

AGENDA ADDENDUM

REGULAR MEETING OF COUNCIL

Monday, April 11, 2016

7:00 p.m.

Council Chamber, Municipal Hall

355 West Queens Road,

North Vancouver, BC

Council Members:

Mayor Richard Walton

Councillor Roger Bassam

Councillor Mathew Bond

Councillor Jim Hanson

Councillor Robin Hicks

Councillor Doug MacKay-Dunn

Councillor Lisa Muri



NORTH VANCOUVER
DISTRICT

www.dnv.org

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REGULAR MEETING OF COUNCIL

7:00 p.m.
Monday, April 11, 2016
Council Chamber, Municipal Hall
355 West Queens Road, North Vancouver

AGENDA ADDENDUM

THE FOLLOWING LATE ITEMS ARE ADDED TO THE PUBLISHED AGENDA

9. REPORTS FROM COUNCIL OR STAFF

9.1. Request for Council Contingency Fund Grant – Blue Cabin Remediation File No.

Recommendation:

THAT the expenditure of up to \$10,000 from the Council Contingency Fund is granted to the Blue Cabin Committee to assist with the remediation costs of the Blue Cabin.

9.2. Request for Council Contingency Fund Grant – Community Housing Action Committee File No. 05.1930/Grants and Sponsorships/2016

Recommendation:

THAT the expenditure of up to \$10,000 from the Council Contingency Fund is granted to North Shore Community Resource Society's Community Housing Action Committee (CHAC).

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APR - 6 2016

Clerks
District of North Vancouver

Mayor Richard Walton and Council
District of North Vancouver City Hall
355 West Queens Road
North Vancouver, BC
V7N 4N5

April 6, 2016

Dear Mayor Walton and members of Council:

I'm writing in support of current efforts to preserve and sustain Al Neil and Carole Itter's "Blue Cabin" as an artist's retreat, and in support of a request to District of North Vancouver Council on April 11th toward this good work.

The Blue Cabin is one of, if not the last, foreshore cabin 'squats' that once proliferated on the intertidal zone of North Vancouver and Burrard Inlet. This history is an instrumental and vital part of our region, and the preservation of the Blue Cabin presents the last opportunity to save an especially important part of our shared past for our future generations.

Through the work of Vancouver's grant gallery, a number of partners, including the North Vancouver Museum and Archives, have stepped forward in partnership to preserve the cabin in the near term, and to find a long term sustainable life as an artist's retreat and residency going forward.

On behalf of the Board and staff of Presentation House Gallery, we fully support this goal, and have pledged our assistance to further its progress.

We recommend District Council's approval of the request for funds to assist in stabilizing and remediating the cabin, and toward work to ensure the future life of the Blue Cabin.


Sincerely,



Reid Shier
Director

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AGENDA INFORMATION	
<input type="checkbox"/> Regular Meeting	Date: _____
<input type="checkbox"/> Committee of the Whole	Date: _____

Dept. Manager	GM/ Director	 CAO
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The District of North Vancouver REPORT TO COUNCIL

April 7, 2016
File: 05.1930/Grants and Sponsorships/2016

AUTHOR: Mayor Richard Walton

SUBJECT: Request for Council Contingency Fund Grant - Community Housing Action Committee

RECOMMENDATION:

THAT the expenditure of up to \$10,000 from the Council Contingency Fund is granted to North Shore Community Resource Society's Community Housing Action Committee (CHAC).

REASON FOR REPORT:

To obtain Council's approval to use funds from the Council Contingency Fund to assist CHAC in the amount of \$10,000. This request is being put forward as the request cannot be fulfilled through the community grants process.

SUMMARY:

The Community Housing Action Committee is a program of North Shore Community Resources Society (NSCR). CHAC was formed in 2003 as a result of combining the efforts of different groups, including NSCR, to jointly work and advocate for affordable housing on the North Shore. CHAC's core mandate is to advocate for North Shore citizens. CHAC pursues this mandate by providing public education and awareness as well as systemic and specific advocacy on issues of affordable housing. Members of CHAC have historically provided advice and information to staff and council regarding affordable housing and housing choice.

