> <td>less than \$20,000</td> <td>73 housing units</td> </tr> <tr> <td>2nd</td> <td>Low End Market Rental</td> <td>between \$20,000 and \$37,700</td> <td>279 housing units</td> </tr> <tr> <td>3rd</td> <td>Entry Level Homeownership</td> <td>less than \$60,000</td> <td>243 housing units</td> </tr> </tbody> </table> <p>Initiatives undertaken by the City include</p> <ol style="list-style-type: none"> 1. Designation of specific affordable housing sites within some of the City's newer neighbourhoods 2. An Affordable Housing Statutory Reserve Fund 3. Strategic acquisition and below market rate leasing of land for non profit housing 4. Supporting and facilitating demonstration projects of innovative housing <p>http://www.richmond.ca/services/socialplan/housing/strategy.htm retrieved April 2009</p>	Priority	Affordable Housing Type	Household Annual Income Threshold	Initial Annual Target	1st	Subsidized Rental	less than \$20,000	73 housing units	2nd	Low End Market Rental	between \$20,000 and \$37,700	279 housing units	3rd	Entry Level Homeownership	less than \$60,000	243 housing units
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Permitting secondary suites	<p>Most municipalities require secondary suite to be in the main dwelling unit. Whistler, Anmore Vernon and Kelowna allow garden suites. Most municipalities limit suites to 90 m2 or 40% of the habitable space of the building. Anmore allows up to 100 m2. Minimum suite sizes range from 32.5 m2 (Whistler) to 46.1 m2 (Victoria). Whistler, Central Saanich, Nanaimo, and Uclulet limit suites to a maximum of two bedrooms. Municipalities are divided on whether the owner needs to be living in the home. This may be difficult to monitor and may also be legally challengable. Abbotsford, City of North Vancouver, Langley and Saanich require owner occupancy. New West allows absentee landlords, but they need a business license. Nanaimo limits the number of people who can live in a suite. Most municipalities interviewed require one additional parking space (Victoria, Port Coquitlam and Gibsons do not).</p>																
Burnaby	<p>Secondary suites are permitted for family members or caregivers in single family dwellings. Flex suites are permitted in multiple family dwellings in the P11 District at SFU UniverCity.</p>																
City of Coquitlam	<p>The City of Coquitlam has an established set of building code equivalencies — “alternative life safety standards” — for secondary suites for houses that were built before July 1, 2000. These standards allow lower ceiling heights, alternatives to sprinklers, and allow existing heating systems. The intention is to reduce the costs of legalizing existing suites. The per-household utility charge for water and sewer in 2008 is \$610, and homes with secondary suites count as two households. This means homeowners with secondary suites will pay an additional \$610 for their second household – \$304 for water and \$306 for sewer. However, homeowners who have completed all required safety upgrades and have legal suites will be charged 40% of the per-household utility rate, which comes to \$243 (\$121 for water and \$121 for sewer) for their second household.</p>																

Permitting secondary suites (cont'd)	
City of North Vancouver	Existing secondary suites are considered legal if they are listed on land titles. Homeowners are not required to register existing secondary suites with the City, they do not have to pay a business license fee, and there are no additional charges for water, sewer and garbage pick-up.
Port Coquitlam	Allows legalization of secondary suites without requiring inspection or registration (other than for new housing construction). As a result, Port Coquitlam can account for most of its secondary suites and charges owners an additional utility fee. Uses incentives rather than penalties to encourage legalization: for legal suites, Port Coquitlam charges only an additional 40% in utility fees, whereas homeowners of non-registered suites are charged at the full rate. http://www.coquitlam.ca/NR/rdonlyres/E3C50D8B-721B-400F-A7B2-32AC9DFA42B0/88972/Homeowners_with_Secondary_Suites_20093.pdf retrieved April 2009
City of Langley	Owners of secondary suites are required to: conduct a property title search, apply for permit, undergo a city inspection (\$40) and register the suite. In an attempt to provide incentives to legalize secondary suites, those who applied to register their secondary suites in 2007 were not charged any permit or inspection fees
Township of Langley	Only allow suites in certain parts of the Township. Suites will be no larger than 90m ² , no more than 40% of habitable area, minimum ceiling height 2 m
New Westminster	Secondary suites are permitted in all single detached districts in New Westminster, but owners must get a building permit. Suites built before July 1998 will not be closed down unless there are serious health, safety or nuisance concerns. http://www.newwestcity.ca/cityhall/dev_services/publications/secondary_suites.html retrieved April 2009
Maple Ridge	Registration is a one time only fee of \$250.00. Permit fees vary depending on the work being done to bring the unit up to code. Double water and sewer charges apply annually (not applicable if on septic or well). Garden Suites bylaw was adopted November 2008, allowing self-contained suites in the rear yard of single family homes. A Detached Garden Suite use is not intended to be a second principal house on the one family lot but is rather meant to be detached, accessory and subordinate in nature to the main house. Suite must have a gross floor area of not less than 37m ² and not more than 90m ² or 10% of the lot area, and must provide a minimum area equivalent to 25% of the gross floor area of the garden suite as private outdoor space, adjacent to and accessible from a habitable room (may include any covered or uncovered sundeck/patio or veranda). Lots must be at least 557m ² . Registered owner must live in the suite or the principal residence. Requires an additional off street parking spot for the garden suite. Properties with a lane access may build a detached suite above a detached accessory residential structure to a maximum height of 6.0 metres from ground level or a ground level unit of not more than 4.5 metres in height; (agricultural zoned properties are permitted a maximum height of 7.5 m.) Property owners on agricultural land will need approval from the Agricultural Land Commission prior to issuance of the building permit.
City of Vancouver	Secondary suites are permitted in all detached single family homes. Does not charge fees for secondary suites. Homeowners are required to have inspections to determine the safety of their unit, at a one time inspection and permit fee of between \$700 to \$800, depending upon whether plumbing or electrical permits are required.. Building code standards are relaxed to facilitate the secondary suite legalization process. http://vancouver.ca/commsvcs/LICANDINSP/licences/ssp/index.htm retrieved April 2009
Central Saanich	To have secondary suite, lot must be at least 660 m ²

