

Final Report to Council to Address Rental, Social and Affordable Housing Issues

Prepared by the Rental, Social and Affordable Housing Task Force
September 2021

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Executive Summary

A healthy and complete community is shaped by and includes a broad spectrum of residents, yet this spectrum can be eroded by a lack of appropriate and affordable housing. Statistics confirm that this erosion is occurring in the District of North Vancouver. Bold initiatives are urgently required to reverse the trend.

This report presents information to support the above statements and suggests actions to effect the changes needed to provide safe and secure housing for all District residents, especially low-, low-moderate- and medium-income earners.

The objectives outlined in the District of North Vancouver's 2011 Official Community Plan (OCP) aimed to increase housing choices to meet the diverse needs of residents of all ages and incomes. Building on this work, the 2016 Rental and Affordable Housing Strategy (RAH Strategy) suggested six goals intended to "guide the community, developers, Council and staff towards the provision of housing choices for low to moderate income households in the District." The evidence reviewed over the past two years by the Rental Social and Affordable Housing Task Force indicates that the implementation of the goals, objectives and recommendations outlined in the RAH Strategy has not kept pace with the ever-changing housing needs of those who wish to live and work in North Vancouver. As a result, the District is not on track to meet the housing targets outlined in the OCP. Consider the following:

- The OCP suggested a growth target of 10,000 new housing units to be delivered by 2030. This included 1,515 units of non-market housing to be made up of safe houses; emergency, supportive and transition housing; subsidized senior care and disability care; subsidized rental housing; and co-op housing. As of December 31, 2020, only 80 of these housing units have been delivered and occupied.
- The OCP suggested a target of 4,515 of market rental units to be added to the housing stock. As of December 31, 2020, only 1,402 units are currently in-stream, 1,014 units have been approved, and 870 have received occupancy permit.
- Although the number of housing units in the District is increasing (as prescribed by the OCP), there is evidence that this increase has been at the expense of existing affordable housing stock, which has not been replaced in quantity or kind, resulting in existing residents being displaced from the District.
- The lack of data gathered makes Key Performance Indicators less reliable. More statistics are needed to understand the current housing situation. For example, while secondary suites make up the largest share of affordable rentals as estimated in the District staff report of September 2020, we do not know how many secondary suites there are.

This report builds on the recommendations in the RAH Strategy to support the overall goal of the OCP to accommodate substantial growth within the District while remedying the current affordability imbalance that is eroding our ability to house the full spectrum of residents needed for a healthy community. These goals are focussed on two main outcomes:

Create affordable housing opportunities – Goal 1 (*expand the supply and diversity of housing*) identifies opportunities to encourage a more diverse range of housing types, which would have the added benefit

of increasing housing supply. Goal 2 (*expand the supply of new rental and affordable housing*) explores ways to increase the delivery of rental housing stock through policy and procedural changes, along with incentives to encourage more of those units to be affordable. Goal 6 (*partner with other stakeholders to help deliver affordable housing*) lists opportunities and actions to leverage public and private partnerships to increase the housing supply.

Protect existing affordable housing and tenants – The actions proposed in Goal 3 (*support and facilitate the maintenance and retention of existing affordable rental*) strengthen District policies and practices regarding the identification, retention and maintenance of existing multi-purpose rental buildings, which represent much of the District’s inventory of rental stock that is affordable for lower income households. Where that housing is replaced, Goal 4 (*enable the replacement of existing rental with conditions*) suggests ways to ensure that new construction replaces the previously existing affordable rental in kind, and Goal 5 (*minimize impacts to tenants*) sets out actions to ensure that displaced tenants are adequately provided for in terms of replacement housing and the opportunity to return when construction is completed.

The following five main recommendations, further detailed throughout the report, will assist in achieving the broader goals outlined above.

1. Recognizing that the District has acted on the Task Force’s previous recommendation to hire a new senior level housing planner, support that position’s main role as being oversight of the implementation of recommendations from the RAH Strategy and the Rental, Social and Affordable Housing Task Force reports.
2. Identify and inventory any and all available land that can be used for affordable housing projects.
3. Create partnerships and relationships with affordable housing funding agencies, land owners, developers and the private sector for the sole purpose of creating affordable housing. These could include:
 - BC Housing, Canada Mortgage and Housing Corporation, and non-profit organizations
 - School districts, First Nations, the federal and provincial government, private owners
 - Private businesses whose workers may require affordable housing
4. Create policies (i.e., Tenant Relocation), procedures (zoning) and programs (social housing) to protect or promote affordable rental housing for tenants who wish to live and work in North Vancouver, but may not be in a financial position to purchase a home.
5. Acquire, maintain and use up-to-date housing data to inform decision-making, funding allocations, policy development and evaluation of goals and objectives of the RAH Strategy and Task Force Report.
 - a. Create a District of North Vancouver housing affordability matrix that takes into consideration the unique and varied needs of North Vancouver.
 - b. Create Key Performance Indicators to track progress and measure success.

It is our hope that this report and its recommendations will provide guidance and direction not only for this Council, but also for future Councils and for the public at large, which includes the development community, public partners, landlords, renters and homeowners.

Introduction

Context

British Columbia's housing crisis affects all communities and all families. Skyrocketing housing costs over the past decade have made it challenging to find affordable accommodation across the entire housing spectrum, with low- and middle-income earners the hardest hit. This is at odds with the objectives outlined in the District of North Vancouver's 2011 Official Community Plan (OCP), which had an overarching goal of increasing housing choices to meet the diverse needs of residents of all ages and incomes.

In 2016, the [Rental and Affordable Housing Strategy \(RAH Strategy\)](#) was developed with the input of District residents, non-profit housing providers, housing agencies and development industry representatives to advise on the implementation of the housing policies in the OCP. Goals, policies and implementation measures outlined in the RAH Strategy were intended to:

- guide the community, developers, Council and staff to increase the form and tenure of housing through revitalization and the mixed-use redevelopment of designated town and village centres, and
- place greater priority on addressing the needs of low- and moderate-income households to secure affordable housing choices.

Unfortunately, the RAH Strategy does not appear to have influenced development as it was intended to.

Mandate of the Rental, Social and Affordable Housing Task Force

In June 2019, the District formed the Rental, Social and Affordable Housing Task Force to report on the significant challenges of housing diversity and availability in North Vancouver. The Task Force's mandate was to explore and identify innovative local government housing solutions in areas including:

- the retention and maintenance of rental buildings, social housing and affordable housing such as older strata buildings;
- the housing continuum;
- tenant relocation policies;
- housing diversity;
- housing definitions; and
- partnerships.

The Task Force was also requested to make **recommendations** to Council for action on the above-noted and related issues.

As part of its reporting requirements, the Task Force presented an Interim Report on September 28, 2020, which identified five areas for immediate action along with associated recommendations. These were actions that would either have a short-term beneficial impact on the District's housing issues or would require a long lead time to bring stakeholders on board. Staff responded to the Interim Report's recommended immediate actions in a November 20, 2020, report, presented to and unanimously endorsed by Council on December 7, 2020. Action on some of those recommendations remains outstanding.