A detailed three year work program has been prepared and submitted by North Shore Community Resources which outlines a shortfall in program funding for CHAC (Attachment A). As the Community Services Advisory Committee (CSAC) will not be able to fund the full amount, a request is being put forward to fund CHAC in the amount of \$10,000, through the District of North Vancouver's, Council Contingency Fund.

BACKGROUND:

In November of 2015, Murray Mollard, Executive Director of North Shore Community Resources Society (NSCR), requested a meeting regarding funding for the 'Community Housing Action Committee' program. Mr. Mollard submitted a detailed work plan which identified that there is a funding shortfall for the CHAC program, which is administered through NSCR totalling in excess of \$38,000 through to 2019.

**SUBJECT: Request for Council Contingency Fund Grant - Community Housing
Action Committee Community Housing Action Committee**

April 7, 2016

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Historically, the CHAC program has been funded by the District through the community grants process administered by the CSAC. Since 2011, this funding has decreased slightly, as it has to other agencies. This funding cut is due in part to the increased number of applications that CSAC has received over the years, and as a result of an increase in the total amount requested.

A letter dated December 22, 2015, was sent to the Executive Director of NSCR from Brian Bydwell, the then General Manager of Planning, Property and Permits, outlining a preferred option for funding this group (Attachment B). The letter stated that the community grants program is the only formal mechanism that staff have to consider funding requests from services providers. To that end, he recommended that NSCR review their funding needs as they pertain to CHAC and the other programs currently supported by the District Community Grant program and that they apply in 2016 to address the funding shortfall that has been identified.

EXISTING POLICY:

The District's support of social service agencies is outlined in Section 6.3 of OCP Bylaw 7900. The specific policies that support the District's commitment in providing assistance to social service agencies include:

- 6.3.1 Facilitate the delivery of accessible community services and social programs to meet the current and future needs of all District residents
- 6.3.3 Facilitate the provision of accessible services, programs, and facilities that encourage seniors and people with disabilities to function independently
- 6.3.11 Support civic and community partners with resources, information sharing and collaboration in the achievement of District objectives.

ANALYSIS:

The deadline for community grant applications was on January 31, 2016 and North Shore Community Resources, according to staff did submit a detailed application which included a request for an operating grant and two program grants. The program request for CHAC is in the amount of \$10,875 from the District. NSCR also applied to the City of North Vancouver for \$10,128 and to the District of West Vancouver for \$5,437 for this program.

Although staff confirmed that the CSAC member assigned has not yet reviewed the application, it is unlikely that NSCR will receive the full amount being requested for this program as they are also seeking an operating grant (\$7,550) and a second program grant for their information and volunteer services (\$9,918). The total budget for CSAC this year is approximately \$273,496, and of that amount, \$149,182 is available for grants in 2016 (the remaining \$124,314 was allocated in 2015 as part of the two year funding cycle). A total of 60 applications were received this year from 29 agencies serving District residents. The total amount being requested by these agencies is \$260,485, which is \$111,303 over the budgeted allocation.

It should be noted that since the application has been submitted to the three municipalities, the City of North Vancouver has added an additional \$10,128 to their core grant to North

**SUBJECT: Request for Council Contingency Fund Grant - Community Housing
Action Committee Community Housing Action Committee**

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Shore Community Resources to cover CHAC's program. As a core funded program, CHAC will have a sustainable funding source from the City. As a core program, agencies do have to submit an annual accountability report and information such as financial statements and annual reports to the Finance Department.

Financial Impacts:

The current balance of the Council Contingency Fund is \$87,850.

Conclusion:

North Shore Community Resource Society's, Community Housing Action Committee, has a long standing history of providing staff, Council and the community with information, advice and advocacy around affordable housing issues. Although it was believed that the shortfall in funding for this program could be covered by the Community Services Advisory Committee, it is now felt by staff that this full amount could not be guaranteed due to the number of funding requests made in 2016. As such, a recommendation is being put forward that \$10,000 be allocated from the Council Contingency Fund towards this program. As Council continues their discussion around affordable housing and housing choices in the District, CHAC's work is valued and should be supported.

Options:

1. Council can support this program by providing a funding grant to CHAC; or,
2. Council can show support by considering other ways to contribute towards CHAC.