Permitting secondary suites (cont'd)	
Vernon	Owner has to live in the unit. Business license is \$60 annual. Do not charge DCCs to bring an existing suite up to the building code. Developers of new suites are charged half the going rate. Preferential fees: secondary use development permit is \$200 instead of \$1200; building permit for a secondary suite is \$100, regardless of the actual building cost.
Village of Lumby	Secondary suites will be legalized in the near future (Draft Bylaw was under review as at February 2009). Homes in Lumby are on water meters, but additional charges for sewer and garbage service will apply. Concern about ensuring that existing illegal suites are safe; will likely inspect them for appropriate egress, ensure meet fire safety regulations
Densification/encouraging smaller units	
City of Langley	In 2008, Langley City Council increased maximum permitted densities in Multi-family zones, to encourage the provision of smaller, less expensive housing units. They collect a \$500 community amenity contribution per unit. Downtown Commercial Increased Density from 100 Residential Units Per Acre to 150 UPA High Density Residential: Increased Density from 60 UPA to 80 UPA Medium Density Residential Increased Density from 50 UPA to 70 UPA; increased to 4 storeys from 3..
Maple Ridge	In the Town Centre there is a Medium and High Rise Apartment designation that supports apartments 20 plus storeys in height. It is believed the densities within this designation will be in the range of 100 – 250 units per net hectare.
Allowing infill/Smaller lots	
Surrey	Surrey's Single Family Residential (12) Zone (Surrey Zoning Bylaw 12000, Part 17A, p.176, consolidated to October 27, 2003) allows for 320 square metre (3445 square feet) lots with a 12 metre width (40 feet) under certain neighborhood plans. To promote infiltration of storm water, non-porous or paved surfaces, including a driveway, shall not cover more than 30% of the lot area that is not occupied by the principal and accessory buildings. At least 50% of the area of the required front yard shall be landscaped, which shall not include any non-porous or paved surfaces.
Burnaby	Smaller lots are created in single and two family zones through the subdivision process .A neighbourhood based process also exists where local neighbourhoods can initiate a rezoning (to R12) to provide for single and two-family dwellings on small lots.
Township of Langley	In the Routley neighbourhood, the Residential Infill designation allows for densification of properties through the construction of additional strata title dwelling on the same lot (e.g., infill dwellings, coach houses, etc.)- as an alternative to fee simple subdivision.
Maple Ridge	R-3 Zone permits subdivision of existing SF lots, a minimum lot size is 213 m2.
City of Victoria	The City of Victoria has detailed guidelines for the creation of small lots of minimum 260 square metres, with houses of 160 to 190 square metres.
Central Saanich	Encourages affordable infill and small-scale developments. Evaluation guidelines and a checklist for residential development, covering four aspects: conditions for increasing density; tenure type; access to services; and neighbourhood/community acceptance. http://www.wcel.org/issues/urban/sbg/Part3/design/CentralSaanich.htm

Density bonusing	
Resort Municipality of Whistler	In the Residential RS1, 2 and 3 zones , a density bonus of up to 56 square meters (600 square feet) is permitted for a restricted employee suite. The property owner is required to place a covenant on title to set a maximum rental rate at \$1.25 per square foot and, in the event of a strata subdivision of that space, to limit the resale of the suite space to \$125 per square foot
Quayside Village, City of North Vancouver	A group of individuals and families designed and constructed a cohousing community, Quayside Village, comprised of 19 units designed for singles, couples and families. Under an agreement between Quayside Village and the City of North Vancouver, five units have been designated as affordable housing for low-income families. The City of North Vancouver discounted municipal taxes on floor space in the development's common area and granted Quayside Village a density bonus of 10 per cent. The bonus enabled the residents to pay for two of the structure's units. In exchange for the density bonus, the development company built a two-bedroom, wheelchair-accessible rental unit available to qualified applicants at a below-market rate, and four units that sold for 80 per cent of fair market value to qualified purchasers.
Burnaby	<p>The City's CD District zoning process, facilitates affordable and supportive housing developments by amending or waiving established requirements under the bylaw that would apply to market housing developments. CD District zoning for the Howe Sound Rehabilitation Society supportive housing project in the Edmonds area, for example, has reduced parking.</p> <p>The Zoning Bylaw, through Section 6.22 density bonus provisions, allows the maximum floor area ratio for lots in the town centre to be increased, if the developer will provide amenities or affordable housing equivalent in value to the increase of the lot value that results. The lot must be rezoned to CD, and the owner of a development that includes the provision of affordable or special needs housing may be required to enter into a housing agreement under section 905 of the Local Government Act. Burnaby defines affordable and special needs housing as: (a) units developed under senior government non-profit housing programs; (b) price controlled limited equity market units; (c) units controlled or managed or owned by non-profit housing groups providing affordable housing; (d) guaranteed rental units; (e) housing for people with special needs such as those with physical or mental disabilities or victims of violence. Burnaby has obtained 19 units through density bonusing. Burnaby Association for Community Living was given title to 4 units in the base of a residential tower. For the next project, the City retained title, and entered into a 5 year renewable lease with the BACL for 9 units. The most recent project involves 6 units that will be in their own air space parcel (rather than strata titled). There was a request for proposals from non-profits to operate these units; two proposals were received.</p> <p>http://burnaby.fileprosite.com/contentengine/launch.asp?ID=303</p>
City of Richmond	<p>Density bonuses are used as the incentive to achieve inclusion of affordable housing on larger apartment developments. As well, a density bonus is used as an incentive to include affordable secondary suites in one-half of the houses in new subdivisions. Payment in lieu of the provision of the actual units is only offered for small (80 units or less) apartment buildings or townhouse developments. The parameters for each housing type are different, recognizing the development economics of different housing forms.:</p> <ul style="list-style-type: none"> ○ Townhouse: 0.2 FAR (Floor Area Ratio) bonus is allowed if a cash contribution of \$2.00 per buildable square foot is paid. ○ Apartment: (80 + units): 0.6 FAR bonus is allowed if 5% of the building area and not less than 4 affordable units are developed and secured as affordable housing" ○ Apartment (80 units or less): 0.6 FAR bonus is allowed if a cash contribution of \$4.00 per buildable square foot
Golden	Offers density bonus for non-market housing, which is sold to local residents at below-market rate. Housing agreement and covenant ensures that the unit stays affordable in perpetuity. Secures 15% of multi-family units and single-family residential lots through new multi-family and subdivision development and redevelopment as affordable residential housing, through Phased Development Agreements or through the use of density bonusing.