Where we are now

This report builds on the work of the District of North Vancouver's 2016 RAH Strategy. Using the most recent data available, the Task Force has assessed the District's progress over the past four-and-a-half years to increase housing choices to meet the diverse needs of residents of all ages and incomes. Our examination reveals that little progress has been made and that the goals and recommendations outlined in the RAH Strategy continue to be as relevant as ever. In addition to updating the RAH Strategy with new data, this report expands on the original RAH Strategy recommendations to Council in recognition that additional work needs to be done to address rental, social and affordable housing issues.

A synopsis of the current situation

Ten years have passed since the 2011 OCP was published on June 20, 2011, and the situation has deteriorated:

- According to the Real Estate Board of Greater Vancouver, the benchmark price for a typical dwelling in North Vancouver rose 93.2% over the past 10 years. This has had spillover effects on the rental market, with median two-bedroom rents increasing 50% from 2011 to 2019.
- Statistics suggest that although the District's population has remained generally stagnant, there has been a net increase in the number of households in the upper-income brackets at the expense of those earning less than \$100,000 annually.
- From 2011 to 2016, the number of renter households in the District increased by 15%¹ or 860 households. Meanwhile, from 2011 to December 31, 2020, 1,117 new multi-family residential market and non-market rental units were approved for rezoning, and 950 were issued occupancy permits.
- Insufficient data has been gathered on renter households to support the District's decisions regarding housing development.
- For the past 10 years, the District has for the most part had a vacancy rate below 1.0%, making it extremely difficult for people to find rental housing, and likely contributing to higher rental rates. (A healthy vacancy rate is between 2% to 3%.²) In the last two reporting years, the vacancy rate for apartments in the primary rental market has climbed from 1.2% (2019) to 2.8% (2020);³ however, recent increases in vacancy may be temporary and caused by the impacts of COVID-19 (fewer students needing to live in the District for in-person education, people leaving

¹ Number of households by tenure type (Source: Statistics Canada Census 2011 and 2016).

² Metro Vancouver Housing Data Book 2019. "Average Purpose Built Apartment Vacancy Rate" <http://www.metrovancouver.org/services/regional-planning/data-statistics/housing-data-book/Pages/default.aspx> (accessed April 23, 2020).

³ Canada Mortgage and Housing Corporation. "Vacancy rates by bedroom type, North Vancouver DM." <https://www03.cmhc-schl.gc.ca/hmip-pimh/en/TableMapChart/Table?TableId=2.1.31.3&GeographyId=2410&GeographyTypeId=3&DisplayAs=Table&GeographyName=Vancouver#TableMapChart/241017/5/North%20Vancouver%20DM> (accessed June 9, 2020)

their apartments to move in with their families to save costs, and an anecdotal sense that short-term rentals are being returned to the long-term rental market).

- At least four⁴ demo-evictions in the past few years have had tremendous impact on some of the District's most vulnerable households and reduced available housing types, with a net loss of 34 rental bedrooms despite replacement with new construction.⁵

It is clear that what was a challenging situation in 2016 when the RAH Strategy was developed has become more complex and acute, particularly considering potential challenges associated with population increases that are forecast for the post-COVID-19 recovery. The District needs an affordable and sustainable supply of housing options and, in particular, more options for renters that are compatible with the lower and middle ranges of actual working incomes for resident households.

Rental and Affordable Housing Strategy review

As guided by the North Vancouver District's 2011 OCP, a key objective for the District of North Vancouver is **to increase housing choices to meet the diverse needs of residents of all ages and incomes**. In 2016, the [RAH Strategy](#) was developed with the input of District residents, non-profit housing providers, housing agencies and development industry representatives to advise on the implementation of the housing policies in the OCP. Unfortunately, the RAH Strategy does not appear to have influenced development as it was intended to. Below, we summarize each of the RAH Strategy's areas of focus and provide an update on how the issue has evolved over the past years.

Target households

As outlined in the RAH Strategy, a healthy community has a diverse range of housing forms to accommodate the needs of residents of all ages, incomes, abilities and household sizes. The RAH Strategy focused on housing choices for low- and moderate-income households, including populations that are particularly vulnerable. These households are largely renters earning an estimated 30%-50% and 50%-80%, respectively, of the District's median rental household income. They include families, young adults and students, seniors, persons with disabilities and persons at risk of homelessness.

A particular concern for this Task Force are tenants in existing "affordable" rental housing at risk of displacement, single-parent families, seniors and people with disabilities. In the current market, it is exceedingly difficult for people in these groups to find two- or three-bedroom housing that is affordable given their incomes and the costs of living. The National Occupancy Standard, as established by CMHC, states that there must be at least one bedroom per cohabitating adult couple; per unattached household member 18 years of age and over; per same-sex pair of children under 18; per additional boy or girl, unless there are two opposite sex children under five years of age, in which case they can share a bedroom.⁶

Affordability

The CMHC generally considers housing to be "affordable" when a household spends no more than 30% of its gross household income on shelter costs (rent, mortgage payments, property taxes, strata fees and

⁴ Canyon Springs; Mountain Court Phase 1; Emery Village; Maplewood Plaza

⁵ DNV November 28, 2019, Staff Memo, file: 13.6410.01/000.000

⁶ BC Housing, "Subsidized Housing," bchousing.org/housing-assistance/rental-housing/subsidized-housing. (Accessed July 22, 2021)

heating costs). CMHC has also established a set of recognized and regularly updated affordability levels that are derived from its annual rental market survey. However, **regional context is key when evaluating affordability**. The relatively high median income in the District skews the measure of affordability for those with lower incomes.

The rising value of land and housing has impacted affordability. When values increase, landlords also tend to raise rental rates, as we have seen throughout the rental market, most acutely in the lower end of the rental market. This has put significant pressure on housing costs for the community's lower- and middle-income households. With rising rental prices, the required income needed to sustain a household in the District's rental market also rises, exacerbating barriers.

The data bears this out.

In 2016 (the most current year for which Statistics Canada data is available), the percentage of renter-occupied households that spent more than 30% of their income on housing was double that of owner-occupied households (44% versus 22%).⁷ It should be noted, however, that this disparity may be attributable, in part, to the percentage of homeowners no longer carrying mortgages. The current market conditions pose significant challenges for individuals to enter either the rental or ownership market.

Looking deeper, Figure 1 shows the increase in median monthly rent in the District between 2011 and 2020 and the resulting rise in the minimum required household income for these properties to be considered affordable. (Please note that the data in this table are provided by CMHC. Searches on Craigslist in the spring of 2020 suggest much higher monthly rental rates.) In 2016, the median household income of renter households of *all sizes* in the District was \$41,504 before taxes.⁸ Reviewing the data in Figure 1 against that income, only a bachelor apartment would have been considered affordable for the median renter household in the District in 2016.