Respectfully submitted,

Richard Walton,
Mayor, District of North Vancouver

Attachments:

- A – Three Year Work Plan and Budget: 2016-2019
- B – Letter from Brian Bydwell to Murray Mollard dated December 22, 2015

REVIEWED WITH:		
<input type="checkbox"/> Sustainable Community Dev. _____	<input type="checkbox"/> Clerk's Office _____	External Agencies:
<input type="checkbox"/> Development Services _____	<input type="checkbox"/> Communications _____	<input type="checkbox"/> Library Board _____
<input type="checkbox"/> Utilities _____	<input type="checkbox"/> Finance _____	<input type="checkbox"/> NS Health _____
<input type="checkbox"/> Engineering Operations _____	<input type="checkbox"/> Fire Services _____	<input type="checkbox"/> RCMP _____
<input type="checkbox"/> Parks _____	<input type="checkbox"/> ITS _____	<input type="checkbox"/> NVRC _____
<input type="checkbox"/> Environment _____	<input type="checkbox"/> Solicitor _____	<input type="checkbox"/> Museum & Arch. _____
<input type="checkbox"/> Facilities _____	<input type="checkbox"/> GIS _____	<input type="checkbox"/> Other: _____
<input type="checkbox"/> Human Resources _____	<input type="checkbox"/> Real Estate _____	



CHAC

North Shore Community Resources Society

Community Housing Action Committee

Three Year Work Plan and Budget: 2016-2019

EXECUTIVE SUMMARY

North Shore Community Resource Society's (NSCR) Community Housing Action Committee (CHAC) was formed in 2003 as a result of combining the efforts of different groups, including NSCR, to jointly work and advocate for affordable housing on the North Shore. CHAC's core mandate is to advocate throughout the community for the provision of adequate, affordable, and appropriate housing choices for North Shore citizens. CHAC pursues this mandate by providing public education and awareness as well as systemic and specific advocacy on issues of affordable housing.

In the summer of 2015, as part of a funding request to the three North Shore municipalities for CHAC, NSCR management developed a three year Workplan and budget for CHAC. The Workplan identifies three key areas of CHAC's work: (1) Education and Advocacy, (2) Research and Collaboration with Community Partners, and (3) Organizational Operation and Development. In each key area, specific activities, anticipated outcomes and past examples of work are detailed.

The list of CHAC activities is extensive. Submissions and consultations with municipal councils and their members, municipal planners and developers are an important part of CHAC's advocacy work. Public education, whether via presentations or organizing meetings, workshop, events or media work is also critical to achieving CHAC's mandate. In order to be most effective, CHAC also works with other community partners and advocates to improve affordable housing. In order to offer innovative solutions to affordable housing challenges and effectively communicate new ideas (or proven elsewhere), CHAC undertakes research. Finally, for CHAC to be an effective educator and advocate, the Workplan anticipates important work regarding organizational development, governance and operation.

Mapping the details of CHAC's work, has allowed NSCR to accurately forecast budgets for the CHAC for the next three fiscal years from 2016-17 to 2018-19. It also has allowed us to illuminate the serious funding challenges facing CHAC. Based on the Workplan, NSCR projects deficits of almost \$18,000 (2016-17), \$21,000 (2017-18) and 31,200 (2018-19) for CHAC. The current deficit for 2015-16 is almost \$3,000. Without new funding, CHAC's future is uncertain.

**North Shore Community Resources Society
Community Housing Action Committee
Three Year Work Plan and Budget: 2016-2019**

Introduction

North Shore Community Resources Society (NSCR) has been advocating for and providing information on affordable housing for residents of the North Shore since 1994. The Housing North Shore program at NSCR is comprised of two different functions: affordable housing advocacy and affordable housing information. Affordable housing information is provided to individuals, families, and other social service organizations who request assistance locating and securing affordable housing units or subsidies. This document details the housing advocacy initiatives of the Community Housing Action Committee (CHAC).

CHAC was formed in 2003 as a result of combining the efforts of different groups, including NSCR, to jointly work and advocate for affordable housing on the North Shore. CHAC's core mandate is to advocate throughout the community for the provision of adequate, affordable, and appropriate housing choices for North Shore citizens. CHAC pursues this mandate by providing public education and awareness as well as systemic and specific advocacy on issues of affordable housing.