Inclusionary zoning	<i>“In BC, density bonusing —the mechanism that makes inclusionary zoning possible — is a voluntary process in which developers may choose, or choose not, to participate. In several jurisdictions in the US, municipalities have the legal authority to require developers to include a certain number of low-cost, protected units within developments. BC municipalities do not have this authority — in BC, inclusionary zoning is, in a strict sense, a choice for developers. Notwithstanding this point, there are some BC municipalities whose councils have chosen to use their zoning authority to, in essence, require developers to accept bonus densities and provide low-cost units and/or other amenities. In these places, density bonusing and inclusionary zoning have become de facto mandatory. This more aggressive approach requires strong and unwavering resolve on the part of councils.” (from Vernon Attainable Housing Strategy, December 1007)</i>
Vancouver	Vancouver’s income mix policy requires developers of large redevelopment projects to set aside sites for non-market housing. The City negotiates the inclusion of non-market housing in a new redevelopment project when the developer applies for rezoning from industrial or other non-residential use to residential use. The City establishes a legal agreement with the developer to include 20% of the base density of the redevelopment as non-market housing. The City has an option to purchase this site at a fixed price, for a certain period of time (20 to 30 years). Through a combination of provincial and City funding, the City purchases a section of the site from the developer for 60% of market value, and leases the site to a non-profit housing provider. The developer builds the non-market housing and turns it over to a non-profit group. The City has 20-30 years to purchase the site http://www.cmhc.ca/en/inpr/afhoce/tore/afhoid/pore/usinhopo/usinhopo_006.cfm
Whistler	In 1989, adopted an Employee Service Charge Bylaw requiring any commercial or tourist development to provide employee housing or cash-in-lieu. By 1996 the Fund had grown to \$6 million, but little had been built. Whistler formed the Whistler Housing Authority in 1997 to borrow additional funds and construct resident restricted housing. They have created an inventory of price controlled units that are only available to resident employees
New Westminster	The City encourages housing developments designed to accommodate a range of incomes. Most recently, the City approved a non-market housing project at 1025 Queens Avenue. Of the 29 new housing units, 17 will be subsidized for low income residents.
Town of Golden	Require 15% of all new units proposed through multi-family or condominium developments to be dedicated to affordable housing, as defined by Golden.
Burnaby	Policy for 20 percent of units in newly developing communities on publicly-owned land to be affordable. This resulted in the development of 390 non-market housing units at four sites.
City of Langford	10% of homes in any subdivision of 10 units is to be sold as <i>affordable</i> at \$160,000 As of January 2008, 51 homes have been built or sold, or are in the development stage
Nanaimo	The City of Nanaimo in 2008 amended its Official Community Plan to include a policy on rooming houses. The policy encourages rooming houses in existing single family dwellings and/or purpose-built facilities throughout the city. Homes or purpose built facilities must be in keeping with the character of the area, comply with Building Code regulations, and should be equitably distributed throughout neighborhoods.

Housing agreements to provide affordable housing units in new developments	<i>“Housing agreements may only be entered into by City bylaw, with the consent of the owner. Housing agreements are voluntary for developers. As a result, developers will agree to them when it makes financial sense to do so — that is, when the value gained from the variance exceeds the value surrendered through the agreement”.</i> (From Vernon Affordable Housing Strategy, December 2007)
City of Langford	10% of homes in any subdivision of 10 units is to be sold as <i>affordable</i> at \$160,000 As of January 2008, 51 homes have been built or sold, or are in the development stage
Burnaby	The City currently requires that a Section 219 covenant be registered on title for all non-market housing projects to protect the future affordable housing use of the property.
Vernon	Currently drafting housing agreements; units on municipal land will have to remain rental for 20 years.
Vancouver	Requires developers of major projects ⁶⁹ to provide 20% of the housing units as non-market housing. Usually this is done by setting aside a site in the development for non-market housing, and making that site available for funding under the Province's non-market housing programs.
Shared equity/ resale price restrictions	
Whistler	Restricted resale housing for its workforce since 1997
Victoria	The developer of Dockside Green and the Provincial Rental Housing Corporation entered into an agreement that restricts the sale of units in the development to 85% of Fair Market Value. Buyers must be first time home buyers, and their income should not exceed 1/5 of the fair market value of the unit. The developer had to sell the units to people who had resided in the Capital Region for at least one year, with preference to people working at a business within the Dockside Green development. The Capital Region Housing Corporation receives 0.5% of the sale price. A copy of the Resale Control Agreement can be viewed at http://www.metrovancouver.org/planning/development/housingdiversity/AffordableHousingWorkshopDocs/ResaleControlAgreementDocksideGreenMar6-08.pdf
Burnaby	VanCity and Simon Fraser University negotiated a Resale Control Agreement for Verdant Green, affordable family housing units for staff and faculty at SFU. Buyers purchase the units at 20% below fair market value at the time of purchase, and sell at 20% below fair market value at the time of sale. SFU Foundation or the SFU Community Trust will purchase the unit if a qualified buyer cannot be found. A copy of the Resale Control Agreement can be viewed at http://www.metrovancouver.org/planning/development/housingdiversity/AffordableHousingWorkshopDocs/ResaleControlAgreementVerdantMay2007.pdf