Year	Median Monthly Rent (CAD)				Required Annual Income Before Tax (CAD)			
	Bachelor	1 Bed	2 Bed	3+ Bed	Bachelor	1 Bed	2 Bed	3+ Bed
2011	855	1,020	1,200	1,470	34,200	40,800	48,000	58,800
2012	885	1,066	1,200	1,625	35,400	42,640	48,000	65,000
2013	900	1,110	1,300	1,635	36,000	44,400	52,000	65,400
2014	923	1,130	1,350	1,625	36,920	45,200	54,000	65,000
2015	950	1,175	1,361	1,690	38,000	47,000	54,440	67,600
2016	991	1,223	1,375	1,870	39,640	48,920	55,000	74,800
2017	1,045	1,296	1,690	1,709	41,800	51,840	67,600	68,360
2018	1,143	1,451	1,775	1,835	45,720	58,040	71,000	73,400
2019	1,248	1,538	2,000	1,931	49,920	61,250	80,000	77,240
2020	1,281	1,589	2,066	2,506	51,240	63,560	82,640	100,240

Figure 1: Median monthly rent in the District's primary rental market by bedroom count, and minimum required household income according to CMHC definitions of affordability, 2011-2020. (Source: CMHC Annual Report 2011-2020)

⁷ Housing Affordability Definitions: A Brief Overview and Scenario. PowerPoint Presentation prepared for Council by Natasha Letchford and Brett Dwyer, February 11, 2019.

⁸ This compares to the median household income of District home owners of \$88,220 (CMHC Annual Report, adapted from Statistics Canada (2016 Census of Canada)).

Rising land values and consequent rises in rents, and the lack of new rental housing starts, could be expected to push some lower- and moderate-income earning families out of the District. This impact would appear to be supported by changes in the distribution of income categories in the District shown in Figure 2, illustrating that while there was a net gain in the number of District households, there was a significant loss of households at all annual income levels below \$100,000.

Household Income Category	2011 (Before Tax)		2016 (Before Tax)		Difference
Total Number of Households	30,550		31,120		570
Under \$20,000	2,680		1,995		(685)
\$20,000 to \$39,999	3,640	46%	3,210	38%	(430)
\$40,000 to \$59,999	3,865		3,360		(505)
\$60,000 to \$79,999	3,750		3,340		(410)
\$80,000 to \$99,999	3,310	54%	3,070	62%	(240)
Over \$100,000	13,310		16,145		2,835

Figure 2: Analysis of changes in District income categories, 2011-2016. (Source: CMHC Annual Report 2011-2019)

The housing continuum

In 2011, the OCP anticipated capacity for approximately 10,000 net new units in the District by 2030, with these units spanning the housing continuum to include everything from non-market subsidized housing through to ownership. Since 2011, we have seen an increase in units on the market ownership side of the housing continuum, but less progress in areas that address the housing needs of the vulnerable sectors of our population.

Figure 3 below illustrates the District's estimate of the net increase in housing units across the housing spectrum that would be needed to meet the change in demand from 2011 to 2030 based on population projections using census data. As guided by the Metro Vancouver housing demand estimates in the Regional Growth Strategy (Metro 2040) and the RAH Strategy, the District established an estimated 10-year demand (2016-2026) for affordable housing of 600-1,000 rental units.

DNV HOUSING			2011 (Units/Beds)	Approved to End of 2020 (Units/Beds)	2030 Est. Demand (Units/Beds)
SOCIAL AND SUPPORTIVE	SUPPORTIVE	Safe Houses	22	22	37
		Emergency Housing	0	5	50
		Transition and Recovery Housing	28	56	178
	SOCIAL	Seniors Care and Disability Care	279	442	579
		Subsidized Rental	643	967	1,643
		Ownership — Co-op	343	343	343
		Ownership — Co-housing	0	0	0
		Affordable Home Ownership	0	0	0
MARKET	RENTAL	Seniors Care and Disability Care	328	389	528
		Coach Houses	0	22	80
		Secondary Suites	4,295	6,291	6,930
		Multifamily	1,259	2,273	2,859
	OWNERSHIP	Strata Apartments	3,793	7,025	10,143
		Townhouses	2,565	3,446	3,485
		Duplexes, Triplexes, etc.	73	79	73
		Row House	0	0	0
		Single-Family Detached	19,944	19,840	19,794

Figure 3: The District's housing continuum showing the number of units of each type in 2011, the estimated demand for each type of unit in 2030, and the number of units that have been approved to 2020. (Source: District of North Vancouver, Pace of Development – 2020 Update).

As illustrated in Figure 4, from 2011 to 2019, the District approved market and non-market rental units that address a portion of the estimated housing demand. (Please note that this data represents the best numbers available to date, and the District is continually working on new and better ways to track units.)



Figure 4: Occupied multi-family dwelling units (2011), Net new multi-family dwelling units approved (2011 – 2020), and In-stream applications compared to the estimated demand (2030) (Source: District of North Vancouver, 2021).

Reviewing Figure 2 data on household income against the assessment of housing demand in Figure 4, the Task Force strongly believes that the housing demand model and the consequent focus on new development needs to be reconsidered. As shown in Figure 4 above, progress has been made in adding units across several housing categories, but there is an observable lack of growth in the areas of rental and non-market housing. Given the District’s income demographics (including the noticeable loss of households in the low- to moderate-income brackets), we see the need for more housing choices, particularly in subsidized rental, co-op and co-housing.

New units are also being developed in the District as local First Nations expand the housing stock on their lands. However, these plans are not co-ordinated with District plans. For example, through the Tsleil-Waututh Nation’s Takaya developments, 1,089 units (as of February 2020) have been built in the Raven Woods community over the past 25 years. The Nation is currently developing a 500-unit project that when complete will bring the total number of units to 1,550.⁹ These include both purpose-built rentals and lease hold property, and units are priced at market for non-band members. The Squamish Nation also has extensive land on the North Shore and has recently created a housing society to address the Nation’s need for affordable and supportive housing for its members.

⁹ Takaya Developments. <https://twnation.ca/about/our-businesses/takaya-developments/> (accessed April 23, 2020).

Rental, social and affordable housing goals

The 2016 RAH Strategy outlined six goals to support rental and affordable housing, along with a series of recommendations to help the District achieve these goals. Given that little progress has been made over the past five years to ensure an accessible and diverse mix of housing types, the Task Force believes that the RAH Strategy's goals are as relevant as ever. However, we have expanded upon the list of recommendations to reflect the many areas where **significant action** is needed. Our recommendations are based on most recent data available to assess the District's progress in meeting the goals of the original report and consulting with numerous community groups and professionals.

GOAL 1: Expand the supply and diversity of housing

The RAH Strategy followed the objectives of the 2011 OCP in advocating that the majority (75%–90%) of new housing planned by the District to 2030 should be added in key growth centres, while preserving the neighbourhood character and lower density of established neighbourhoods. The expectation was that increased supply of housing in centres would add diverse multi-family housing choices (in terms of type, tenure, unit sizes, etc.) for District residents and theoretically encourage competitive pricing for homes.

While this strategy has merit and would balance the needs of communities with their capacities, it does not guarantee the goal of providing for the District's diverse housing needs. While seemingly unintended, existing bylaws obstruct uptake of new concepts in housing. Greater direction is needed, as well as greater flexibility to accommodate the ever-changing and adapting housing market.