The following provides a detailed plan for the Community Housing Action Committee' (CHAC's) mandate and operational work for the next three years as requested by the three North Shore municipalities in response to a request for increased funding for CHAC's work. The plan identifies and describes the various unique activities that make up the work of CHAC. It also identifies anticipated outcomes or impact of CHAC's work and includes historical examples of the specific activity.

As of the date of this plan, CHAC, despite its past achievements and continuing work to advocate for affordable housing, receives almost no external funding. In large measure, despite little funding CHAC's past and current impact is due to the exemplary work of past and current members of CHAC including the Housing Liaison Don Peters who provides the primary staffing support to CHAC's work. NSCR supports CHAC by providing strategic, operational and administrative support through the NSCR program manager, Nancy Hollstedt, the Executive Director, Murray Mollard, and other staff.

In order to continue CHAC's important work, new and stable funding sources will need to be identified and received.

The following CHAC 3 Year Work Plan provides details of CHAC's operational work including anticipated outcomes and a forecast budget for the fiscal years (April 1 to March 31) 2016-17, 2017-18 and 2018-19 as well as the current year (to March 31, 2016). CHAC's Terms of Reference and a summary of CHAC's history are included as Appendices. In addition, based on this Workplan, we have created a budget that reflects the funding needs for CHAC.

For more information about the CHAC Work Plan and Budget, contact Murray Mollard, Executive Director, NSCR: murray.mollard@nscr.bc.ca/604-982-3305

CHAC Detailed Three Year Plan 2016 - 2019

I. Education and Advocacy

1. Submissions, Delegations and Meetings with Government

(a) Formal Submissions to Municipal Councils

CHAC will continue to make formal submissions, both oral and written, to all three municipal governments on the North Shore regarding housing developments, zoning, bylaws, housing policies, official community plans and other matters related to affordable housing.

Anticipated Activities:

2015-16	2016-17	2017-18	2018-19
4 submissions	6 submissions	8 submissions	10 submissions

Anticipated Outcomes:

Municipal councils will be more receptive to proposals regarding affordable housing for the purpose of enhancing affordable, accessible and appropriate housing choices.

Past Examples:

- Turning Point (2014): CHAC delivered correspondence and presentation materials at Public Information Meetings and Public Hearings supporting Turning Point’s recovery home proposal in the District of North Vancouver
- Anavets (2012): CHAC delivered correspondence and presentation materials at Public Information Meetings and Public Hearings supporting the redevelopment of ANAVETS residential complex in the City of North Vancouver.
- Kiwanis Seniors Housing (2011): CHAC delivered correspondence and presentation materials at Public Information Meetings and Public Hearings supporting the redevelopment of Kiwanis Seniors Housing in the District of West Vancouver.

(b) Informal Consultations with Individual Elected Officials (municipal, regional, provincial and federal)

CHAC communicates with elected officials from all levels of government to discuss affordable housing related issues whether that be proposed developments, zoning, bylaws, official community plans, housing policies and funding for affordable housing and other matters related to affordable housing.

Anticipated Activities:

2015-16	2016-17	2017-18	2018-19
4 consultations	6 consultations	8 consultations	10 consultations

Anticipated Outcomes:

Elected officials will be influenced to make decisions that will increase affordable, accessible and appropriate housing choices on the North Shore.

Past Examples:

- **Housing Backgrounder:** CHAC provides basic information about affordable housing on the North Shore via its "Housing Backgrounder" which will precipitate follow up conversations with elected officials regarding affordable housing.

(c) Communications with Municipal Planners

CHAC frequently communicates (via meetings, telephone, email) with municipal planning staff to discuss housing developments, zoning, bylaws, housing policies, official community plans and other matters related to affordable housing.

Anticipated Activities:

2015-16	2016-17	2017-18	2018-19
70 communications	80 communications	90 communications	100 communications

Anticipated Outcomes:

Municipal staff will provide more information to municipal councils that will increase affordable, accessible and appropriate housing choices on the North Shore.

Past Examples:

- **Larco Development (2013):** CHAC conversations with District of North Vancouver planners regarding the proposed Larco development in the Lower Capilano Town Centre led to a formal Larco presentation to CHAC during one of its scheduled meetings.
- **Kiwanis Manor (approx. 2011):** On the recommendation by a former CNV planner, CHAC hosted a developer who described the re-development plans for the Kiwanis seniors' residences in West Vancouver-which is now fully operational.
- **Seylynn Proposal (approx. 2009):** CHAC discussions with DNV municipal planner(s) led to presentations to CHAC by Hillside Developments on their Seylynn proposals for the Fern St. project. Ultimately, CHAC supported the project, which is now partially completed.