⁶⁹ Major projects are those where new neighbourhoods are created through the conversion of industrial or commercially zoned land to residential

Demolition controls	
Toronto	\$5,000 for demolition permit, plus \$200 per unit
Richmond	In July 2006, a moratorium was placed on demolition or conversion of rental stock, except where there is 1:1 replacement. This is to remain in place until the OCP is updated.
City of Penticton	Owners of mobile homes to be redevelopment are required to develop relocation assistance plans for the tenants
City of Vancouver	<p>The Single Room Accommodation Bylaw manages the rate of conversion or demolition of SRO hotel units in the downtown core. Any SRO owner wishing to demolish or convert housing stock requires approval from Council. Council can attach conditions to an SRA Permit, for example, charging a \$5,000 per room fee for any units lost</p> <p>The City has a one-to-one replacement policy in some areas of the City. A developer wishing to demolish an existing rental facility must include at least the same number of rental housing units in the new development or at another location, and give the city security for the continued operation of the replacement rental housing units.</p>
Maple Ridge	<p>A Rezoning Application for a modular home park must include:</p> <ol style="list-style-type: none"> a. Proof of tenant notification of plans to redevelop the property. b. A Relocation Assistance Plan that includes; <ol style="list-style-type: none"> i. A professional appraisal of the site's housing stock and its feasibility for relocation to a new site, ii. a qualitative survey of residential housing preferences, an assessment of the ability of tenants to secure accommodation in the proposed new development, and, iii. where residential development is proposed, affordable housing options on the subject site with opportunities for tenants to continue their tenancy there. c. A commitment to hire a qualified professional to assist tenants with this change by; <ol style="list-style-type: none"> i. identifying satisfactory housing options, ii. advocating on behalf of tenants in accessing available subsidies and programs, iii. liaising with appropriate agencies, and iv. providing updates to the municipality on the progress of the Relocation Assistance Plan. d. A commitment to provide compensation measures which will include but are not limited to: <ol style="list-style-type: none"> i. The applicant assuming responsibility for the disposal of structures considered to be at the end of their useful life, or where the tenant chooses a different housing tenure; ii. Compensation payments based on the greater of professionally appraised values, assessed values, or \$10,000. iii. The right of first refusal for tenants wishing to purchase a unit in the proposed new development, with the compensatory amount being applied as a down payment to the fair market value on a new unit. <p>Two years eviction notice, effective from the date of Final Approval for the Rezoning Application, registered as a restrictive covenant on title.</p>

Conversion control policies	
City of Vancouver	For the City to approve conversion of a previously occupied rental building to strata title or cooperative ownership, (a) At least two-thirds of the households occupying the building must have given their written consent to the conversion; and (b) The interests of all tenants must have been adequately respected in the conversion process. Cost: non-refundable \$3,851 plus \$10 for each unit proposed for conversion. (Strata Title and Cooperative Conversion Guidelines 4:vi http://vancouver.ca/commsvcs/guidelines/S007.pdf See also http://vancouver.ca/COMMSVCS/developmentservices/subdivision/stratatitle.htm
Maple Ridge	“(S)upports the provision of rental accommodation and encourages the construction of rental units that vary in size and number of bedrooms. Maple Ridge may also limit the demolition or strata conversion of existing rental units, unless District-wide vacancy rates are within a healthy range as defined by the Canada Mortgage and Housing Corporation.” (From Maple Ridge OCP)
Vernon	Council has adopted a policy wherein strata conversions are not approved if the CHMC rental vacancy rate in the community is less than 4.0% - it currently is 0.3%. Council has donated City owned land for non-profit housing projects. With the upcoming adoption of a new OCP later this summer there is a strong desire to revise the DCC Bylaw so that smaller multiple family units in and around the core area are significantly less than a DCC rate for a large single detached unit in the outskirts of the community.
Burnaby	Since 1973 the City has had a policy to not permit the strata titling of existing multiple family rental buildings.
Williams Lake	Rental vacancy rate must exceed 3.5% before property owners will be permitted to convert rental units to strata. They need the consent of 80% of the tenants, and have a plan for relocation of tenants. There is a \$1,000 application fee.
Standards of maintenance by-laws	
City of Vancouver	The City of Vancouver has power under the Standards of Maintenance by-law to make repairs to sub-standard accommodation and bill those repairs to the landlord. If the landlord doesn't want to pay, the outstanding charges can be collected through the property tax rolls. Section 306(i) of the Vancouver Charter permits the city to "by its workmen or others enter and effect such repairs, renovations or alterations as are necessary to make the dwellings conform to such standards at the cost of the person so defaulting. . ."
Tenant relocation Assistance	
City of Vancouver	City's rate of change policy requires one to one replacement of rental units in some residential zones, as well as right of first refusal, up to 2 months free rent and moving expenses for the displaced tenants
City of Coquitlam	Currently developing a policy requiring relocation assistance from the developer when existing tenants are displaced. The assistance policy will be focused on assisting tenants with moving costs and securing alternate affordable accommodation.
Maple Ridge	Has a tenant relocation policy for Mobile Home Parks
Golden	Landowner signs statutory lease upon conversion, guaranteeing that the existing tenants can stay up to two years.
City of Penticton	Owners of mobile homes to be redevelopment are required to develop relocation assistance plans for the tenants