Simply put, the District must expand the supply and diversity of housing while respecting the needs of its diverse residents. There are many innovative practices the District can adopt – from encouraging micro homes and coach houses to supporting co-housing initiatives or helping seniors retrofit their homes into smaller rentable spaces. Our most vulnerable populations must not be overlooked, particularly single-parent families, people with disabilities and low-income earners. To accomplish all this, we must encourage a more creative, flexible housing continuum as new concepts come to our attention that could fill in-demand gaps. We must also communicate the evolution of our housing needs and the directions for the future more clearly to allow for proper planning and to minimize delays in delivering housing.

Recommendations to Council:

1. Continue to increase diverse affordable housing opportunities in town and village centres in accordance with OCP and centre implementation plan policies.
2. Conduct a technical analysis on implementing rental-only zoning within the next four to six months.¹⁰
3. Identify the potential for more efficient land use (District-owned, public and private) in areas appropriate for gentle densification, such as two- or three-storey townhomes, suites and duplexes.

¹⁰ Rental, Social and Affordable Housing Task Force, Interim report to Council to address rental, social and affordable housing issues (September 24, 2020), Immediate Action 4a.

- a. Rethink existing land use that could support gentle densification (such as dead-end roads, cul-de-sacs, empty corners and strange-sized lots).
 - b. Conduct a large-scale land survey to identify land use potential.
 - c. Create a land trust around spaces found for future housing needs.
 - d. Explore ways to develop sensitive infills on single-family lots, converting larger homes into two or more units or joining two houses together to create four to six units.
 - e. Encourage creative and affordable housing solutions for minor densification in single-family neighbourhoods, such as micro or container homes, coach houses and basement or garage suites.
 - f. Reconsider, or allow flexibility in, bylaws around setbacks and parking in these areas.
4. Explore new building methods and revise local bylaws to accommodate potential alternative methods of construction that are more cost and energy effective.
5. Create bylaws to support innovative types of housing that could be added into the District's diverse housing landscape.
 - a. Consider policies to support micro homes, modular housing and container housing, as well as policies to support a party wall ownership model. Given that prices for micro and modular housing range from \$5,000 to \$40,000 per unit, policies to support these housing styles are an effective way to immediately help alleviate the housing crisis.
 - b. Consider the value in using these inexpensive types of housing for swing housing, as well as housing for lower-income residents, the homeless, students, demo-evictees, persons with disabilities, single people and first-time homeowners. This may provide the financial opportunity that allows them an opportunity to enter the housing market, provide them with reasonably priced housing and allow them a better quality of life.
6. Rethink and re-invent traditional standards of housing, with supportive policies.
 - a. Consider policies that would allow seniors to sell shares of their land to create an age-in-place co-op model.
 - b. Develop an aging-in-place program to support access to monetary support from government agencies for home renovations so seniors can live longer in their homes.
 - c. To incentivize secondary suites:¹¹
 - i. Consider lobbying the Residential Tenancy Branch for a distinction to tenancies in purpose-built rental homes and those in private homes that would more equitably protect both homeowner and tenant to avoid instances where the home is abused or disrespect is evident on the part of either party, and

¹¹ Ibit, Immediate Action 4b.

- ii. Re-evaluate the application of building code requirements to existing homes that would facilitate allowing subsidiary living units without extensive and expensive renovation.
 - d. Support co-op housing platforms and projects and introduce co-housing as an option.
 - i. Encourage senior levels of government to re-enter/fund co-op housing projects.
 - ii. Further explore and expand house sharing ownership models.
 - e. Create policies and procedures that encourage rent-to-own developments.
 - f. Engage with young people to understand future concepts and needs for housing.
7. Recognize the risk of creating an economically and demographically divided North Vancouver and ensure affordable options are placed throughout the municipality.
- a. Engage with community organizations to present the pressing need for housing, especially low-income housing, in neighbourhoods with less diverse housing.
 - b. Provide more public education regarding creative housing to remove the stigmas by implementing Homeless Hub's "Housing in My Backyard" guidelines.
 - c. To secure public support, create *pilot projects* such as MIRHPP (Moderate Income Rental Housing Pilots Programs) that exemplify the use of micro and alternative living spaces to create more tolerance in our community for these types of housing options.
 - d. Encourage greater acceptance of supportive housing for homeless populations.
8. Create emergency housing and plan for emergencies with community centres and schools. Consider using these facilities as homeless shelters.
9. To recognize the value and importance of pets in our lives, create pet-friendly policies to ensure the availability of pet-friendly rental accommodations.
10. Be a leader in providing more than the basic requirements in building for persons with disabilities.
- a. Ensure the Accessible Design Policy for Multi Family Housing is reconciled with or exceeds recent 2018 Building Code updates in all capacities.
 - b. Increase the mandatory percentage of units required to be Enhanced Accessible in the District's Accessible Design Policy for Multi-Family Housing.
11. Examine vacant commercial space along transit corridors and consider retrofitting these spaces for affordable rentals.

GOAL 2: Expand the supply of new rental and affordable housing

The RAH Strategy spoke with optimism about a perceived renewed interest in new purpose-built market rental. The report suggested that some developers were taking advantage of low interest rates, higher rental returns, municipal incentives and other factors to develop market rental housing.

Despite the good intentions and optimism expressed in the original Goal 2 that we would see an expanded supply of new rental and affordable housing, the supply of affordable rental housing in the District has decreased. However, there is some potential good news. Renewed interest from senior levels of government in funding the construction of new affordable and rental housing via various programs (sponsored by BC Housing, Housing Hub and CMHC in partnership with non-profit and for-profit developers) for the purpose of delivering below market and market rental units offers some hope for progress.

Recommendations to Council:

1. Expand the supply of rental and affordable housing in a manner that is consistent with the OCP and enables low- and moderate-income households to access transit and community services, retail and employment within walking distance from their homes.
2. Use incentives to encourage development applicants to demonstrate how their proposed project will support rental and affordable housing in the District.
3. Form policy that ensures new rental includes a range of units (i.e., number of bedrooms) to suit the needs of families and other households by requiring that a minimum percentage of units in new developments (35%-45%) be two or three bedrooms.
4. Review District parking policy for opportunities to increase affordability of housing.
5. Continue to apply the strata rental protection policy, recognizing that strata rental provides an important source of market rental housing.
6. Reconsider policies—such as the flexible framework for Lynn Valley—that are in conflict with meeting the town centre housing targets.
7. Implement a rapid housing initiative for non-profit, rental, social and affordable housing projects by previewing projects to Council for input, seeking more effective early public input and by pre-zoning in some areas.¹²
8. Compare new rental developments by number of bedrooms replaced and by square footage to ensure that the variety and amount of rentals increases with development, rather than decreases as we have witnessed over the past several years.
9. Provide density bonusing for rental and below-market rental developments of between 0.5 to 1.2 FSR for rental and below market rental applications.

¹² Ibid., Immediate Actions 2b and 4a.