2. Consultations with Developers

CHAC seeks to influence developers directly to include affordable, accessible and appropriate housing options and other innovative approaches to affordable housing in their developments. To this end, CHAC regularly invites

developers to review with the committee their plans for upcoming projects to explore where below-market or other provisions of affordable housing may be included in their plans.

Anticipated Activities:

2015-16	2016-17	2017-18	2018-19
5 consultations	8 consultations	10 consultations	12 consultations

Anticipated Outcomes:

Developers will prioritize and make room for more affordable, accessible and appropriate housing in their development proposals.

Past Examples:

Darwin Properties (2012): CHAC consulted with Darwin Properties regarding its proposed Oxford Street development in the District of North Vancouver for a purpose built rental property. Communications focused on issues such as number of units, accessibility (for persons with disabilities) of units, proposed rental rates, etc. After an evaluation of Darwin's proposal, CHAC wrote to DNV Council to recommend approval of its application.

3. Public Education: Public Presentations, Hosting Housing Workshops/Events, Media Work

CHAC will continue to make presentations at numerous public meetings, host community workshops and forums, organize all-candidates' meetings and debates, and undertake media work, all with the purpose of providing information and education about affordable accessible housing and to undertake advocacy, broadly understood, to improve affordable housing options on the North Shore.

Anticipated Activities:

(a) Attend Public Meetings

2015-16	2016-17	2017-18	2018-19
8 meetings	8 meetings	9 meetings	10 meetings

(b) Organize and Participate Housing Workshops and Events

2015-16	2016-17	2017-18	2018-19
2 workshops	2 workshops	3 workshops	3 workshops

(c) Media Contacts (interviews, publish letters-to-editor/opinion-editorial)

2015-16	2016-17	2017-18	2018-19
2 media contacts	2 media contacts	3 media contacts	3 media contacts

Anticipated Outcomes:

The public will be better informed about affordable housing on the North Shore and will become more engaged with local elected representatives to advocate for more affordable, accessible and appropriate housing choices on the North Shore.

Past Examples:

- Rightsizing Workshop (2013): CHAC participated in West Vancouver and Seniors' Action Table "Rightsizing Workshop" by providing education on housing choices on the North Shore.
- "Housing the North Shore" (2009): CHAC, Lionsview Seniors' Planning Society and North Shore Chapter of the Canadian Federation of University Women partnered to deliver *Housing the North Shore* on May 27-28, 2009 to over 115 participants. The event, financially supported through a City of North Vancouver Sustainable City Grant and BC Housing, centered on the ten solutions municipalities could adopt to create more affordable housing and housing choices. A second *Housing the North Shore* event was presented on October 28th to continue the momentum created by the May event.
- City of North Vancouver Mayoral All-Candidates Meeting (2014): CHAC hosted a meeting of the Mayoral candidates to discuss their vision for housing.

II. Research and Collaboration with Community Partners

1. Research

CHAC, either on its own or in collaboration with other organizations, will occasionally undertake research related to affordable, accessible and appropriate housing in order to provide important data and/or analysis to educate and advocate regarding affordable housing on the North Shore. However, due to a lack of resources and given the priority of responding to emerging housing issues in a timely way, CHAC has very limited capacity to undertake this important research. That said, CHAC believes research is an important element of its activities in order to inform its mandate and work. CHAC will request research ideas from its membership, community organizations, and municipalities.

Anticipated Activities:

2015-16	2016-17	2017-18	2018-19
1 research project	1.5 research projects	2 research projects	2.5 research projects

Anticipated Outcomes:

More research will create greater public awareness about affordable housing issues and positively influence all stakeholders, developers to municipal councils and beyond, to make decisions that improve affordable housing options on the North Shore.