<p>Partnerships with senior governments</p>	<p>Municipalities throughout BC have been partnering with the Provincial government and nonprofit housing providers on the development of new supportive housing projects. The Provincial government has committed to providing the capital financing for new developments. The local government is expected to make a land/grant contribution and facilitate the development approval process.</p> <p>The Province will pay all pre-development costs to design the developments through to the issuance of development and building permits. Municipalities undertake to ensure the approval process is expedited in a timely fashion, and to exempt the developments from property taxes as long as they provide housing and support services for people who would otherwise be at risk of homelessness. In most cases, the municipality provides these sites at a nominal fee for a 60 year lease to non-profit housing providers. In several cases the Province has also provided a site, and/or a site owned by a non-profit housing provider has been included in the development (Victoria, Nanaimo, Campbell River).</p> <p>To date, the province has signed memorandums of understanding with Surrey, Vancouver, Victoria, Kelowna, Abbotsford, Nanaimo, Maple Ridge, and Campbell River. In some, but not all cases, the Province will arrange for capital and operating funding (Maple Ridge, Victoria,).</p> <p>See http://www.bchousing.org/programs/MOU for details.</p>
<p>Vancouver</p>	<p>In December 2007, Vancouver City Council approved a Memorandum of Understanding(MOU) between the Province of B.C. and the City to expedite the approval of up to 1,200 new social and supportive housing units on 12 city-owned sites.</p> <p>The Province will pay all the costs to design the new housing developments through to the issuing of development and building permits. These include fees for architects and consultants, permit fees, legal costs and survey and engineering costs. The Province will also issue a proposal call non-profit societies to manage and operate the housing developments.</p> <p>The City of Vancouver will provide 12 sites for a period of 60 years. The non-profit operators will be charged a nominal fee for rent, and each development will exempt from property taxes as long as they provide subsidized social and supportive housing.</p> <p>The new units will be social and supportive housing to accommodate the homeless and those at risk of homelessness who are living on the streets or in shelters, and those living in inadequate Single Room Occupancy hotels.</p> <p>See the MOU at http://www.bchousing.org/resources/Programs/PHI/Vancouver_MOU/MoU.pdf</p>

Partnerships with senior government (cont'd)	
Victoria	<p>A Memorandum of Understanding between the Province and the City of Victoria proposes to build over 170 units of new and upgraded social and supportive housing in Victoria on 3 sites. The City has provided one site, the province another, with the third involving the redevelopment of the Streetlink shelter site.</p> <p>BC Housing, through its agency the Provincial Rental Housing Corporation, will lease Humboldt Street to the selected operator for a period of 60 years and for a consideration of \$10. The City of Victoria will lease the Ellice Street site for a period of 60 years to the Victoria Cool Aid Society for a consideration of \$10.</p> <p>The Province will pay all costs to design the housing through to the issuance of development and building permits, including consultant fees and disbursements for the three sites. The Province will also arrange all capital and operating funding. The City of Victoria will designate a staff member to ensure the municipal approval process is expedited on a fast-track basis, and will meet the costs of all development permit fees, development cost charges and other municipal fees and charges for these projects.</p> <p>See the MOU at http://www.bchousing.org/resources/Programs/PHI/Victoria_MOU/Victoria_3_Sites_MOU.pdf</p>
Kelowna	<p>On March 19, 2008, the Province and the City of Kelowna signed a Memorandum of Understanding (MoU) to expedite the municipal approval process for up to 140 new supportive housing units on three city-owned sites.</p> <p>The Province will pay all costs to design the housing through to the issuance of development and building permits, and will also arrange all capital and operating funding. Non-profit operators are in place for all three developments. The City of Kelowna will lease the three sites to the successful proponents at a nominal fee for a period of 60 years. Each development will exempt from property taxes as long as they provide housing and support services for people who would otherwise be at risk of homelessness. The City will designate a staff member to ensure the municipal approval process is expedited.</p> <p>See the MOU at http://www.bchousing.org/resources/Programs/PHI/Kelowna_MOU/Kelowna_MOU.pdf</p>

Initiating municipal partnerships with non-profit organizations	
The District of North Vancouver	Partnered with the Zajac Foundation and the Norgate House Society to develop municipally owned land to the non-profit organizations at below market value
The City of Burnaby	Purchased an existing 58 rental housing development under threat of demolition and leased it back to a housing co-operative for 60 years at 75% of market value
The City of Vancouver	Partnership with the Province. City provides 12 housing sites for a period of 60 years at a nominal fee for non-market housing. The Province will pay all the costs to design the new housing developments through to the issuing of development and building permits. These include fees for architects and consultants, permit fees, legal costs and survey and engineering costs. The Province will also issue a proposal call non-profit societies to manage and operate the housing developments. The non-profit operators will be charged a nominal fee for rent, and each development will exempt from property taxes as long as they provide subsidized social and supportive housing.
City of Victoria	The City of Victoria has entered into a partnership with Victoria CoolAid Society to operate a supportive housing complex on Ellice Street. The City is leasing the property to CoolAid for 60 years for \$10.
Housing Funds	
Metro Vancouver Regional District	Metro Vancouver has a proposal to introduce a regional Affordable Housing Trust Fund, utilizing resources such as the provincial real estate transfer tax. (See Metro Vancouver Affordable Housing Strategy, November 2007, p.8) http://www.metrovancouver.org/planning/development/housingdiversity/AffordableHousingStrategyDocs/AdoptedMetroVanAffordHousStrategyNov302007.pdf
Capital Regional District of Victoria	The Capital Regional District and six participating municipalities have already acted upon the highest priority identified in the 2003 RHAS report – the establishment of a Regional Housing Trust Fund. Approved in March of 2005, the fund greatly improves the Capital Region’s ability to access and leverage new provincial and federal financial support for housing projects. The fund will also help the Capital Region establish partnerships with private non-profit societies throughout the region to bring resources together to address specific housing needs. http://www.crd.bc.ca/reports/regionalplanning/_generalreports/_housingaffordability/_housingaffordability/_adoptedregionalhousi/Adopted-RegionalHousingAffordabilityStrategy-FINALforweb.pdf
Vernon	Recently purchased a property using the Attainable Housing Fund. Municipality will be adding \$50,000 a year to bring it back up to \$500,000
District of Sooke	Adopted a bylaw to establish a Housing Reserve Fund in June 2006, in order to foster affordable housing in the community. This reserve fund obtains monies from land development, donations, transfers from the sale of surplus lands, and public/private partnerships. All money in the fund, and interest earned on it, must be used to develop or assist in developing affordable housing in Sooke.
Richmond	Richmond established an Affordable Housing Operating Fund and an Affordable Housing Statutory Reserve Fund, which are administered by a community foundation. http://www.richmond.ca/_shared/assets/bylaw_820617812.pdf