10. Explore the inclusion of rental caps at the time of rezoning for applications that receive density bonusing, community amenity contribution (CAC) exemption and an expedited approval process.
11. To build up the affordable housing reserve fund, in addition to affordable housing negotiated through in-kind CACs, create a policy for cash-in-lieu CACs that allocates a set percentage of these contributions directly to the reserve fund.¹³
12. Create an application process by which the housing reserve fund can be used to increase affordability of non-market rental, social and affordable housing projects (by funding development cost charge waivers, tax exemptions, or other fee exemptions and measures).¹⁴
13. Explore opportunities to redevelop properties along main transit corridors, such as those having bus service at 15-minute intervals for most of the day, and/or within walking distance to town centres for rental housing
14. Advocate to link transportation funding to affordable housing targets and planning.
15. Tax vacant rental units and use that money to supply more affordable units. Lobby the province to allow municipalities to receive these funds directly from the vacancy tax and allocate to affordable housing.
16. Lobby to bring back long-term mortgages through BC Housing to support purpose-built rentals.
17. Advocate for smaller and more units on standard lots, as per Small Housing BC, to include adding micro homes, pre fab and modular/container homes to this sector.
18. Explore incentives to encourage the registration of secondary suites to gain more accurate data on the number of people renting secondary suites, which represent the largest stock of rentals.
19. Implement policies that address the expansion of other types of rental stock in existing single-family homes.
 - a. Expand opportunities for the subdivision of existing homes to accommodate tenants, including intergenerational housing, co-housing options and secondary suites.
 - b. Facilitate the retention and expansion of rental opportunities in existing homes, especially amongst elderly homeowners (e.g., senior-student housing).
 - c. Facilitate access to financial assistance that supports retrofits to add accessibility aides, such as grab bars, ramps and chair lifts, perhaps through a municipal seniors advocate.

¹³ Ibit., Immediate Action 3c.

¹⁴ Ibit., Immediate Action 3c.

- d. Ensure the District's Accessible Design Policy for Ground Oriented, Multi Family Apartments, and Senior Multi Family Apartments is fully reconciled with the 2018 Building Code adjustments.¹⁵

20. Advocate to eliminate or rebate GST on new rental projects.

GOAL 3: Support and facilitate the maintenance and retention of existing affordable rental

As stated in the RAH Strategy, existing, older purpose-built rental housing makes an important contribution to the affordable rental inventory in the District, and provides a key source of more affordable housing for low- to moderate-income families and other households. Progressive maintenance and restoration of these buildings is needed to extend their service life and to ensure their functionality and liveability for residents.

Another important consideration is that maintaining an existing building or upgrading it to meet new energy-efficiency targets can have less of an environmental impact than demolishing the building and constructing a new structure on the site.

Recommendations to Council:

1. Broadcast District policy by creating a clear (and public) statement on the District website that confirms its policy intentions regarding the maintenance and retention of existing rental housing inventory.
2. Strengthen and enforce maintenance regulations and resources. Enable the appropriate **enforcement** of the Standards of Maintenance Bylaw in consideration of other applicable policies.¹⁶
 - a. Review the Bylaw and update as necessary relative to acceptability and enforceability.
 - b. When revising the Bylaw, consider social, environmental and monetary impacts in that order.
 - c. Retain/designate qualified personnel to monitor and enforce Bylaw compliance.

¹⁵ Building and Safety Branch, "Information bulletin: Accessibility in the British Columbia Building Code 2018" https://www2.gov.bc.ca/assets/gov/farming-natural-resources-and-industry/construction-industry/building-codes-and-standards/bulletins/b18-05r_accessibility_bc_building_code_revised_dec_2020.pdf

¹⁶ The Bylaw is described as "a bylaw to prescribe standards for the maintenance of rental residential premises within the District of North Vancouver pursuant to section 734 (1)(n) of the Municipal Act (RSBC 1979, c.290)" The Bylaw is based on the BC Model Bylaw (http://www.housing.gov.bc.ca/pub/htmldocs/pub_guide.htm#Customizing%20the%20Bylaw), which "assumes that the building inspector will administer the bylaw. There are parts of the model bylaw that assume technical knowledge of electrical, gas and plumbing building standards. Local governments should determine if they have the expertise available to inspect these parts of the home. Consideration should be given to excluding them if it is simply impractical to enforce these parts of the bylaw."

- i. This could include District staff and/or a specialist consultant.
 - ii. Designate monitoring of reporting and enforcement as a responsibility of the DNV Housing Co-ordinator.
 - d. Co-ordinate provincial and District resources.
 - i. To facilitate identification of non-compliance with the Bylaw, lobby for information sharing between the District and the BC Residential Tenancy Branch regarding tenant disputes that may indicate intentionally neglected properties.
 - ii. Explore partnerships with other North Shore municipalities and the Province to share staff and resources. Create a multi-municipal “RENTSAFE” inspection agency to co-ordinate bylaw compliance activities (e.g., to address complaints, contact non-compliers, record infractions and work in conjunction with the BC Residential Tenancy Branch).
- 3. Identify existing purpose-built multi-unit rental buildings and facilitate their retention.
 - a. Create a registry/matrix of existing purpose-built multi-unit rental buildings and populate with relevant information (e.g., # of units of each type, bedrooms, age, Facility Condition Index (FCI) or equivalent) to create an accurate baseline of current statistics on all District rentals.
 - i. Update and populate the registry regularly to monitor maintenance and retention trends.
 - ii. Refer to the registry as a resource to inform proposals for new housing developments.
 - b. Create a framework that will facilitate the maintenance, restoration and retention of purpose-built multi-unit rental buildings.
 - i. Establish incentives for landlords/owners to retain existing rental housing. These could include penalties, fees or financial incentives (e.g., taxes, carbon off-sets). Also consider financial contributions to repairs (e.g., the Vancouver Heritage Foundation’s Heritage Energy Retrofit Grant).
 - ii. Explore partnerships to help support the maintenance and retention of, and deliver retrofit grants and incentives to, purpose-built rental buildings (e.g., Landlord BC, BC Non Profit Housing Association, the Residential Tenancy Branch).
 - iii. Proactively alert and encourage the owners of said properties to pursue grants for retrofits, envelope upgrades, etc. For example, include links to retrofit and renovation grants on the District website to alert and encourage landlords/owners to apply for assistance in maintaining their properties.

- iv. Streamline/prioritize building permits for renovation of existing purpose-built rental stock. Remove departmental barriers that inhibit quick turnaround for repairs and permitting.
- v. Create a Rental Housing Acquisition Program through partnership with non-profit agencies to facilitate the purchase of at-risk private properties for conversion to permanent affordable housing. Consider the use of “notice law” to give non-profit and land trust entities the first right of refusal, right to make an offer and the right to purchase before the property goes to market.

GOAL 4: Enable the replacement of existing rental housing with conditions

It is recognized that even with ongoing and regular maintenance, by 50 to 60 years of age, several major mechanical components of residential buildings may need major upgrade or outright replacement. Higher maintenance costs associated with this work may be reflected in higher rents and/or sub-standard living conditions if maintenance is deferred. On a case-by-case basis, the condition of an existing rental building may warrant redevelopment.