Past Examples:

- **Staying Power (2003-04):** In partnership with Simon Fraser Public Interest Research Group and SFU Community Development Department, the ***Staying Power*** study was produced. The study included research, surveys, and interviews that informed the housing needs on the North Shore. The study was presented to each municipal council, University Women's Clubs, St. Catherine's Anglican Church, the Unitarian Church social concerns committee, Tri-Cities Affordable Housing Task Force, and a college class during 2004-05.
- **Availability of Housing and its Impact on Employment Choice on the North Shore (2008/09):** CHAC partnered with Simon Fraser University Health Research & Methods Training Facility early in 2008 to develop, distribute and analyze an employer focused survey to determine what impact, if any, housing issues had on an individual's decision to pursue employment on the North Shore. A second research project was initiated in June to understand the housing issues of specific target groups on the North Shore. CHAC completed the employer focused housing research project at the end of the first quarter in 2009. Simon Fraser University collated the data and compiled a report on the research findings. The research validated a larger survey would be appropriate to confirm if housing costs impact employment choices on the North Shore.
- **Housing Backgrounder (2011):** This document was created by a CHAC committee member and updated regularly by CHAC as a housing background paper for candidates running in elections. The paper provides

local community information on the state of housing on the North Shore, history, gaps, and solutions. This document is updated and then circulated to registered candidates prior to an election.

2. Collaboration with Community Service Providers and Advocates

(a) Ongoing Community Partnerships

CHAC enjoys an ongoing collaborative, robust partnerships with a number of North Shore community agencies such as NSDRC, NSNH, Hollyburn Family Services, Lookout North Shore, NS Homelessness Task Force and others. Some representatives are long-standing members of CHAC, while others attend when they are able. These partnerships remain strong because our mutual aims remain the same: the provision of affordable, accessible and appropriate housing choices to North Shore populations.

Anticipated Activities:

2015-16	2016-17	2017-18	2018-19
8 meetings + correspondence	8 meetings + correspondence	9 meetings + correspondence	10 meetings + correspondence

Anticipated Outcomes:

Current relationships will be strengthened resulting in a greater and more effective network of advocates for affordable housing on the North Shore.

Examples:

- North Shore Homelessness Task Force: The Chair of CHAC is a regular member of the NS Homelessness Task Force, sits on its Communications Committee. In this capacity, he will attend meetings, correspond regularly with stakeholders and present to municipal councils. He is a regular contributor to the annual Homelessness Action Week.
- Community Forum re Disability and Housing: Recently, CHAC joined with the Disability Resource Centre in a community forum at the City of North Vancouver Library to explore the housing challenges faced by those with disabilities.
- Several years ago at the invitation of a municipal councillor, CHAC initiated the formation of a coalition of NS non-profit housing providers, and several church members.

(b) Developing New Partnerships

The North Shore region of Metro Vancouver is not alone in facing a crisis of affordable housing. CHAC will continue to reach out to develop relationships with other affordable housing advocacy organizations, advocates and housing-focused academics in Metro Vancouver, and beyond, in order to understand, research, best practices

regarding affordable housing and housing advocacy work. In addition, we will work with government agencies interested in housing matters such as CMHC, BC Housing, Metro Vancouver, UBCM.

Anticipated Activities:

2015-16	2016-17	2017-18	2018-19
2 new relationships	2 new relationships	3 new relationships	4 new relationships

Anticipated Outcomes:

New relationships will be formed resulting in a greater and more effective network of advocates for affordable housing on the North Shore.

Past Examples:

- Metro Vancouver: CHAC invited Margaret Eberle, Senior Planner responsible for Metro Vancouver Regional Growth Strategy to present at its October 2014 meeting. A direct relationship with Ms. Eberle as a resource person enhances CHAC's capacity to understand the regional context and challenge involved in affordable housing in the region.
- SmallWorks: In February, 2015 Jake Fry of SmallWorks provided CHAC with an overview of the company and what they do. SmallWorks designs and builds custom, infill homes in Vancouver. Relationships with innovative builders/developers like SmallWorks enhances CHAC's capacity to understand and advocate for solutions to the affordable housing crisis on the North Shore.

III. CHAC Organizational Operation and Development

1. CHAC Committee Meetings

Purpose(s): CHAC meets regularly with committee members to discuss strategies to improve the state of affordable housing on the North Shore. These strategies include developing and reviewing documentation related to submissions, discussing ideas on how to enhance education and advocacy regarding affordable housing issues to all sectors, identifying and undertaking research initiatives, and supporting and collaborating with community partners on housing related activities and projects. Activities of the meetings include communications to members, guests, and production of agendas and minutes.