Housing Funds (cont'd)	
Surrey	Established an Affordable Housing Reserve Fund with contributions from developers (\$750 per unit rezoning charge). Surrey allocates the interest earned on the City's Affordable Housing Reserve Fund to provide up to \$20,000 in assistance for first time homebuyers. People who receive assistance must live and work in Surrey and must meet criteria related to income and assets. In June 2007, Surrey City Council approved the establishment of a Surrey Homelessness and Housing Fund with \$9 million in funds from the City's Affordable Housing Reserve Fund. In April 2008, Surrey issued a Call for Letters of Intent from non-profit organizations for a one-time \$1 million grant towards a project to address the housing and/or service needs of Surrey residents who are homeless or at risk of homelessness. In October Surrey awarded the grant to the Atira Women's Resource Society to construct Maxxine Wright Place in Whalley. The centre will include a community health care clinic, a day care and 36 units of transitional housing for pregnant women and mothers with small children who are at risk.
Qualicum Beach	Has had an affordable housing trust fund for 1 ½ years. Obtains funds through rezoning. 'Calculation varies, usually based on 15% of the increase in appraised value after rezoning. Smaller developments are charged \$5000 per unit. Did try to obtain land and housing units through rezoning, but there were management issues for the units. Cash has been easier to administer.
Colwood	The Affordable Housing Reserve Fund is designed to help provide affordable housing by targeting initiatives such as partnerships with housing agencies. The Reserve Fund receives its money from a \$500 contribution for each additional house, duplex, and townhouse created by rezoning.
Using Development Cost Charges for Affordable Housing Fund	
Vancouver	In 1990 the City of Vancouver sought and received approval from the Province to impose levies on new development that could be spent to replace affordable housing that might be lost as a result of redevelopment. Many of these areas included older rental housing, much of it affordable. For example, Downtown South included a thousand SROs that were likely to be redeveloped or converted to tourist hotels. The development levies range from \$2 to \$8 per sq. ft. of buildable floor area.
Whistler	Whistler has an Employee Housing Service Charge Fund to provide affordable housing for local employees who cannot afford the housing rates in Whistler. Fees are charged at a rate of \$10.40/square foot for commercial establishments; \$2.02 for industrial development and \$1,116 per guest room in tourist accommodation.

Establishing land/housing trusts	<i>“Housing trust funds are created by local governments or community stakeholder groups to assist in the direct development of lower cost housing. Trust funds typically provide the seed money that housing organizations need to leverage other contributions as well as financing. The most effective trust funds have dedicated sources of revenue. In Langley, Colwood and Surrey, for example, the municipalities collect a fee for their housing funds from all new residential developments at the time of rezoning. Kelowna and North Vancouver District place a portion of municipal land sale revenues into their housing funds. The City of North Vancouver assesses a separate, dedicated property tax to raise monies for its fund.” (From Vernon Affordable Housing Strategy, December 2007)</i>
Kelowna	Housing Opportunities Reserve Fund had \$500,000 as of 2005 (generated from land sales and leases as well as annual budget commitments). Originally established to acquire lands that would be leased to builders or non-profit housing providers for projects that include a proportion of affordable housing. In 2005, the City began providing grants from this Fund to housing providers: \$5,000 per unit to non-profit societies for building non-profit rental housing, and grants of \$2,500 per unit to private developers for affordable market rental. http://www.kelowna.ca/CM/Page1023.aspx
Vernon	Vernon & District Community Land Trust was established by a consortium of local service organizations, in order to acquire land for non-profit housing. Modeled after the Calgary Land Trust. Non-profit housing providers will lease land from the Trust; the land will be retained in perpetuity for affordable housing
Community Housing Land Trust Foundation	The Community Housing Land Trust Foundation (CHLTF) was created in 1993 by the Co-operative Housing Federation of B.C. to preserve the stock of affordable housing in B.C. and to acquire land on which new affordable housing could be developed. Since its formation, CHLTF has explored a number of ways to use the community land trust model to secure affordable housing. http://www.realestatefoundation.com/community/originalresearch/chlftf_casestudy_1999.html
Saltspring Island Community Housing Trust	This is a Lease-to-own CLTs, with the mandate to assist low-income households move into homeownership. Such households pay a rental rate to the CLT over a given period of time after which they may choose to purchase the unit with a portion of the rent paid to date credited towards a down payment. The household takes ownership of the unit but continues to lease the land from the CLT through a long-term leasehold agreement.