If after due process a rental apartment building is allowed to be replaced by a new building, the owner/developer must include in the project at least the same number of suites as the original building and these suites shall comprise the same make up of bedrooms and comparable floor space and general amenities in the building and grounds. The original number of suites shall be offered to the original occupants of the building at a rental rate having an increase that is no more than the allowable annual increase set by the province for the period of construction. Future increases in the rental rate shall be no more than allowed by the *Residential Tenancy Act*. Any additional suites included in the new building can be leased at market rental rates

Recommendations to Council:

1. Review all applications for replacing existing rental accommodation on a case-by-case basis to determine aspects of the application that offer the District leverage to negotiate benefits to the stock of affordable rental housing with particular reference to accommodating existing tenants and diversifying the types of units.
2. Require new construction to replace the original affordable units in kind—i.e., at least the same number of units with the same number of bedrooms designated for long-term affordability.
3. Use best efforts, including incentives, to encourage builders/developers to provide units that would be particularly directed towards North Shore workers for rental or ownership.

GOAL 5: Minimize impacts to tenants

The RAH Strategy noted that the demolition of older multi-family rental buildings has raised concerns for displaced renters who may face significant challenges finding suitable affordable housing in a low vacancy rate climate combined with soaring market rents. This concern has not been adequately addressed.

Recommendations to Council:

1. Prioritize and require a phased approach to development where feasible by working with land owners to minimize displacement of existing tenants.
2. Adopt a revised Residential Tenant Relocation Assistance Policy. Revisions are needed to address many gaps in the existing policy and brings it in line with current standards elsewhere in Metro Vancouver to ensure tenants are provided with early and clear communication and opportunities for public input, adequate compensation for their demo-eviction, relocation and moving costs, long-term tenant bonus, acceptable rental rate and unit size in the interim housing, and right of first refusal in the new building at original rent plus any provincially allowable rental increase. (*The requested revisions were submitted as Appendix 1 to the Task Force's Interim Report.¹⁷ Some of those were included in an amended Residential Tenant Relocation Assistance Policy that was adopted by Council on May 31, 2021.*)
3. Appoint an outside consultant identified by the District or staff person to manage the relocation process, using-standardized forms and procedures to make sure the process is accountable and fair to all tenants.
4. Communicate and ensure all provisions and requirements of the Residential Tenant Relocation Assistance Policy are conveyed to the landlord applicant at the time of pre-application.
5. Require that the relocation agreement for each applicable rezoning clearly stipulate where the alternate accommodation, either permanent or temporary swing housing, can or should be (i.e., in the community or in another municipality).
6. Create a provision that prohibits displacement due to purpose-built rental rezoning during the school calendar year.
7. Broadcast information related to the Residential Tenant Relocation Assistance Policy:
 - a. Ensure that the Residential Tenant Relocation Assistance Policy is readily accessible for public viewing and not buried on the District website under the corporate policy.
 - b. Create a public education video on the District website to clearly communicate the relocation policy to the public.
8. Rescind District Bylaw 7406 [Multi-Family Rental Housing Demolition Notice Bylaw](#) to avoid confusion for tenants. (This recommendation was completed May 31, 2021)
9. Turn the Residential Tenant Relocation Assistance Policy into a bylaw when and if provincial legislation changes to the *Local Government Act* and *Residential Tenancy Act* will allow. Continue to lobby the provincial government for enabling legislation to make this happen.¹⁸
10. To protect displaced residents in long-term care when assisted living facilities are sold or slated for redevelopment, lobby the province for changes to the *Assisted Living Care Act* to include a

¹⁷ Rental, Social and Affordable Housing Task Force, Interim report to Council to address rental, social and affordable housing issues (September 24, 2020), Immediate Action 5a.

¹⁸ Ibid., Immediate Action 5a.

clause to allow municipalities to require some form of tenant compensation. Refer to the revised Residential Tenant Relocation Assistance Policy for current standards.

11. Support and encourage a roommate registry program within a local non-profit organization for displaced tenants to be paired with room rentals or suites in underused private residences for the duration of their displacement from a rezoning.

GOAL 6: Partner with other stakeholders to help deliver affordable housing

Addressing the affordable housing needs of lower and low- to moderate-income households will require partnership and collaboration with diverse community partners. Efficiencies can be realized when affordable housing is constructed as part of a market housing or mixed-use development project.

The day-to-day operation of affordable housing units and provision of services to tenants, as needed, is often managed by non-profit housing providers. Capital grants or other financing from provincial and federal governments can strengthen the economic feasibility of an affordable housing project. Strategic use of District-owned lands, which may involve a long-term lease, can help leverage senior government funding.

Recommendations to Council:

1. Partner with BC Housing to actively seek the elimination of roadblocks toward the goal of delivering provincially funded social housing units to the District. Pursue the proposal call process in a pro-active, meaningful manner.
2. Seek opportunities to partner with community stakeholders (including First Nations, school boards, churches, private agencies, regional and senior governments) towards achieving affordable housing goals.
 - a. Shortlist non-profit partners and form memorandums of understandings with housing societies, churches and charities to build new affordable housing.
 - b. Partner with non-profit partners to advocate for changes to government policy (potentially including the Residential Tenancy Branch and the provincial and federal government).
 - c. Submit an application for a Metro Vancouver Housing Corporation project on District-owned land in the next call for project applications.
3. Partner with owners of existing properties (including District-owned land, parking lots, church property, private agencies, crown corporations and senior government) across the North Shore that could be developed into affordable housing.¹⁹
 - a. Identify large properties and other landlords (including BC Hydro, TransLink, school boards and the CMHC) and form partnerships to redevelop the land to include affordable housing.

¹⁹ Ibid., Immediate Action 2a.

- b. Collaborate with First Nations to identify potential housing sites, build partnerships, develop infrastructure and accelerate affordable housing developments.²⁰
4. Work with local institutions to determine needs for housing, and methods of achieving those needs, and ensure the availability of appropriate housing options for critical workers, such as teachers.
 - a. Assist their applications for provincial grant funding through supportive actions.²¹
 - b. Advocate for increased supply-side financing but also for reduced demand for District housing—for example, by asking the Province to require post-secondary institutions to provide housing for their international students.
5. Explore partnerships to help support maintenance and retention of existing rental housing (refer to Item 3 in Goal 3).
6. Be prepared with rental, social and affordable housing project and infrastructure plans to take advantage of any new funding from the federal government due to the COVID-19 pandemic and upcoming federal election results.²²
7. Together with the Poverty Reduction Task Force, create a Supportive Housing Growth Strategy for the District of North Vancouver using the impending results of the Housing Needs Report to identify and accommodate low-income households, homeless, addicted, and other special needs demographics.
8. Consider membership in the SPREC (Social Purpose Real Estate Collaborative)²³ and partner with social investors intent on advancing housing opportunities with long lasting community benefit.

²⁰ *Ibit.*, Immediate Action 3b.

²¹ *Ibit.*, Immediate Action 3a.

²² *Ibit.*, Immediate Action 3d.

²³ <https://www.socialpurposerealestate.net/about>

What's needed going forward

The Task Force's review of the current status of rental social and affordable housing has brought to light several overarching recommendations that are not specifically associated with any of the six original RAH Strategy goals, but are necessary to provide and maintain a comprehensive understanding of the status of housing in the District. These are recommendations that will inform appropriate District progress in meeting the OCP objective of increasing housing choices to meet the diverse needs of residents of all ages and incomes.