Anticipated Activities:

2015-16	2016-17	2017-18	2018-19
8 meetings	8 meetings	9 meetings	10 meetings

Anticipated Outcomes:

CHAC will continue to work to achieve its mandate.

Past Examples:

In 2014, CHAC hosted 10 CHAC committee meetings.

2. CHAC Committee Membership

Purpose(s): In order to maintain its legitimacy, influence and effectiveness, CHAC must continue to recruit new committee members who will ably contribute to a variety of attributes to CHAC work and represent the diversity of individuals from the community interested in affordable housing. For example, it would be useful to have some younger individuals on CHAC to represent youth who undoubtedly have challenges accessing affordable housing as well as, additional committee members who represent people with disabilities. Recruitment will also be necessary to replace members.

Anticipated Activities:

2015-16	2016-17	2017-18	2018-19
Recruit 2 new members	Recruit 2 new members	Recruit 2 new members	Recruit 2 new members

Anticipated Outcomes:

CHAC will become more representative of the North Shore community and renew its capacity to achieve its mandate.

Past Examples:

- CHAC invited a newly-retired municipal planner (CNV) to speak to CHAC about his consultation work, which he did, and he subsequently joined CHAC
- CHAC recruited a North Shore realtor via his on-line housing blog to join CHAC

3. Resource Development

(a) Recruit, Train and Supervise New Human Resources to Assist CHAC

In order to maintain and enhance its impact, CHAC needs to recruit new human resources to assist the Housing Liaison (Don Peters) with the current work he undertakes and supplement his efforts on behalf of CHAC. This may include paid or volunteer resources.

Anticipated Activities:

2015-16	2016-17	2017-18	2018-19
0 individuals	1 individual	1 individual	2 individuals

Anticipated Outcomes:

CHAC will have greater human resources to effectively pursue and achieve its mandate.

Past Examples:

- In 2014, NSCR created a volunteer role and recruited a person who edits and distributes a weekly low cost accommodation list used by many North Shore agencies and their clients. This task has become part of the mandate of Housing Information but this need was originally identified by CHAC.

(b) Funding

In addition to important funding from the three North Shore municipalities, it would be important to seek funding from other potential sources to pursue CHAC’s mandate, activities and projects. This could include applying for special project funding to pursue a particular research or advocacy related activity.

Anticipated Activities:

2015-16	2016-17	2017-18	2018-19
1 new funding application	1 new funding application	1 new funding application	1 new funding application

Anticipated Outcomes:

CHAC will have more financial resources to implement this Work Plan and achieve its mandate.

Past Examples:

- Funding was secured in 2009 to enable CHAC, Canadian Federation of University Women, and Lionsview Seniors' Planning Society to partner and deliver *Housing the North Shore*, a forum that brought together over 115 participants who discussed 10 possible solutions to address affordable housing on the North Shore.

4. NSCR Support, Oversight and Management

In addition to resources directly related to CHAC operational work, North Shore Community Resources devotes significant organizational time to provide support, oversight and management of CHAC. This can include attending meetings, strategic and tactical consultation regarding CHAC work, funding applications, planning and administration. For example, the development of this Work Plan and budget alone required over 40 hours of time contributed by the Executive Director and Manager of Information and Volunteer programs. To assist in this work, and potentially in CHAC operational work, NSCR directors on its Board of Directors will be recruited to provide assistance and oversight of CHAC's work and liaison with the Board of Directors.

Anticipated Activities:

NSCR directors and senior managers will provide strategic and operational support to CHAC

Anticipated Outcomes:

CHAC will receive greater support and be better managed resulting in more effective work.

Past Examples:

- CHAC began as a committee of North Shore Community Resources Society under the leadership of Donna Stewart, then a director of NSCR

CHAC Budget 2015-16 to 2018-19

CHAC's draft budgets for fiscal years 2016-17, 2017-18 and 2018-19 based on this Workplan are attached as Appendices to this document. In addition, a revised budget for the current year 2015-16 is attached.

Please note that the budgets are based on time estimates for CHAC paid staff (ie Don Peters) and do not include CHAC members' volunteer time.