Establish a municipal housing corporation	
Metro Vancouver	Metro Vancouver Housing Corporation owns and operates housing sites in many Lower Mainland municipalities, providing housing for more than 10,000 people. The Corporation portfolio consists of “rent-g geared-to-income”, partial rent assistance, and low-end-of-market units. There are several different housing programs and each building falls under a specific program type. Some are federally funded programs while others receive funding from the provincial governments. http://www.metrovancouver.org/services/housing/Pages/default.aspx
Capital Regional District of Victoria	The Capital Region Housing Corporation (CRHC) is a non-profit provider of over 1200 rental units of affordable housing in the Capital Regional District of Victoria, BC. In Greater Victoria, each dollar granted by the Capital Regional District Housing Trust Fund in 2005 resulted in \$15 in development — a 1:15 ratio. In 2006 the ratio was 1:10. http://www.crd.bc.ca/housing/index.htm
Whistler	The Whistler Housing Authority (WHA), was created in October 1997 to oversee the development of resident restricted housing in Whistler through the use of the Employee Housing Fund. http://www.whistlerhousing.ca/
Vernon	In mid-2007, the City of Vernon established the <i>Hesperia Development Corporation</i> (HDC). HDC was formed as a land development company to promote attainable housing through the development of housing options for families with total incomes under \$100,000. The City owns HDC, and Council is responsible for setting the corporation's mandate development objectives. The corporation, however, operates at arm's length to City Hall and is governed by its own Board of Directors. The City has transferred 69 acres of City-owned land in the Okanagan Landing area of Vernon to <i>Hesperia</i> . The site is slated for a complete community development with 1,000 residential units. <i>Hesperia</i> itself will not actually build any of the units, but will instead serve as the land developer. In this capacity, HDC will set out a master plan and design criteria for the site, and will provide serviced lots for development by private sector builders. Lots will be sold and/or leased to developers at fair market value. HDC, like any development company, is subject to the City's OCP, as well as to the City's DCCs, permit application processes and all development standards. The fact that HDC is owned by the City does not exempt the company from these requirements.(From Vernon Affordable Housing Strategy, December 2007, page 38)
Fast tracking development applications	
Burnaby	Adopted a policy in 1991 to fast-track development applications for affordable housing.
Kamloops	Affordable housing projects are fast tracked. These projects are approved within about six weeks, in comparison to twelve to fourteen weeks for a regular housing application development period has been reduced from approx, 12-14 weeks to about a six week period, depending on the level of information provided in the application (From CMHC. Improving Housing Affordability, 2007. www.cmhc.com .)
Kelowna	Expedited the municipal approval process for up to 140 new supportive housing units on three city-owned sites. The Province will pay all costs to design the housing through to the issuance of development and building permits, including consultant fees and disbursements for the three sites. The Province will also arrange all capital and operating funding. Non-profit operators are in place for all three developments.

Waive DCCs (development cost charges) for new rental units	The <i>Local Government Act</i> allows local governments to reduce or eliminate DCCs specifically (and only) for non-profit rental units. Foregone revenues are recovered from general taxpayers, not other growth.
Vernon	While Vernon waives DCCs for non-profit organizations, the Regional District does not.
District of Mission	Waives its Community Amenity Fee for developments that include affordable housing or special needs units
City of Surrey	Surrey is waiving all development cost charges and fees for two social housing projects on municipal land, in accordance with a Memorandum Of Understanding signed with BC Housing in March 2008. Surrey is also providing the land for 60 years at a nominal fee, and the non-profit operators will be able to apply for property tax exemptions.
Sechelt	Provides DCC discounts for non-profit affordable rental.
Burnaby	While Burnaby does not waive DCCs, in May 2008 council authorize staff to pursue mechanisms to allow for deferral of DCCs and permit fees for eligible non-market housing projects up to a period of 24 months commencing from the time of final development approval, with the deferred payments required to be paid prior to issuance of occupancy permit.
Williams Lake	Generally have waived DCCs and sometimes other fees on affordable housing projects. Considering renting land below market value.
Parking Exemptions	
The Town of Oliver	In section 6.4.1 of its zoning bylaw, the Town of Oliver allows council to reduce the number of parking stalls for residential developments restricted by a housing agreement to a class of persons whose automobile ownership is below normal rates. Under section 6.8, council may allow a partial or total relaxation of on-site parking requirements where the property is located within 200 meters of a public parking area owned and operated by the Town, and where the developer pays \$4500 per stall to the Town's collective parking fund.
Burnaby	Established reduced parking standards for non-profit, seniors, and supportive housing under the Zoning Bylaw with potential for possible further reductions under Comprehensive Development zoning. The standard parking requirement for market apartments and townhouses is 1.6 and 1.75 spaces per dwelling unit, respectively. The parking requirement for nonmarket housing is 1.5 spaces per dwelling unit. The requirement for seniors housing is 1 space per 5 dwelling units if the project is located within 0.4 km of established bus routes and commercial facilities. The requirement for supportive housing is 1 space per 2.5 dwelling units. For the Howe Sound Rehabilitation Society project, a minimal number of parking stalls were required for staff and visitors and no parking was required for residents.
Richmond	In CD zones, often provides reduction in parking (eg. For seniors housing).
City of Langley	The City reduced parking requirements in the City Centre in order to decrease unit costs. Studio and One Bedroom Units: 1.2 spaces/unit plus .2 spaces/unit for visitors; Two Bedroom Units: 1.4 spaces/unit plus .2 spaces/unit for visitors; Three Bedroom Units: 2.0 spaces/unit plus .2 spaces/unit for visitors