Recommendations to Council:

Provide staff resources and leadership

The Task Force's September 2020 Interim Report included the following recommendation: "Establish one or more high-ranking positions responsible for rental, social and affordable housing with a mandate to animate and co-ordinate the actions and recommendation raised in this Report." The District has followed through with hiring a senior planner having specific responsibility for housing, with a focus on affordable and non-market housing as well as initiatives to address homelessness.

It is our hope that the new housing planner will move forward comprehensively, decisively and immediately with a mandate for increasing the supply of rental, social and affordable housing by working directly with local groups, municipal departments, neighbouring cities, senior government and housing providers to develop creative solutions and identify funding opportunities. We further hope that Council will see the need for and commit to additional, higher-ranked staff resources.

To improve the diversity of sustainable housing, the Task Force's top recommendation is to hire a General Manager of Housing to operate a separate legal entity, perhaps called the DNV Housing Authority, which would have similar goals to those articulated by other municipalities (e.g., the Whistler Housing Authority (WHA), Vancouver Housing Authority (VAHA) and Tofino). Those authorities often have an operations group under the control of a Board of Directors, which includes representatives of the local municipal government.

Ensure sustainability

We believe it is crucially important that Council address the six goals included within this report through the lens of sustainability. There is growing momentum in this area: the OCP included ambitious greenhouse gas emissions targets, Council declared a climate emergency in July 2019, and in December 2020 Council approved the low-carbon approach to accelerate step code implementation for new multi-family apartment projects, coach houses and townhomes. The ongoing climate and pandemic crisis points to the need to shift away from short-term decisions focused on the immediate bottom line. The Task Force believes it is essential that housing is considered within this broader sustainability context. Although the initial upfront investment to build units that meet high sustainability standards may seem more expensive than using conventional building design, the long-term operating costs, emissions, and carbon footprint associated with new construction must be taken into account.

Funding and advocacy

District residents approved a ballot box question in October 2018 that would allocate \$150 million of municipal funds for up to 1,000 units of below-market housing, to be constructed before 2030. As of December 2020, an estimated \$35.4 million has been allocated to the creation of 505 units of non-

market housing. It is imperative that the District find ways to increase the housing reserve fund, contributions and units under this mandate as the market itself is failing to provide sufficient units to meet social housing needs. The Task Force recommends better advocacy for housing affordability at the provincial and federal levels. Priorities include requesting federal funding to support co-op housing projects and lobbying federally for cities to offer tax breaks for new rental units.

Improve citizen engagement

Using the legislative tools available to municipal councils, form an Advisory Planning Commission pursuant to section 461²⁴ of the *Local Government Act* to study and advise Council on matters of land use and community planning.

The Task Force recommends that Council strike a committee comprised of citizen, staff and Council representatives to monitor and provide advice on the continuation of the work and recommendations within this report. It is our hope that including Council representation will ensure input, commitment and progress on the part of those responsible for municipal governance. The committee should include representation from persons with disabilities, seniors, youth and single parents.

Confirm assumptions

Affordability

The Task Force believes that assessments of affordability for development applications in the District of North Vancouver involving below-market housing must consider a regional context and should therefore be targeted at the median income of Metro Vancouver renters. This would ensure we are building for those who work here in the District but cannot afford to live here. By means of a Housing Agreement clause, these median-income-defined units could be linked to households where the household's primary income earner is a local employee.

To improve housing affordability, the following recommendations from the RAH Strategy are as relevant today as they were in 2016:

1. Establish rental thresholds for new affordable rental units at the time of rezoning and through a signed Housing Agreement.
2. Use the established CMHC Affordability Criteria, as updated on an annual basis, to guide the determination of affordability levels.
3. Include provisions in the Housing Agreement to the effect that existing and potential renters are income tested (and employed locally) to ensure that affordable units are provided to low- and low-moderate income earners.

The housing continuum

The Task Force recommends re-evaluating the housing demand values in the housing continuum shown in Figure 3 . Given the District's income demographics and the noticeable loss of households in the low- to moderate-income brackets, the model needs to emphasize the demand for more housing choices,

²⁴ *Local Government Act*: www.bclaws.gov.bc.ca/civix/document/id/complete/statreg/r15001_14

particularly in subsidized rental, co-op and co-housing. Ensure that the Housing Continuum accurately reflects the results of the Housing Needs Assessment.

Monitor progress

As noted earlier, insufficient data has been collected to monitor current rental housing characteristics within the District and to assess future needs. The Task Force recommends that a reporting framework be established to routinely monitor appropriate housing metrics and level of affordability of existing and new units, by project and by area. Reporting should be for each applicable residential development application as well as on a consolidated annual basis, and compared to projected demand estimates as established in the housing continuum. The framework should include updated neighbourhood maps of projects that list unit numbers and sizes (beds).

With reference to the \$150 million to be allocated for below-market housing that received support through a ballot box vote during the 2018 election, staff should provide Council and citizens with an ongoing specific accounting of total below-market units achieved with municipal funds since that time, including DCC waivers, permitting waivers, and foregone CACs.

Appropriate Key Performance Indicators (KPIs) should be identified and tracked. To increase transparency, the Task Force recommends that these KPIs be added to the District website and reported on regularly. The collected data should be specifically designed to assess whether occupied and vacant rentals are appropriately sized and priced for the diverse population demographic needed within the District. A net increase in affordable housing units to 2030 is desirable.

A sampling of suggested KPIs is included in Appendix B.

Final thoughts

Safe, secure housing is a basic human right! This crucial recognition was strengthened and solidified through the creation of the federal government's 2019 *National Housing Strategy Act*, which "recognize(s) that the right to adequate housing is a fundamental human right affirmed in international law."²⁵

A healthy and complete community is a diverse community. It is a community that welcomes residents of all income levels and that includes housing across the spectrum – from supportive and social housing to rental and ownership options. The lack of appropriate and affordable housing in the District of North Vancouver, particularly for those earning a median income or lower, is a complex issue that must be addressed. Bold initiatives and partnerships are urgently required.

Between August 2019 and July 2021, the Task Force on Rental, Social and Affordable Housing has been engaged in a review of the District's housing and affordability imbalance challenges. Our research, interviews and discussions have shone a light on the lack of progress that has been made against the objectives outlined in the District of North Vancouver's 2011 Official Community Plan (OCP) that aimed to increase housing choices to meet the diverse needs of residents of all ages and incomes.

Despite this, we are hopeful that there might be a renewed commitment on the part of many stakeholders to find new and creative ways to provide safe and secure housing for all District residents, especially low-, low-moderate- and medium-income earners. Council's adoption of amendments to the Residential Tenant Relocation Assistance Policy in May, 2021 and hiring a senior planner with responsibility for housing, with a focus on affordable and non-market housing as well as initiatives to address homelessness, are steps in the right direction.

Let's continue building on this momentum and bring together the development community, public partners, all levels of government, landlords, renters and homeowners to make the District of North Vancouver a place where all residents who wish to live here have access to safe, secure and affordable housing.