The activity of mapping CHAC's work and calculating the time required for specific activities has clarified and underlined the fact that CHAC is significantly underfunded. The reality is that much of Don Peters' time has been an unpaid contribution to CHAC. This is simply unfair and not sustainable either for him nor for NSCR as an employer that seeks to treat its staff fairly and equitably.

For example, for the current budget year 2015-2016, if we calculate Mr. Peters' anticipated time (budgeted and unbudgeted which is approximately 40 hours/month), there is a projected budget deficit of \$2,961 for our current fiscal year to the end of March 31, 2016.

In subsequent years, realistic time estimates for CHAC staff that account for time devoted to CHAC work result in projected deficits of almost \$18,000 (2016-17), \$21,000 (2017-18) and 31,200 (2018-19). The increase in deficits also reflects the increase in CHAC activities associated with the Workplan as described above. While it is possible to dial back those activities to reduce the anticipated deficit, the deficit will remain unsustainable. Moreover, given the serious crisis regarding affordable housing on the North Shore which will only likely become more of a challenge over the next three years, CHAC sees a critical need to increase its efforts to advocate for more affordable housing rather than maintain or reduce its current levels of activities.

An important point to emphasize is that even at the current rate of CHAC activity, NSCR foresees serious financial difficulties in maintaining CHAC staffing.

In sum, CHAC is currently significantly underfunded. If funding for CHAC is maintained at current or reduced levels, there is a serious question about CHAC's viability as a forum for education and advocacy for affordable housing as constituted in its present form. The exercise of mapping CHAC's activities, both current and future, has provided an important opportunity to illuminate both the value of CHAC's work and its funding challenge.

Consequently, we are requesting that the three North Shore municipalities provide increased funding to address CHAC's budget challenge. We believe that both the past work of CHAC and the Workplan that we have outlined in this document provide a strong case for ongoing core funding for CHAC to continue its important mandate to educate and advocate for affordable, appropriate and accessible housing on the North Shore.



December 22, 2015
File:05.1930/Grants and Sponsorships/2016

Murray Mollard, Executive Director
North Shore Community Resource Society
Suite 201-935 Marine Drive
North Vancouver, BC V7P 1S3

Dear Mr. Mollard,

Re: Funding Request for CHAC

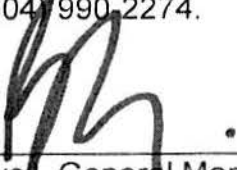
This letter is in response to your meeting with Mayor Walton on November 9th regarding a funding request for the 'Community Housing Action Committee' program. In a work plan that you recently prepared for municipal staff from the three North Shore Municipalities, you identified that there is funding shortfall for the CHAC program administered by NSCRS totalling in excess of \$38,000 through to 2019.

The District of North Vancouver supports the operation and programs administered by NSRC through the community grants program as well as through Core Grants (although this funding is specifically targeted to the Child Care Resource and Referral Program). Up until 2011, NSCR requested a total of \$2,000 to support the Housing Information Program. Starting in 2012, NSCR requested a lump sum of money to support all of their information and volunteer programs, so it is unclear what portion of the funding was used to support the Community Housing Action Committee. Like other non-profit social service providers, NSCR has experienced a decrease in their total funding as it has gone from approximately \$20,000 in 2013 to \$16,680 in 2014 and 2015. Community Grants are intended to be an important, but generally small part of a Society's overall funding portfolio. We understand that funding cuts in the past several years have been difficult to adjust to. The Community Services Advisory Committee, who are community volunteers that make decisions on the Community Grants funding requests, must take into consideration the total requests from the community, new applications and the existing service deficits and priorities as they see them. Their work is challenging but they always do their due diligence and make decisions based on what they review annually.

The Community Grants program is governed by Council approved policy and is the only formal mechanism that staff have to consider funding requests from service providers. To that end, we recommend that NSCRS review their funding needs as they pertain to CHAC and the other programs currently supported by the District Community Grant, and apply again in 2016 to try to address the funding shortfall that has been identified. **The funding application deadline is January 31, 2016.** We trust that the Community

Services Advisory Committee will take the application under careful consideration, with staff available to answer any questions as needed. We would like to thank you for the great work you do in the community. If you have any questions please contact Cristina Rucci at (604) 990-2274.

Regards,



Brian Bydwell, General Manager
Planning, Property and Permits

cc: Cristina Rucci, Social Planner