Property Tax Exemptions	Section 244 of the Community <i>Charter</i> allows municipal councils to grant "permissive exemptions" to properties (including housing developments) that are held by non-profit organizations. Section 246 is a relatively new provision. It allows for councils to designate certain parts of the municipality (e.g., the downtown core) as "revitalization areas", and grant property tax holidays of up to ten years for new or improved projects within those areas. New attainable housing developments in such areas could benefit under this provision.
City of Langley	City of Langley exempts non-profit agencies, such as the Salvation Army's Emergency and Transition Housing, from tax.
Victoria	The City exempts supportive housing projects from property taxes as long as they provide housing and services for homeless persons.
Donating land or facilities or leasing land at low or below market rates	
New Westminster	The City currently owns and leases parcels of land to two providers of supportive housing facilities.
City of Victoria	The City of Victoria has entered into a partnership with Victoria CoolAid Society to operate a supportive housing complex on Ellice Street. The City is leasing the property to CoolAid for 60 years for \$10.
Burnaby	Leases City land to seven non-profit and co-operative housing providers for the development of 293 non-market units, and rents City property for a youth safe house and group homes.
Grand Forks	Leases land at \$1 per year for 60 years, which has resulted in the completion of a 25-unit affordable housing development
Vancouver	New Portland Hotel – City provided lease at 25% below Market Value, as well as a \$300,000 grant. Partnership between City of Vancouver, BC Housing, Vancouver Coastal Health and Portland Hotel Society. Funding sources include Vancouver Foundation, Real Estate Board.
Surrey	<p>In March 2008, the City of Surrey signed a Memorandum of Understanding (MOU) with BC Housing toward the establishment of supportive housing units in Surrey. The MOU applies to two housing projects to be developed on City-owned land in 2008. It anticipates additional supportive housing units in the future on other sites in the City of Surrey.</p> <ul style="list-style-type: none"> ○ YWCA project – A 36-unit supportive housing project will be developed in Newton for single women with dependent children who are living in Surrey and are at-risk of homelessness or in core housing need ○ Provincial Partnership Project – A health services and housing project for men and women recovering from addictions will be developed adjacent to Surrey Memorial Hospital. The facility will accommodate an addictions and mental health clinic, a 25-bed sobering centre, 32 Stabilization and Transitional Living Residence (STLR) beds and 40 transitional housing units. <p>Under the terms of the partnership agreement with BC Housing, the City of Surrey has committed to lease the two sites at a nominal rate for 60 years and to waive all municipal development costs and fees. In addition, the non-profit sponsors of the housing projects may apply on an annual basis for a property tax exemption. The City has also committed to expedite the approval process for these housing projects.</p> <p>BC Housing will fund the preconstruction costs for the YWCA and Provincial Partnership projects. Capital and operating funding will be arranged though BC Housing and may include other partners. The YWCA has committed \$1 million toward their project.</p>

Financial Support	
Burnaby	Provided a grant to Habitat for Humanity to assist with the costs of required improvements to their site, including the costs of an environmentally sound storm water drainage system.
Kelowna	The City of Kelowna provides lump-sum payments of \$5,000 per unit for non-profit housing units in addition to waiving DCCs.
Conversion of Non-residential to residential	
City of Nanaimo	<p>In 1999, many of Nanaimo’s older buildings in the downtown core were empty or only partially occupied. Downtown housing stock consisted of mainly high-end and mid-range condominium and rental units. Nanaimo wanted to increase the availability of housing for lower income households, by encouraging conversion of existing heritage buildings into residential stock. Staff were delegated the authority to approve Heritage Alteration Permits for residential conversion, reducing the approval process time to 2 to 4 weeks, down from 4 to 6 weeks. Parking standards were reduced for multi-residential development: from 1.25 spaces per unit to 0 for conversion projects; for new infill, 0.5 spaces per unit for studio and one-bedroom units and 1.0 spaces for 2 or more bedroom units. A financial incentive program allows a full property tax holiday of up to 10 years for residential conversion projects completed in a recognized heritage building. Start-up costs for a cash grant program were considered too expensive, whereas the tax exemption required fewer dollars up front and would spread the cost incrementally over time.</p> <p>Nanaimo also: Entirely eliminated development cost charges in the downtown core. Adopted the National Research Council’s seismic evaluation system, to allow more flexibility for residential conversions. Excluded the cost of seismic and sprinkler upgrades, in the trigger calculation for Works and Services (sidewalk, utility upgrades, etc.)</p>
Support conversion of private rental to co-operative	
Burnaby	Purchased an existing 58 unit rental housing complex, leased it back to a housing cooperative at 75% of market value.

Allowing mixed commercial residential use (residential over commercial)	
Vernon	Most of the commercial zones in Vernon allow for Multi-family residential over top of commercial.
Town of Golden	OCP allows mixed density residential uses in areas designated for comprehensive development.
District of Chetwynd	Allows zoning for housing above shops and zoning for manufactured home parks
Burnaby	Burnaby's Official Community Plan includes the following strategic direction: <i>to provide for new housing development above ground floor commercial outlets as part of the expansion of "Urban Villages" in the City.</i> As part of mixed use commercial and residential developments, Burnaby adds the commercial density component to the permitted density of the site, providing support and financial offset for the residential component. http://www.burnaby.ca/cityhall/departments/departments_planning/plnng_plans/plnng_plans_offcl/plnng_plans_offcl_residential.html#goal4
Advocating to Senior levels of government	
Burnaby	On the issue of affordable housing, Burnaby has, over a period of 10 or more years, advocated to senior levels of government with regard to the importance of maintaining the social safety net in terms of income support and affordable housing.
Keeping densities low	
Burnaby	Council has not entertained rezonings in the Maywood area of Metrotown where the largest concentration of lower rent accommodation exists.

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