²⁵ <https://www.placetocallhome.ca/human-rights-based-approach-to-housing>

Appendix A. RSAHTF Membership & Meetings

Eleven individuals representing a diversity of interests were selected by Council from those who volunteered to serve on the Rental Social and Affordable Housing Task Force. They included:

- one person who is currently renting;
- one person currently living in social housing (unable to find a volunteer);
- one person currently living in a co-op (the volunteer was unable to continue in their role);
- one senior;
- one student;
- one representative of people with disabilities (unable to find a volunteer);
- one owner of a unit in an existing older strata building;
- one representative from the not-for-profit housing sector;
- one representative from BC Housing;
- one representative from the development/construction sector with experience in rental, social and affordable housing; and
- two representatives from the community at large.

The group began meeting in August 2019 to analyze recommendations from the 2016 RAH Strategy, meet with housing experts and citizens, and review recent data to understand housing trends. The group also accessed a database of researched articles and publications on these topics. The positions of chair and vice-chair rotated every three months.

Task Force meetings are listed below, along with key speakers and topics discussed. Note that virtual meetings began in June, 2020 after the District shutdown in March, 2020 due to the coronavirus pandemic protocols.

In-person meetings

1.	August 7, 2019	Task Force member introductions
2.	September 11, 2019	Motion to use previous RAHS report, election of Chair/Vice-Chair with decision to rotate those positions every three months
3.	September 25, 2019	Facilitator workshop
4.	October 9, 2019	Discussed update plans for RAHS
5.	October 23, 2019	Rick Danyluk, Manager of Financial Services: Presentation on funding (incomplete)
Extra	November 2, 2019	Sarah Bermel: Tour of River Woods Housing Co-Op in Parkgate
Extra	November 6, 2019	Met with Liberal MLA Jane Thornthwaite, Provincial Housing Critic; MLA Todd Stone; MLA Peter Milobar
6.	November 6, 2019	Raymond Kan and James Stiver, Metro Vancouver – Transit Oriented Affordable Housing Study
7.	November 6, 2019	Mayor Mike Little
8.	November 20, 2019	Michael Hartford, Section Manager, Development Planning, DNV
9.	November 20, 2019	Dan Milburn, DNV General Manager of Planning Properties and Permits, and CACs
Extra	December 2, 2019	Task Force delegation presented to Council

10. December 18, 2019 Michael Sadler, First Nations Director from BC Housing, discussed programs
11. January 9, 2020 Task Force discussed updates for RAHS Goals 3 to 6
12. January 23, 2020 Hesam Deihimi, developer, presented on land development economics
13. February 6, 2020 Discussed affordability for RAHS; updated introduction
14. February 20, 2020 Robyn Adamache and Andrew Middleton, from Canada Mortgage and Housing Corporation
15. February 20, 2020 Ian Cullis discussed not-for-profits and targeted OCP review
16. February 21, 2020 Naomi Brunemeyer, BC Housing Regional Director of Development
17. March 5, 2020 Dan Milburn DNV General Manager discussed RTRAP; reviewed outstanding facilitator list

Beginning of virtual meetings

18. June 4, 2020 Draft interim report discussed.
19. June 16, 2020 Draft interim report discussed.
20. June 30, 2021 Decision made to send interim report to staff for input
21. September 10, 2020 Interim report finalized
- Extra September 28, 2020 Two-hour workshop with Council
22. October 8, 2020 Community Planner Steve MacIntyre discussed short-term rentals
23. November 19, 2020 Dan Milburn, DNV General Manager, and Janine Ryder, discussed DNV land acquisitions
24. December 9, 2020 Tom Armstrong, CEO of Co-op Housing Federation of BC
25. January 7, 2021 Marla Zucht, General Manager of Whistler Housing Authority
26. January 21, 2021 Christine Baker, Board Chair, and Sarah Silva, CEO, Hi'yám Housing Society
27. February 4, 2021 Motions to Mayor about budget
28. February 18, 2021 Dennis Thomas-Whonnoak, Senior Business Development, and Melissa Fahey, Director of Public Works, Tsleil-Watuth Nation
29. March 4, 2021 Councillors Bond and Forbes attended
30. March 18, 2021 Mayor Mike Little attended and answered questions
31. April 8, 2021 Motion to send draft to technical writer
32. April 22, 2021 Review of technical writer notes for Executive Summary and Goals 1 and 2
33. April 29, 2021 Arielle Dalley, Community Planner, presented latest draft of RTRAP
34. May 13, 2021 Review of technical writer's notes for Goals 3 to 6 and vote to not send the Final Report to staff for review prior to submitting it to Council.
35. May 27, 2021 Councillor Muri attended
36. June 10, 2021 Review of technical writer's notes for main body of report
37. June 24, 2021 Review of additional revisions to report

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38.	July 8, 2021	Review of additional revisions to report and formation of subgroup to complete revisions prior to circulating to Task Force for final review.
Extra	July 10, 2021	First subgroup meeting (four volunteers)
Extra	July 12, 2021	Second subgroup meeting
Extra	July 14, 2021	Report draft sent to technical writer following confirmation of acceptance by all Task Force members.
39.	July 22, 2021	Review of technical writer comments
Extra	August 24, 2021	Third subgroup meeting
40.	September 2, 2021	Report finalized
Extra	September 27, 2021	Anticipated date for Workshop with Council

Appendix B. Key Performance Indicators

The table below includes a **sampling** of possible Key Performance Indicators for monitoring the status of rental, social and affordable housing in the District. The KPIs that are selected by the District should be specifically designed to assess whether occupied and vacant rentals are appropriately sized and priced for the diverse population demographic needed within the District. A net increase in affordable housing units to 2030 is desirable.

KPI	Target	Comment
Housing approved		Monitored via building permits and reported at least twice per year if not quarterly.
<ul style="list-style-type: none"> ○ All housing ○ Purpose-built rental ○ Affordable housing ○ Social housing ○ Shelter 		
Housing completed		Ideally tied to needs and demands study. Monitored via occupancy permits.
<ul style="list-style-type: none"> ○ Number of new social/affordable/appropriate units 	>200/year	
Number of partnerships leading to rental, social or affordable housing, including:		
<ul style="list-style-type: none"> ○ Number of units/bedrooms built ○ Funds leveraged 		
In the housing continuum, track:		
<ul style="list-style-type: none"> ○ People/households waitlisted for below-market/supportive housing ○ Current market rental vacancy rate ○ Percentage of owner households 		
Housing units per square kilometre		
People per dwelling and number of bedrooms		
Number of secondary suites		
Homelessness	0 by 2025	
Rental vacancy rate	Ideal target >4%	Natural vacancy rate is 3 %, Seattle is targeting 8 %.
Rental unit gain and loss comparison:		How do we measure displacement vs adequate replacement?
<ul style="list-style-type: none"> ○ Number of existing multifamily rental units lost (# of residents/families displaced) compared to replacement # multifamily affordable units 		
Net change in affordable rental stock		
Rental rates:		
<ul style="list-style-type: none"> ○ Average rent per 2-bedroom occupied ○ Average rent per 2-bedroom vacant 		
Number of households paying over 30% of income on rent	X% decline/year	
Number of households paying over 50% of income on rent	Eliminate by 2025	
Income needed to afford a 2-bedroom rental		

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